

Residents Services Select Committee - Project Neptune Update

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Project Neptune – Phase 2

Project Neptune Phase 2 focuses on 8 key areas of improvement

- **Strategies and Policies**
- **Workforce Planning**
- **Supervision, Support & Performance**
- **Customer Journey**
- **Customer Care and Case Management Standards**
- **External Partners and Communications**
- **Housing Commissioning Plan**
- **Data, Technology and Business Intelligence**



Strategies and Policies

- Renewing our **Homeless Prevention and Rough Sleeping Strategy** and ensuring the changes reflect the new ways of working, based on need. Maximising the opportunities for preventative work and minimise the numbers of residents going into temporary accommodation. Statutory requirement for this strategy.
- **Independent living & older people's housing strategy** – to inform future commissioning / assets plan
- **Review of all housing policies, plain language, residents first focused.**
- **Review and consultation** of the Social Housing Allocation Policy.
- **Lettings plans** in place for specific schemes.
- **Monitoring and governance arrangements** for the Policy documents, tracking the KPI's to ensure the changes are not having any unintentional outcomes as a result of any changes made.
- Active monitoring of **changes in legislation** or caselaw to understand the impact of changes and if our Policies require updating as a result.



Workforce Planning

- Review of the **shape of the service**, permanent recruitment plan to commence.
- Development of a **graduate or equivalent scheme** to grow our own staff and ensure reduction in agency staff, succession planning etc..
- Establish **outbound functions** within the service to resource visiting for both friends and family evictions and enhancing our resources to undertake temporary accommodation inspections.
- Develop a **training programme** that has customer experience training at the heart of the service and develop a clear customer charter for the Homeless Prevention Service.



Customer Journey

- Establish and deliver a clear **options pathway and homeless prevention plans** based on clear diagnostics / intelligence for each of the four top reasons for homelessness.
- Review of **methods of contact** and failure demand points to improve overall customer satisfaction and engagement.
- **Customer Feedback** channels and routes to improve operational standards and performance.
- Review and clarify all **methods of incoming contact** with residents with a view to understand and predict demand, in addition to prioritising review of contact arrangements for residents.



Supervision, Support & Performance

- Introduction and embedding of a **new performance management and quality assurance framework**
- Introduction of a new suite of KPI's and **Quality Assurance** checks to reduce risk of error and delays in data transferring between teams.
- Launch of a new **Service Plan** to ensure clear direction for the service. Staff have been involved in shaping the plan.
- **Performance management framework** that ensures one-to-ones, performance appraisals, transparent KPI's and regular supervision touchpoints / case reviews.



Customer Care and Case Management Standards

- Design **Customer Care Standards** for the Service that can be evidenced through robust data and insights.
- **Customer Care training** for all staff to focus on manner, tone, articulating processes and relaying information clearly to residents that promotes self-sufficiency and empathy.
- Establishing a **learning culture** in the service where successes and lessons learned are actively talked about / acted on to ensure best practice.
- Developing and delivering a **staff engagement plan** to focus on officer contribution to the service and team building and empowerment.
- Continued review of the support for **Care Experienced Young People** and ensuring the needs of this cohort are met working closely with Children's Services.



External Partners and Communications

- Creation of a **Communications Plan** for external partners to ensure they are fully appraised of changes to our process. Create a feedback loop to ensure all voices are heard and that we are all driving home the message of prevention.
- Firm **contract management** meetings to hold all temporary accommodation providers and other service providers to account. Ensure robust standards of accommodation and sanctions for those not complying with regulations.
- **Landlord engagement events** to create a mutual exchange of ideas and improve relationships between the Council and its landlords.
- Refresh of **Service Level Agreements** and **Nomination Agreements** with RSL's to promote closer working and renewed focus on working jointly to resolve homelessness.
- Review of joint working relationships with **Adult Social Care & Children's Social Care** to create a one Council approach to presenting issues.



Housing Commissioning Plan

- **Acquisitions plan agreed and delivered** - 300 additional HRA homes, plus future year requirements
- **Housing delivery programme in place / delivered**, as a key part of the Asset Management Strategy and Asset Board Governance. To include new build programmes, proposals for development of underutilised sites, leasing etc..
- **Better use of our own stock** through programmes to reduce fraud, bring back under occupied properties, encourage move on through cash incentive programmes and create larger properties through our extensions programme.
- **Maximise the availability of accommodation** through targeted lettings that have a chain benefit and result in several moves.
- **Reduction in temporary accommodation** - profiling and accelerating a **move-on pathway plan** to ensure that we understand the requirements of households in temporary accommodation.
- Review of future joint **commissioning requirements**, working with Children's Services and Adult Social Care.
- Establish and maintain a **contracts and risk register** to monitor performance, mitigate risks etc.



Data, Technology and Business Intelligence

- **Customer profiling and business intelligence** - to predict needs, support early intervention and preventative joined up practice and commissioning working with children's services and adult social care/health
- Continue to embed **Locata case work system**, super user training, use of performance dashboards
- Developing the **integration** with our other systems and improvements to allow residents to directly contact their caseworkers via the system.
- Review all options for **self-service, as part of the digital plan**
- Introduction and the use of **Power BI** to enable performance reports for all levels of the organization.
- **Digital data and technology plan** for the service to ensure we have sufficient data sources to be able to accurately forecast demand.
- **Forecasting and modelling** of needs / activity, response and cost, as part of monitoring budget monitoring (to track impacts)



Prevention (Case Work Standards)



Prevention Standards - Relaunch

- Committed to step change in prevention practice
- Agreeing case management standards and proactive 'regime', including:
 - Slicker front of house processes
 - Enhanced duty management system
 - Enhanced triage input
 - Performance management framework and KPIs for case management
 - Fortnightly case management 1-2-1 meetings with all HPO's and their line managers
 - Monthly TL/TM case review meetings to review cases allocated that month, progress made on existing cases and if necessary, address any imbalances, review types of cases coming through triage and identify prevention development opportunities.
 - Re-establish face to face meetings for all initial appointments
 - Complex case meetings for staff to attend fortnightly with cases identified through case management 1-2-1 meetings.
 - 6 weekly self-managed HO meetings for discussions on current issues and successes.
 - A comprehensive induction programme and annual training programme designed to ensure everyone has the tools to do the job



Move-On from Temporary Accommodation



Move-On from Temporary Accommodation (TA)

- Committed to step change in move-on support for residents
- Agreement for prioritisation of cases based on financial modelling and cost benefit analysis.
- Workstreams to include:
 - Weekly meeting to commence 13th May to assign weekly targets and track and monitor progress.
 - Dedicated officers for move-on to work with households currently in TA.
 - Carry out a review of all households in TA, targeting highest cost placements to understand housing requirements and support people to move on.
 - Ensure robust approach to offers of accommodation. Ensure all residents only receive one suitable offer of accommodation and that this is an enforceable offer.
 - Negotiations with our temporary accommodation providers to bring down the cost of TA and negotiating a reduction across the full portfolio, beginning with our most expensive units.
 - Targeted conversations with providers of nightly charge accommodation with a view of converting some of the units into AST's or seeking the providers support to secure accommodation for move on into longer term options.
 - Support to reduce the number of one-bedroom households in temporary accommodation into one-bedroom and shared properties to reduce overall numbers in TA.
 - Targeted programme of support to move on all the eligible Care Experienced Young People currently in costly Social Services accommodation into private rented accommodation.



Key Successes

- Successful launch of our Commissioning Plan. Supporting residents through increased access to accommodation.
- Key staffing appointments have been made to provide additional support to officers and strengthen service delivery in key areas.
- Migration to our new homeless prevention computer system Locata. Enabling data sharing with our Housing Register system and greater functionality for our residents.
- New pathway created to support Care Experienced Young persons with their housing needs.
- Introduction of a triage function to urgently assess cases and prioritize those at highest risk of homelessness.
- Introduction of a new suite of KPI's to track and monitor case progression.
- Dedicated homeless pathways for the top four reasons for approach for more tailored advice and support.

