

Social Housing Reform Programme:

Assistance to Housing Independence Close Out Report

Close Out Project Report
Assistance to Independent Housing Programme

Revision history

Date	Version	Description	Author
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Approvals

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		Kay Read	General Manager Tenancy Services	
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Executive Summary

Purpose

1. This report has been provided for review and consideration to the General Manager of Sector and Stakeholder and General Manager Tenancy Services to formally close out the Assistance to Housing Independence (AHI) Programme.
2. The close out report reviews how the Assistance to Housing Independence (AHI) programme delivered against the agreed objectives. It provides the background to the development of the AHI programme. It also summarises the barriers encountered in developing the AHI programme, and the lessons learnt from delivering the programme that would support the design of AHI type activities in the future.

Recommendations

3. It is recommended that the General Manager of Sector and Stakeholder and General Manager Tenancy Services:
 - a) **approve** the close out report for the AHI Programme
 - b) **agree** the close out report will go to Design and Deployment team to support the development of AHI type activities for Tenancy Services to implement
 - c) **note** Tenancy Services will be in a stabilisation phase till March 2013 to bed down the significant changes to roles and systems. The introduction of AHI type activities such as active assistance beyond this timeframe might be considered by Tenancy Services and possibly in conjunction with other changes to ways of working such as mobilisation of Tenancy Managers.

Programme background

4. The idea of using incentives to assist tenants to achieve housing independence was explored thoroughly in a test-phase project. The success of this test phase project led to the development of the programme.
5. The AHI programme was one of a number of interventions designed to increase the effectiveness of state housing provision by focusing the Corporation on providing social housing to high need tenants. The AHI programme rolled out to a larger group of tenants, the approach and processes used with a very small group of tenants in the AHI test phase project.
6. In June 2011 the Investment Group agreed to deliver the AHI Programme in Auckland, Hamilton, Hawkes Bay and Wellington from 5 September 2011 to 30 June 2012¹ with the possibility that this could be the first phase of a more general roll out. Nine advisors (5 FTE) were appointed.
7. On 11 April 2012 the Executive Team decided that the programme would close on 30 June 2012 at the end of the first phase of the roll out. Opportunities were to be explored to integrate AHI type activities in to business as usual.

Programme outcomes

8. The AHI programme roll out demonstrated that it was possible to roll out AHI approaches and processes to a larger group of tenants than participated in the AHI test phase project.

¹ Incentives Project Executive Summary Investment Group, 27 June 2011, refers

9. Despite the constraints of significant organisation change the following key outcomes were achieved between September 2011 and June 2012:
- 570 Household Action Plans were created to support tenants toward housing independence.
 - 73² tenants transferred to a Corporation property better matched to their household composition or exited state housing completely.
 - Six of these households left as a result of purchasing their own home (including 1 household who purchased their state rental property). Two further home ownership moves occurred post 30 June date.
 - \$62,856 provided in AHI incentives payments to support 54 moves. The payments have been used to support rent in advance, bond, utilities connections, moving costs and house purchase related costs.

Lessons learned

10. Lessons were learned that are relevant to the design of any future AHI activities. The AHI test phase identified barriers that tenants were addressing, AHI Advisors encountered and barriers that required a design response. The 12 month follow-up of the AHI test phase identified key factors for the success of the AHI programme. The accumulated lessons learned were drawn from evaluation activities including workshops with AHI Advisors, and the reflections of staff management and the governance group.
11. The barriers were:
- financial, including either debt, or insufficient funds to cover an initial move or ongoing change of living costs
 - lack of information or knowledge on options available to them
 - lack of confidence or time to pursue other options
 - in Auckland, finding the right house to rent or buy at an affordable level
 - the Corporation is their landlord of choice
 - acceptance to private rental accommodation: AHI Advisors have had to intervene with rental agencies, and provide references in order to enable consideration
12. The following bullet points provide a summary of key lessons learnt:
- Tenants saw the AHI programme as demonstrating the Corporation's willingness to help them to achieve their housing aspirations.
 - Being a voluntary programme, tenants participated because they wanted to pursue more suitable or independent housing.
 - Tenants moved at their own pace acknowledging they were considering life changing decisions. Tenants needed time to ponder what was being offered before making a decision to move along the pathway to housing independence.
 - The success of the AHI programme was dependent on the selection of knowledgeable, experienced, and skilled staff.
 - The system reporting tools were developed rapidly to meet the change freeze deadlines and as a result reporting became an ongoing issue.

² At the programme end date 69 tenants had moved. Post the programme closure the number of AHI tenants who moved had risen to 73.

Greater time invested up front to get the right system reporting tools would have been invaluable and would have limited the volume of errors in data capture. The ongoing data issues made it difficult to report outcomes against targets.

- The impact of the Tenancy Services' restructure and the transformational one project was significant on AHI programme outcomes. With staff and systems impacts, it would have been useful to revisit the programme targets that were set in the design stage.

Introduction

- 1 The close out report reviews how the Assistance to Housing Independence (AHI) programme delivered against the agreed objectives. It provides the background to the development of the AHI programme. It also summarises the barriers encountered in the development of the AHI programme, and the lessons learnt from delivering the programme that would support the design of AHI type activities in the future.

Programme background

- 2 The idea of using incentives to assist tenants to achieve housing independence was explored thoroughly in a test-phase project. The success of this test phase project led to the development of the programme.
- 3 The AHI programme was one of a number of interventions designed to increase the effectiveness of state housing provision by focusing the Corporation on providing social housing to high need tenants (BN/11/009 refers). The AHI programme rolled out to a larger group of tenants, the approach and processes used with a very small group of tenants in the test phase project.
- 4 In June 2011 the Investment Group agreed to deliver the AHI Programme in Auckland, Hamilton, Hawkes Bay and Wellington from 5 September 2011 to 30 June 2012³ with the possibility that this could be the first phase of a more general roll out. On 11 April 2012 the Executive Team decided that the programme would close on 30 June 2012 at the end of the first phase of the roll out. Opportunities were to be explored to integrate AHI type activities in to business as usual.

AHI test phase project

- 5 The AHI test phase project indicated that with the right approach and the ability to assist financially, the Corporation may be able to move tenants on to free up state houses for those in greater need.
- 6 The incentive concepts explored in the AHI test phase project, and included in the range of incentives to be explored further in the AHI programme roll out were⁴:
 - Education: Providing tenants with tailored information about options and affordability information to assist them towards their housing goals.
 - Active assistance: Providing tenants with tailored assistance towards their housing goals, for example, setting up appointments with banks.
 - Financial assistance: Providing reimbursement to remove financial barriers to moving up to a ceiling amount.
 - Housing Action Plans: Tenants and Housing New Zealand staff create a mutual plan to enable the tenant to reach their housing goals supported by ongoing tailored case management.
- 7 Among the results of the AHI test phase project was a “pathway to housing independence” along which tenants progressed to achieve housing independence supported by one or more of the incentives (see figure one).

³ Incentives Project Executive Summary Investment Group, 27 June 2011, refers

⁴ Incentives Project Stage 1, Report to the Investment Group December 2010 refers.

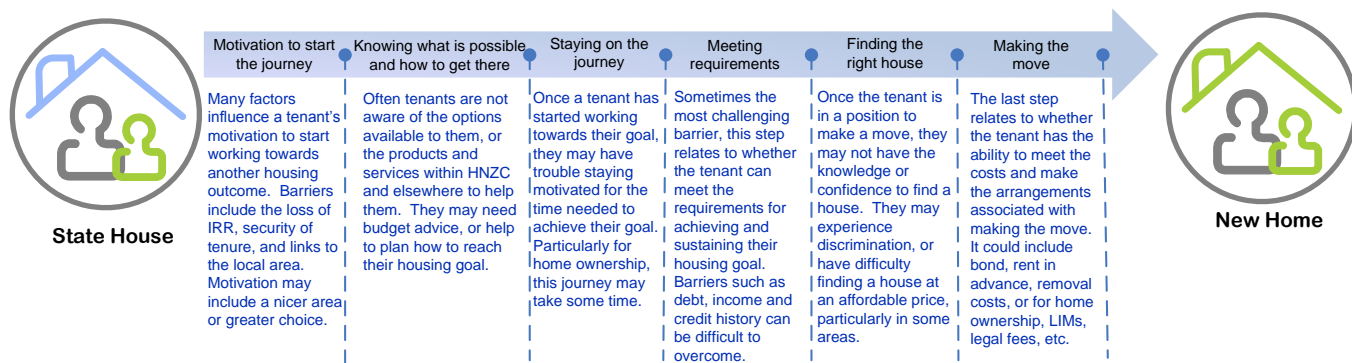


Figure 1 Tenants pathway to housing independence

8 This pathway was used in the AHI programme roll out as the reporting framework.

The AHI programme

- 9 The Investment group agreed that the objective of the AHI programme was to introduce a small scale, targeted incentives programme (Incentives Project Executive Summary Investment Group, 27 June 2011, refers). This AHI programme would contribute to the Corporation to cost effectively:
- meet Government expectations⁵
 - house those most in need
 - test products and services to support reviews under Reviewable Tenancies
 - better meet its objectives under the Asset Management Strategy.
- 10 There was a Ministerial expectation that 1,000 tenants would participate in the AHI programme roll out and that 300 if them would move before June 2012 (BN/11/009 refers). These estimates were consistent with the outcomes from the AHI test phase project after 12 months.

Programme approach and scope

- 11 The AHI programme roll out was implemented using a research approach with the purpose of:
- tracking tenants on their pathway to housing independence
 - assessing the relative timeliness and effectiveness of the incentives in assisting tenants to move.
- 12 This research approach was designed to fulfil the AHI programme objectives identified by the Investment Group in June 2011. These objectives are identified

⁵ The Government expectation linked the AHI programme to the Minister of Housing's Letter of Expectations and the Corporation's Strategic Plan (Strategic Goal 1) that clearly signals the concept of a state house for the duration of need. There were not enough state houses to meet growing demand and state houses were not always utilised effectively.

and reviewed in the section, Programme objectives and key deliverables, outlined below.

- 13 This research approach enabled the Corporation to comply with Section 21 of the Human Rights Act 1993 which prohibits targeting of tenants that is discriminatory.
- 14 Nine staff (5 FTE) in Auckland, Hamilton, Napier/Hastings and Wellington served as AHI Advisors.
- 15 The AHI programme roll out was offered to tenants in Auckland, Hamilton, Napier/Hastings and Wellington who had indicated that they were considering options that would move them towards housing independence. These indicators included:
 - paying market rent
 - registering interest in purchasing their home under the Tenant Home Ownership programme
 - undertaking the Welcome Home Loan First Steps programme
 - being on the transfer waiting list
 - under-occupying a property by two or more bedrooms where there was a demand for the type of property they would be vacating
 - indicating to their TM that they had housing aspirations other than state housing.⁶
- 16 Tenants who accepted the offer signed an inform consent form and were enrolled to participate in the AHI programme which focused on:
 - discussing the tenants' housing aspirations
 - identifying potential solutions to meet the tenants' future housing needs
 - providing support to tenants to move towards housing independence.
- 17 The Corporation agreed to continue working with 14 market renters who were pursuing home ownership aspirations through to November 2012 (two of whom had achieved home ownership post programme closure). These tenants have progressed beyond the set requirements to determine suitability for home ownership and assessed as having the potential to reach their home ownership goal.

Review of programme objectives and key deliverables

- 18 In June 2011 the Investment Group agreed that a small scale programme could be flexible and agile in an environment of change whilst still fulfilling the desired objectives, and providing valuable lessons that could be drawn upon to inform national tenancy services practices in the future.
- 19 Table 1 assesses the outcomes of the programme against the objectives.

⁶ See Assistance to Housing Independence: Operational policy guidelines, July 2011

Assessment of outcomes against agreed objectives

Objective	Objective Met	Comment
Meet Government expectations	Yes	The programme met the Government's expectations as outlined in the Minister's Letter of Expectations 2011
House those most in need	Yes	The programme identified enablers and barriers for supporting people moving towards housing independence
Test products and services to support reviews under Reviewable Tenancies	Yes	Lessons learned from the programme will inform the design of any future AHI type activities which support tenants to move when they are ready for alternative housing
Better meet its objectives under the Asset Management Strategy	Yes	The programme supported tenants moving to better suited state houses or independent housing

- 20 Table 2 assesses the outcomes of the AHI Programme against the targets. The outcomes are well below the targets in most cases and factors that contributed to these outcomes are noted.

Assessment of outcomes against Targets

Target Description	Target	Actual	Comment
Household Action Plans established for tenants	1000	570	Advisors reported it sometimes took up to 4 visits before the HAP was established. Tenants wanted to take time to think about the HAP and what it meant to them and their families
Tenants move from state housing or to a more appropriate state house	300	73	Pace of moves was driven by the tenants. Decision to move house took time to prepare for and arrive at
AHI Programme tenants who receive Financial Assistance	80%	74%	Actual close to forecasted number
Average financial Assistance amount	\$2400	\$1,164	Lower than forecasted. Influenced by the type of move i.e. transfer verses home ownership

Lessons learned

- 21 The lessons learned were identified at all stages of the AHI test phase project and AHI programme roll out, and informed design, revisions and developments. They are summarised here for the purpose of informing any future design of AHI type activities.
- 22 This section draws on the lessons learned from several sources:
 - the AHI test phase project
 - the 12 month follow-up of the participants in the AHI test phase project including a workshop with AHI Advisors
 - evaluative activity undertaken as part of the AHI programme roll out including a workshop with AHI Advisors
 - reflections of the staff, management and governance of the AHI programme collated and summarised by the project manager appointed for the close out of the AHI programme.

The AHI test phase project (October 2010 - February 2011)

- 23 The AHI test-phase project identified the housing pathway that tenants followed to gain housing independence (see figure 1). This pathway was then used as the reporting framework for the AHI programme roll out.
- 24 The initial interviews with the tenants provided a comprehensive list of barriers that tenants expected to encounter on their journey to housing independence. As the AHI Advisors worked with tenants to realize their housing goals these barriers became a reality. Some barriers tenants were able to address, some AHI Advisors worked with, and some barriers require addressing at a design level.

Barriers tenants were addressing

- 25 Tenants identified the following barriers before they started working with the AHI Advisors:
 - financial barriers, including either debt, or insufficient funds to cover an initial move or ongoing change of living costs
 - lack of information or knowledge on options available to them
 - fear of change or the unknown
 - lack of confidence or time to pursue other options
 - an emotional attachment to their current property
 - life changes including work uncertainty, or traumatic events which have postponed consideration of other options
 - in Auckland, finding the right house to rent or buy at an affordable level.
- 26 After the AHI Advisors and tenants had been working together towards the tenants goals additional barriers were identified.

For tenants pursuing home ownership:

 - the economic circumstances were daunting, they did not want to be tied into big financial commitments in uncertain economic times.

For tenants pursuing private rental:

 - the Corporation is their landlord of choice

- an apparent lack of the 'right' houses for private rent
- a perception that moving into private rental is a backward step on the path to home ownership.

For tenants happy to downsize:

- health issues or mobility problems
- a perceived lack of other suitable state houses or ones for private rent
- a perceived insecurity of tenure should they agree to move to another state house or a private rental.

Barriers that AHI Advisors encountered

AHI Advisors working with tenants were able to identify more specific issues that constituted barriers to tenants' housing goals:

- acceptance to private rental accommodation: AHI Advisors have had to intervene with rental agencies, and provide references in order to enable consideration
- finding a location close to support networks, community amenities and transport.

Barriers that required a design response

27 The barriers that AHI Advisors identified but that were beyond their brief included:

- Lending criteria: Barriers have included requirement of full mortgage repayment by age 65, continuous employment in the same job for 12 months prior to lending, insufficient income or deposit, insufficient lending thresholds for Welcome Home Loans in Auckland, and the application of every criteria to both applicants in a joint application scenario.
- Lack of clarity over ability to sell in Tainui right of first refusal areas.
- For under-utilisers, all tenants are waiting for Housing New Zealand to source suitable properties⁷.

The 12 month follow-up of the AHI test phase (October 2010 – November 2011)

28 The 12 month follow-up of the AHI test-phase project confirmed the following key factors for the success of the AHI programme:

- staff skills, such as negotiation, relationship management, ability to create rapport, persuasiveness and perseverance, judging the readiness of the tenant, allaying tenant concerns, demonstrating empathy, recognising when to be proactive, and the level/type of support a tenant requires
- staff knowledge of the community, state of the local housing market, and of the options available to tenants – including about private or social housing home ownership product providers who could be approached to assist with options
- the approach tailored to the tenants' housing needs and aspirations supported by the model of the tenants' pathway to housing independence (see figure 1 above)
- the incentives package

⁷ The housing supply for under-utilisers is referred to in footnote 1 above.

- the AHI project tools, affordability calculator, Welcome Home Loan, Welcome Home First Step home education course on line (although recognising that tenants may not necessarily be connected to the internet or computer literate), Housing Action Plans, training materials.
- 29 The AHI test-phase 12 month follow-up identified lessons learnt which were also confirmed by the circumscribed evaluation of the AHI programme roll out⁸.

Accumulated lessons learned

- 30 The accumulated lessons learned from all sources are set out for customers, staff training, programme delivery and programme duration.
- 31 Both AHI Advisors and tenant participants need to be reminded about entitlements provided by AHI, including what constitutes available active and financial assistance. Key to the success of the AHI project is AHI Advisors' ability to understand what tenants consider to be barriers, and to remove or minimise those barriers if practical and appropriate in the context of the programme.

Customers

- 32 Tenants saw the AHI programme as positive and it gave them a more favourable perspective of the Corporation. Tenants saw the AHI programme as demonstrating the Corporation's willingness to help them to achieve their housing aspirations.
- 33 The AHI programme either initiated or supported tenants' to further their housing aspirations. Even where there was no shift along the housing pathway, the interaction with the AHI Advisors got tenants thinking and some came back later to enquire further about participating in the programme.
- 34 Tenants who participated successfully in the AHI test phase project and AHI programme roll out are likely to become advocates of the programme⁹. Tenants told the evaluators they wanted to encourage other tenants to work with the Corporation and move toward fulfilling their housing aspirations.
- 35 The clarity in the policy guidelines for the AHI programme roll out assisted tenants to think about their options. Budget advice was very effective in tenants' understanding their situation and possibilities for their journey to housing independence.
- 36 Several tenants had not contacted the AHI Advisor when this would have assisted them to move to a different stage on the pathway to independence, and even to move to private rental. The tenants said they were too shy or reluctant to "bother" the AHI Advisor because AHI Advisors were very busy and had all their other work

⁸ The evaluation of the AHI programme roll out was not completed due to the impact of the new organisational model for the Corporation on the work capacity of the AHI advisors. In this circumstance, the evaluators struggled to get people to participate in the evaluation because:

- tenants had limited knowledge of the AHI project
- tenants felt they had received little or no assistance to move and therefore had little to say.

⁹ Case studies of tenants who were successful in moving to housing independence are available. Examples of these case studies are presented in Assistance to Housing Independence: Report on the 12 month follow-up of Test phase tenant participants (December 2011).

as tenancy managers. Some of these tenants appeared not to have been sufficiently motivated to do so, or didn't understand the role AHI Advisors have in making this happen. Some other tenants had tried once or twice and had given up. Consideration needs to be given to AHI Advisors' scheduling of interviews with tenants because ongoing work and support needs to fit around tenants' daily lives and routines, including in the evenings after work.

- 37 In some cases tenants need to be encouraged to be realistic when assessing their housing aspirations. AHI Advisors need to demonstrate a high degree of skill and sensitivity when having discussions with tenants so that tenants' expectations are managed. Examples included:
- one tenant who was aggrieved that he could not get a loan to buy his house because he had believed his children would help pay the mortgage, but there were some suggestions that this was not the case
 - another tenant was "fixated" on purchasing the house he was in, which was substantially outside the bounds of affordability for him.
- 38 AHI Advisors need to identify the degree and extent of support required as early as possible in their work with tenants by actively following up at least in the early stages following the initial interviews. Some tenants will require more proactive support and assistance from an AHI Advisor than others because they have less confidence and experience with the ideas of home ownership or moving houses.
- 39 AHI Advisors need to follow through with any undertakings made to tenants, particularly in terms of requests for information or active assistance, but also in terms of periodic follow-up and encouragement so that tenants remain committed to completing their action points.
- 40 Staff changes had the potential to disrupt and frustrate tenants who had been enthused and motivated through the collaborative approach that was initially adopted to gain their agreement to participate. A useful tool to counter these effects was the presence of a clear Housing Action Plan.

Staff Training

- 41 AHI Advisors were selected for their knowledge, experience and skill. They attended a day of training prior to implementing the AHI test phase project. This training was revised following the AHI test phase project. Most staff attended a day of training prior to the implementation of the AHI programme roll out. Further training was provided when data capture issues were identified.

Other

- 42 Lessons learned presented here concern home ownership products, more training on recording as a basis for practice and reporting, and the appropriateness of approaching some tenants selected.
- 43 AHI Advisors need information about home ownership products. This should at least include:
- information about private or social housing providers who could be approached to assist with home ownership options
 - eligibility criteria associated with accessing the KiwiSaver home ownership package.
 - local lists of mortgage brokers and rent-to-buy groups that they could give to tenants who ask for this type of assistance. It might also be helpful to invite

individual mortgage brokers or rent-to-buy groups to meet with AHI Advisors in the local area to increase AHI Advisors' knowledge of their products.

- consistent, standardised internal advice about the process to be followed for a tenant wishing to purchase his/her current or another Housing New Zealand house.
- 44 AHI Advisors identified a need for more development and training about what to include in Housing Action Plans that would support their practice. Questions included:
- How should data be recorded for reporting purposes and to support their AHI activities?
 - What constitutes sufficient detail when setting out the key action points, respective responsibilities and timeframes?
 - At which points in the process should AHI Advisors provide “regular follow-up”?
- 45 AHI Advisors need to know when it is appropriate to involve some tenants in AHI activities. For instance, the Corporation needs to consider the processes that should be implemented where a tenant has been living in a house for 20 plus years, is over 60 years of age, is underutilising and/or where there is no waiting list in the area. For example, initiating discussions on AHI with older tenants may lead to confusion or fears that tenants may be moved against their will. This is particularly the case where tenants use English is a second language, and/or who may be less well-educated.

Programme delivery

- 46 In the delivery of the AHI Programme, significant issues were identified that required careful management and could not be mitigated in some instances. A summary of these issues, their impact and what was done to attempt to overcome them is noted below.
- 47 The roll out stage of the programme was delivered during a time of significant organisational change, with structural changes to Tenancy Services and the Transformational One project in planning and delivery stages. The impacts included difficulties for staff and getting the right systems and tools to support the delivery of the AHI programme.
- 48 Difficulties for the staff included:
- With role uncertainty and a changing operating environment, the programme experienced changes in staff and limitations due to the change freeze. There was a change in management. New staff came into the AHI programme at March 2012 who had received minimal training. They had to establish relationships with tenants already in the programme and learn new systems and tools.
 - The achievement of the target numbers were viewed as challenging soon into the programme because of organisational change. Staff endeavoured to remain professional and worked with tenants to the best of their ability.
 - Staff holding dual roles meant that at times there was a difficulty in determining priorities given the pressure on Tenancy Services staff to cover other tasks (e.g. clean up duties, training for new processes, and provide cover as a result of the restructuring impacts in some offices).

- The weekly support meetings stopped early in the programme and some staff felt like they were working in isolation. Geographical spread and the small scale of the programme added to this feeling.
- 49 Getting the right systems and tools to support the delivery of the AHI programme included:
- Data capture and reporting issues were problematic throughout the AHI programme. Due to the IT change freeze, a work-around using HAPs was established that failed to deliver the standard level of reporting rigour and robustness. With the initial set up there were limitations placed around what data was recorded and where, along with the reporting mechanism. Varied and insufficient data was recorded. Retraining occurred but didn't fully correct this issue. A further work-around manual solution was required to ensure all data was reconciled so there was confidence in the data that was being reported.
 - The system reporting tools were developed rapidly to meet the change freeze deadlines and as a result this became an ongoing issue. Greater time invested up front to get the right system reporting tools would have been invaluable and limited room for errors in data recording.
 - It would have been useful to have scoped an ICT-supported reporting plan at programme inception. This may have mitigated many of the reporting problems encountered later in the programme.

Programme duration

- 50 The duration of programme was limiting because tenants took time to move a long the housing pathway. Some were just beginning their journey when the project ended, and were excited by the potential change. At programme closure there were examples of tenants that were seen early on coming back to AHI Advisors saying 'they were now ready' to participate in the programme. They had needed the time to think it through before embarking on this journey.

Financial Analysis of Costs

- 51 The total cost to deliver the Assistance to Housing Independence programme was \$131,004, significantly less than the \$1.08 million estimated. Table 3 sets out the estimated costs and actual expenditure.

Table 3 - Estimated costs and actual costs of Assistance to Housing Independence

Programme Roll Out	Backfill staff costs	Financial Assistance	Additional Costs*	Total
Estimated cost	\$427,083	\$576,000	\$80,000	\$1,083,083
Actual cost	\$43,455	\$62,856	\$24,693	\$131,004

*Additional costs forecasted to include changes to Rentel and training costs.

- 52 The estimated costs were based on the following assumptions:
- 1000 HAPs would be established and 300 tenants would move
 - staff participating in the programme would be backfilled at a FTE cost of \$102,500 annually
 - 80 percent of those who receive Active Assistance will receive Financial Assistance

- the average financial Assistance will be 80 percent of the maximum of \$3000
- \$50,000 was budgeted for changes to RENTEL

53 The estimated costs varied from actual costs because as:

- 570 HAPS were established and 73 tenants moved
- staff were not backfilled. However, the actual cost does reflect that two staff whose roles had been disestablished were transferred to the programme
- 74% of those moved received financial assistance
- the average amount paid in financial assistance was \$1,164
- the \$50,000 budgeted for changes to Rentel were not incurred as ICT operating budget absorbed the minor changes to Rentel.

Handover Actions

- 54 Post the programme closure, the Corporation agreed to continue working with 14 market renters who are pursuing home ownership aspirations through to 30 November 2012 (two of whom have since achieved home ownership). These tenants were selected as they had progressed beyond the set requirements to determine suitability for home ownership and assessed as having the potential to reach their home ownership goal. As at programme closure Angela Pearce, Manager Tenancy Services, agreed to oversee the management of these tenants and will report directly through to Kay Read, General Manager Tenancy Services on progress and outcomes.
- 55 The process for moving under-utilisers in the AHl programme folded back into normal transfer process. An opportunity would be to consider further prioritisation (beyond the fast-track mechanism) for specific tenants groups, such as those that are under-utilising, to capture their willingness to move rather than go on the waiting list to wait for some time until other priority applicants have been housed.
- 56 The Executive Team agreed that AHl type actives to help tenants move (when they are no longer eligible for state housing following a tenancy review) will be provided through tenancy management business as usual. High level design of active assistance is planned for later in the year to allow time for the new service delivery model to bed down. Implementation will be beyond the business stabilisation period at a timeframe that is determined by Tenancy Services.
- 57 This close out report should go to Design and Deployment to support the design of future AHl activities.

Other related reports

December 2010	<i>Incentives Project Stage 1, Report to the Investment Group.</i> Sector and Stakeholder
February 2011	<i>Incentives Project: Findings from the test phase research and evaluation.</i> Prepared by Customer, Intelligence, Research and Forecasting
September 2011	<i>Assistance to Housing Independence: Resource book.</i> Prepared by Learning and Development
October 2011	<i>Assistance to Housing Independence: Operational Policy Guidelines.</i> Prepared by Operational Design and Deployment
December 2011	<i>Assistance to Housing Independence: Report on the 12 month follow-up of</i>

the test phase tenant participants. Prepared by Customer, Intelligence, Research and Forecasting

April 2012 *Assistance to Housing Independence: Working notes.* Prepared by Customer, Intelligence, Research and Forecasting

September 2012 *Assistance to Housing Independence: Summary report.* Prepared by Customer, Intelligence, Research and Forecasting