

# Housing Advisers Programme

Impact survey (2018-19 cohort)

November 2019



## Acknowledgements

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To view more research from the Local Government Association Research and Information team please visit: <https://www.local.gov.uk/our-support/research>

## Contents

Summary .....	4
Key messages .....	4
Key Results .....	4
Introduction .....	5
Methodology .....	5
Full Survey Results: Council survey .....	6
Application process.....	6
Programme design .....	6
Support received.....	7
Desired outcomes.....	9
Main outcome .....	9
Impact of HAP .....	10
Small or limited impact.....	11
Great or moderate impact.....	11
Project status.....	12
Project delivery .....	13
Delivery issues.....	13
Views on recommending the HAP .....	13
Full Survey Results: Supplier survey.....	15
Tendering process .....	15
Award process .....	16
Satisfaction with relationship .....	16
Timetable and budget .....	17
Desired outcomes.....	19
Views on recommending the Programme.....	20
Improvements.....	20
Annex A: Council survey .....	22
Annex B: Supplier survey .....	27

## Summary

The [Housing Advisers Programme](#) (HAP) is run by the Local Government Association (LGA) with the aim of helping local authorities to meet the housing needs of their local area. To explore the impact of the 2018/19 Programme, all participating local authorities and suppliers were invited by email to complete a short online survey. The survey included questions about the design of the Programme, support received, achieved or expected outcomes, timetabling and budgeting. It was in the field between 20 November and 13 December 2019. Responses were received from 19 out of 43 local authorities (a response rate of 44 per cent)<sup>1</sup> and seven out of 12 suppliers (a response rate of 58 per cent).

### Key messages

- **Council survey:** Councils reported positive experiences of the HAP application process and were largely satisfied with the programme design and support they received. Increasing housing supply and reducing homelessness were among the key aims of authorities. Most projects had been delivered as envisaged and to agreed timescales. All councils were likely to recommend the HAP to others, if asked.
- **Supplier survey:** Suppliers, overall, reported positive experiences of the HAP tendering and awarded processes, and good relationships with local authorities. Most suppliers said their project had been delivered on budget, but fewer said it had been delivered on time. All suppliers were likely to recommend the HAP to others, if asked.

### Key Results

- **Application process:** All 19 councils were satisfied with the usefulness of HAP prospectus and sign-off requirements. Most suppliers (4 out of 7, 57 per cent) were satisfied with the tendering process, and all were satisfied with the award notification process.
- **Days of support:** 89 per cent of councils (17 out of 18) were satisfied with the number of days of support their council received.
- **Support received:** All responding councils (18 in total) were satisfied with their supplier's ability to provide clear and solution-focused support to deliver their project. Most suppliers (6 out of 7, 86 per cent) were satisfied with their company's relationship with the local authority or authorities they worked with.
- **Positive impact:** Most councils said the HAP had resulted in a positive impact on their desired outcomes to either a great or moderate extent (between 63 per cent and 100 per cent, depending on the desired outcome).
- **Recommendation:** All councils and suppliers said they were likely to recommend the HAP to others, if asked about it.

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<sup>1</sup> Six email addresses were invalid, mainly due to personnel changes, and were removed from the sample.

## Introduction

The [Housing Advisers Programme](#) (HAP) is run by the Local Government Association (LGA) with the aim of helping local authorities to meet the housing needs of their local area. The 2018/19 Programme was designed to support councils seeking to innovate in meeting the housing needs of their communities. Local authorities led on their respective projects, with an adviser funded by the LGA who provided expert support on issues such as project scoping, identifying skills, relationship development and project delivery.

To evaluate the 2018/19 Programme, the following approach was taken:

- In November 2019, all participating councils were invited to complete an online survey to capture the impact of the Programme, including the application process, the Programme's design, satisfaction with the support received, supplier relationships, desired outcomes, and views on recommending the programme.
- In November 2019, all suppliers who acted as advisers were invited to complete an online survey to capture their views on the tendering and award, satisfaction with relationships, timetabling and budgeting, desired outcomes and views on recommending the programme.

## Methodology

In November 2019, the LGA's Research and Information team sent an online survey to 45 local authorities that had participated in the 2018/19 Housing Advisers Programme. An online survey was also sent to 12 suppliers who had been funded to provide housing advice. Both surveys were in the field for three weeks. Responses were received from 19 of the 43 local authorities (a response rate of 44 per cent)<sup>2</sup> and seven of the 12 suppliers (a response rate of 58 per cent).

The information collected by the two surveys have been aggregated, and no authorities or suppliers are identified in this report. As the response bases are less than 50, care should be taken when interpreting percentages, as small differences can seem magnified. Therefore, absolute numbers are reported alongside the percentage values.

Whilst these results should strictly be taken as a snapshot of the views of the groups of respondents, rather than representative of all, the level of responses mean that the results are likely to provide a good indication of the position of the sector more widely.

Where tables and figures report the base, the description refers to the group of people who were asked the question. The number provided refers to the number of respondents who answered each question.

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<sup>2</sup> Six email addresses were invalid, mainly due to personnel changes, and were removed from the sample.

## Full Survey Results: Council survey

This section outlines the full set of results for the survey of councils.

### Application process

Councils were asked how satisfied or dissatisfied they were with four elements of the HAP application process. All 19 councils were 'very satisfied' or 'satisfied' with the usefulness of the HAP prospectus and the sign-off requirements. Most councils (18 councils, 95 per cent) were 'very satisfied' or 'satisfied' with the notification of their application's outcome, and most were 'very satisfied' or 'satisfied' with the expression of interest form (15 councils, 79 per cent). See Table 1.

**Table 1: Thinking back to the application process for the Housing Advisers Programme, how satisfied or dissatisfied were you with the following elements?**

	Usefulness of HAP prospectus		Expression of interest form		Sign-off requirements		Notification of your application's outcome	
	N	%	N	%	N	%	N	%
<b>Very satisfied or satisfied</b>	<b>19</b>	<b>100</b>	<b>15</b>	<b>79</b>	<b>19</b>	<b>100</b>	<b>18</b>	<b>95</b>
Very satisfied	6	32	6	32	8	42	9	47
Satisfied	13	68	9	47	11	58	9	47
Neither satisfied or dissatisfied	0	0	2	11	0	0	0	0
Not satisfied	0	0	1	5	0	0	1	5
Very dissatisfied	0	0	0	0	0	0	0	0
Don't know	0	0	1	5	0	0	0	0

Base: all councils (19)

Councils were asked if they had any suggestions for improving the HAP application process. Five councils provided feedback:

- "Had to chase a few times to get updates on how the process was going (and didn't hear back)."
- "At the time of both submissions there was no Expression of Interest form, therefore, any type of form would be of assistance."
- "Feedback on why a bid was unsuccessful would be useful."
- "Timescales for the announcement of funding would have helped us."
- "The expression of interest could have been more structured with a set format and questions."

### Programme design

Councils were asked to rate their level of satisfaction with the number of days of support their council received. Nearly all councils (17 councils, 89 per cent) were either 'very satisfied' or 'satisfied' with the number of days received. Two respondents said they were 'not satisfied'. See Table 2.

**Table 2: How satisfied or dissatisfied were you with the number of days of support your council received?**

	Number	Per cent
<b>Very satisfied or satisfied</b>	<b>17</b>	<b>89</b>
Very satisfied	8	42
Satisfied	9	47
Neither satisfied or dissatisfied	0	0
Not satisfied	2	11
Very dissatisfied	0	0
Don't know	0	0

Base: all councils (19)

Councils were asked to rate their level of satisfaction with their chosen procurement route (either procuring their own adviser or using the LGA to procure on their behalf). Nearly all councils (17 councils, 89 per cent) were either 'very satisfied' or 'satisfied'. See Table 3.

**Table 3: How satisfied or dissatisfied were you with your chosen procurement route (either procuring your own adviser or using the LGA to procure on your behalf)?**

	Number	Per cent
<b>Very satisfied or satisfied</b>	<b>17</b>	<b>89</b>
Very satisfied	12	63
Satisfied	5	26
Neither satisfied or dissatisfied	1	5
Not satisfied	1	5
Very dissatisfied	0	0
Don't know	0	0

Base: all councils (19)

Councils were asked if they had any suggestions for improving the design of the HAP. Four councils gave feedback:

- "Greater number of Housing Specialist Consultants need to be on LGA list."
- "We were only awarded £14,000 so top-up funding was required by the local authority to deliver what we bid for."
- "We appreciated the process as it offered us a specialised consultant without going through our own procurement. This sped up the process and meant governance was easier for us."
- "We were delayed for some time as there wasn't anyone tendering for the work. In the end we had to use the direct award route."

## Support received

Councils were asked to rate their level of satisfaction with the support they received from the LGA. All 18 councils that responded to this question reported being either 'very satisfied' or 'satisfied' with their supplier's ability to provide clear and solution-focussed support. Most councils (17 councils, 94 per cent) said that they were 'very satisfied' or 'satisfied' with their supplier's understanding of their local challenges. A similar number of councils (16 councils, 89 per cent) said they were 'very satisfied' or 'satisfied' with their supplier's flexibility to their local authority's needs and working culture. See Table 4.

**Table 4: How satisfied or dissatisfied were you with the support you received from the LGA for the following areas of work?**

	Supplier understanding of your local challenges		Supplier ability to provide clear and solution-focused support to deliver your project		Supplier flexibility to your local authority's needs and working culture	
	N	%	N	%	N	%
<b>Very satisfied or satisfied</b>	<b>17</b>	<b>94</b>	<b>18</b>	<b>100</b>	<b>16</b>	<b>89</b>
Very satisfied	11	61	12	67	11	61
Satisfied	6	33	6	33	5	28
Neither satisfied or dissatisfied	1	6	0	0	2	11
Not satisfied	0	0	0	0	0	0
Very dissatisfied	0	0	0	0	0	0
Don't know	0	0	0	0	0	0

Base: all councils (18)

Councils were asked to rate their level of satisfaction with the number of days support they received as part of the HAP. Most councils (12 councils, 71 per cent) reported being either 'very satisfied' or 'satisfied' with the monitoring and reporting requirements of the end of project case study. Fewer than half of councils (seven councils, 41 per cent) were either very satisfied or satisfied with any continued involvement post-contract award. See Table 5.

**Table 5: How satisfied or dissatisfied were you with the number of days of support that your council received?**

	Monitoring and reporting requirements of an end of project case study		Continued involvement post-contract award	
	N	%	N	%
<b>Very satisfied or satisfied</b>	<b>12</b>	<b>71</b>	<b>7</b>	<b>41</b>
Very satisfied	2	12	2	12
Satisfied	10	59	5	29
Neither satisfied or dissatisfied	4	24	7	41
Not satisfied	0	0	2	12
Very dissatisfied	0	0	0	0
Don't know	1	6	1	6

Base: all councils (17)

Councils were asked if they had any suggestions about how the LGA could further support councils and facilitate the sharing of learning from the HAP. Four councils gave the following feedback:

- "My only feedback would be that it seems such a shame that the LGA is paying for all sorts of different councils to do very similar research and then the report from [name of supplier] is marked as 'confidential' so we cannot share it with other local authorities. So, this does not facilitate learning."
- "There were minimum monitoring requirements which meant we could more easily deliver the project."
- "No contact from the LGA after hiring of consultant."



- “Hold workshops and disseminate info on funded projects well in advance of deadline for next round of applications.”

## Desired outcomes

Councils were asked what outcomes they wanted to achieve through their involvement in the HAP. Ten councils (53 per cent) selected ‘increasing housing supply (general or specialist)’, and eight councils (42 per cent) selected ‘reduce homelessness’. Ten councils specified ‘other goals’, as outlined under Table 5.

Table 5: What outcome(s) did your council want to achieve through the Housing Advisers Programme?		
	Number	Per cent
Increase housing supply (general or specialist)	10	53
Reduce homelessness	8	42
Improve planning service	3	16
Savings or revenue-generation	5	26
Other goals	10	53
Don't know	0	0

Base: all councils (19). Councils could select more than one response.

Nine of the ten councils that selected ‘other goals’ gave the following details about the outcomes they wanted to achieve through the HAP:

- “An informed evidence base.”
- “Target vulnerable clients with affordable housing with an element of support and tackle empties then followed on from our LGA-enabled LHC report.”
- “Better influence on what is built (e.g. tenure) and how (e.g. partnerships rather than land disposals).”
- “Specific project in relation to the Key worker housing programme for health and care support workers.”
- “Develop more efficient nominations policy.”
- “Pilot a new service model using social investment – innovation.”
- “Increased partnership at a sector wide level.”
- “Produce specification for homelessness services tender.”
- “Need/demand assessment for housing in later life and support to secure £1.4m funding for extra care project. Improvements to planning and commissioning intelligence and policy on housing in later life.”

## Main outcome

The 12 councils that were aiming for multiple outcomes as a result of their involvement in the HAP were asked to indicate their main priority. Seven councils selected their ‘other’ response, three councils selected ‘increase housing supply’ and two selected ‘reduce homelessness’ (see Table 6).

**Table 6: Which of these was the main outcome your council wanted to achieve through the Housing Advisers Programme?**

	Number	Per cent
Increase housing supply (general or specialist)	3	25
Reduce homelessness	2	17
Improve planning service	0	0
Savings or revenue-generation	0	0
Other goals	7	58
Don't know	0	0

Base: all councils aiming for multiple outcomes as a result of their involvement in the HAP (12)

The main outcomes that councils wanted to achieve through the HAP were, therefore:

- Increase housing supply (general or specialist) – six councils
- Reduce homelessness – four councils
- Other outcomes – nine councils (as described above)

## Impact of HAP

Councils were asked to indicate the extent to which support from the HAP had resulted in a positive impact on the outcome/s they were trying to achieve. Most councils identified a positive impact. A small number of councils indicated that a positive impact had been generated to a small extent. See Table 7.

**Table 7: To what extent, if at all, do you think that the Housing Adviser Programme's support has had a positive impact on the following? Note that these are long term goals, this could include an impact on progress towards these goals.**

	Increase housing supply (general or specialist)		Reduce homelessness		Improve planning service		Savings or revenue-generation		Other goals*		Don't know	
	N	%	N	%	N	%	N	%	N	%	N	%
To a great or moderate extent	7	78	5	63	3	100	3	75	9	90	0	0
To a great extent	3	33	1	13	0	0	1	25	3	30	0	0
To a moderate extent	4	44	4	50	3	100	2	50	6	60	0	0
To a small extent	2	22	3	38	0	0	1	25	1	10	0	0
Not at all	0	0	0	0	0	0	0	0	0	0	0	0
Don't know	0	0	0	0	0	0	0	0	0	0	0	0

Base: all councils that specified a desired outcome (19)

\*Other goals were specified by councils via free text responses.

## Small or limited impact

The five councils that reported a small impact to date for a goal were asked to explain why they thought this was the case. They were asked to include any positive impacts they expected to see in the future. The following comments were provided:

- “We need to take the initial project findings further.”
- “Council has limited site availability and achieving changed approaches will take time! However, the work done is being reflected in decision-making and we expect it to be reflected even more on future, larger sites.”
- “We were not given enough funding to make a large enough impact.”
- “The recommendations from the consultant will require new capital and revenue investment and this requires longer-term planning and funding.”
- “Small impact towards reducing homelessness: The service tender was delayed to further nuance the specification produced by the LGA Adviser. Tender is now on the chest and we will be clear on the outcomes of the tender in summer 2020.”

## Great or moderate impact

The 16 councils that reported either great or moderate impact to date for a goal were asked to share details of the positive work their council had achieved directly through the HAP. The responses are given below (some councils asked for their quotes to be anonymised):

- “The funded research work has helped to move towards a shift of policies in planning and housing to look more broadly at the range of housing required for people as they age.”
- “Brought all the thinking together into a single report and provided a route forward for delivery.”
- “Moderate impact for contribution to the homelessness tender: The specification needed further time to specify services in such a way as to disrupt the current landscape of competing providers. The council took the LGA adviser’s needs assessment and draft specification and enhanced the approach by requiring a prime provider model or consortium bid.”
- “Development of a hospital discharge protocol, development of a prison release protocol.”
- “The work has provided detailed viability scenarios for a range of tenures and housing mixes in the town centre. This will allow the council to decide the best delivery mechanisms for the separate housing phases.”
- “Better understanding of specialist housing needs and models for delivery.”
- “We have a proposed new Housing Strategy being put to Council in February 2020.”
- “Assistance provided in general review of current policy and carry out high level consultation on possible changes.”

- “The work was to explore the concept of the local authority and how it could direct deliver housing, with a practical case study to focus on a particular area within the local area. The completed work has served as a background document in a subsequent master-planning study for the area in question, which is underway. It has also significantly informed the development of a Commercial Strategy.”
- “The support we were able to procure through the grant was invaluable in supporting us to develop our Adult Social Care Accommodation Strategy. The expertise helped ensure that we are clear on the needs and challenges we face and help identify an approach to meeting these needs through a range of accommodation options.”
- “Our programme was looking at how to support us reduce our use of B&B/make our commissioned temporary accommodation more effective.”
- “Funding into the organisation and a final report by experts in the subject matter has raised the corporate and political interest in LHC [Local Housing Companies].”
- “[Name of local partnership area] now has an evidence base around the accommodation needs of our ageing population which will be used to inform future delivery. It is also being used to inform the joint working between the district councils and Public Health in relation to the ‘independent living’ agenda.”
- “Allowed for a new joint protocol to be implemented and to underpin joint working between housing and children’s social care. This was previously a historical issue in terms of communication, practice and systems implemented with little change over many years. The protocol has and the advice and support given by the provider has allowed us to try and encourage closer working, recognising we are one authority and to jointly reduce the need for our young people requiring emergency homeless accommodation.”

## Project status

Councils were asked about the current status of their HAP project. Fourteen of the 19 councils had completed their project, three were at the implementation stage and two provided ‘other’ responses to explain their current position. See Table 8.

Table 8: What is the current status of your Housing Advisers Programme project?		
	Number	Per cent
Initiation stage	0	0
Development stage	0	0
Implementation stage	3	16
Monitoring stage	0	0
Closing/reviewing stage	0	0
Completed	14	74
Other	2	11

Base: all councils (19)

Two councils explained the 'other' status of their projects:

- “Whilst some aspects of the programme have been completed, the key worker housing modelling workstream needs more work. This Task and Finish Group continues to meet.”
- “The consultants have completed their report and recommendations and we are looking at whether any of the recommendations could be achieved through the MHCLG RSI funding for 2020/21.”

## Project delivery

All councils were asked if their completed or ongoing project had been, or was being, delivered as envisaged and to agreed timescales. Twelve of the 14 councils (86 per cent) with completed projects said it had delivered as envisaged and delivered to agreed timescales. Two respondents said that this was not the case. Of the three projects that were at the implementation stage, all three councils said the work was being delivered as envisaged and two said it was being delivered to time. See Table 9.

**Table 9: Thinking about your completed/current Housing Advisers Programme’s project, was this delivered as envisaged and to agreed timescales?**

	Completed projects				Ongoing projects			
	Yes		No		Yes		No	
	N	%	N	%	N	%	N	%
Delivered as envisaged	12	86	2	14	3	100	0	100
Delivered to agreed timescales	12	86	2	14	2	67	1	100

Base: all councils that indicated that their HAP was either complete (14) or ongoing (3)

## Delivery issues

Four councils identified that their completed or ongoing project had not been delivered as envisaged and/or to time and were asked to provide further details. These are outlined below:

- “There was some slippage in final report dates which pushed us back a committee cycle.” (Completed, not delivered to agreed timescales)
- “More detailed work was required, which we are having to pick up internally.” (Completed, Not delivered as envisaged)
- “work pressures and other commitments meant that from our perspective it was difficult at times to engage fully in this process.” (Completed, not delivered as envisaged or to agreed timescales)
- “The project has been complex due to the nature of working across 10 local authorities and therefore has been a lengthy process.” (Ongoing, not being delivered to agreed timescales)

## Views on recommending the HAP

All 19 councils said, taking everything into consideration, it was ‘very likely’ (15 councils, 79 per cent) or ‘fairly likely’ (4 councils, 21 per cent) that they would recommend the HAP, if asked about it. See Table 11.

**Table 12: Taking everything into consideration, how likely or unlikely would you be to recommend the Housing Adviser Programme, if asked about it?**

	<b>Number</b>	<b>Per cent</b>
<b>Very likely and fairly likely</b>	19	100
Very likely	15	79
Fairly likely	4	21
Not very likely	0	0
Not at all likely	0	0
Don't know	0	0

Base: all councils (19)

## Full Survey Results: Supplier survey

This section outlines the full set of results for the survey of suppliers.

### Tendering process

Suppliers were asked to rate their level of satisfaction with the tendering process for the HAP. Four suppliers (57 per cent) said they were either 'very satisfied' or 'fairly satisfied' with the tendering process. The remaining three suppliers said they were 'neither satisfied nor dissatisfied'. See Table 10.

**Table 10: Thinking back, how satisfied or dissatisfied were you with the tendering process for the Housing Advisers Programme?**

	Number	Per cent
<b>Very satisfied or fairly satisfied</b>	<b>4</b>	<b>57</b>
Very satisfied	2	29
Fairly satisfied	2	29
Neither satisfied or dissatisfied	3	43
Not satisfied	0	0
Very dissatisfied	0	0
Don't know	0	0

Base: all suppliers (7)

Suppliers were invited to provide feedback on how the tendering process could be improved. The following feedback was provided:

- “Previous programmes were ‘managed’ by the LGA and the tendering process was open and transparent. (For the 2019/20 programme, each successful local authority decides how it wishes to tender the work and this leads to less openness and reduces the opportunities to tender, and potentially the quality of proposals that the local authorities receive.)”
- “Some kind of feedback would have been helpful, as I bid for a number of contracts and only got one, in contrast to the previous year. On the other hand, I could have asked for feedback, so it’s my own fault really.”
- “Our experience of bidding to the LGA, to provide advice and assistance to local authorities who were secured funding from the HAP in 2017/18 and 2018/19, was that the process was onerous, with multiple bids needing to be made in a short period time, often with the same information being requested. A better approach might be for the LGA to establish a panel of preferred consultants, from which the LGA and local authorities which are awarded funding from could select a suitably qualified consultant for each project. To qualify to join the panel, the LGA could undertake check as to a consultants’ company legal status, ability to meet the project requirements, experience of delivering similar projects and delivery team. Once satisfactory evidence has been received, consultants could be awarded a place on a panel for a fixed period (e.g. three years). Subsequently, when a local authority wishes to appoint an adviser to deliver a projected funded by the LGA, the local authority could confidently select a consultant from the LGA’s approved panel and asking them to submit a methodology for how they would deliver their funded project. This approach would give the LGA confidence that consultants being engaged to deliver their funded projects

are of a satisfactory quality. It would also save the LGA having to transfer funding to a local authority, for a local authority to then transfer it to a consultant. The LGA retaining control of the budget, as has previously been the case, ensures that the LGA's funds are spent on the intended purpose and allows for better oversight of project outcomes.”

## Award process

Suppliers were asked to rate their level of satisfaction with the way in which they were notified about LGA's decision to award their company a HAP contract/s. All respondents said that they were either 'very satisfied' or 'fairly satisfied'. See Table 11. No suggestions were made about ways to improve the award notification process, but one supplier noted that there was a new application process in place for 2019/20.

**Table 11: How satisfied or dissatisfied were you with the way in which you were notified about our decision to award your company the Housing Advisers Programme contract(s)?**

	Number	Per cent
<b>Very satisfied or fairly satisfied</b>	<b>7</b>	<b>100</b>
Very satisfied	5	0
Fairly satisfied	2	0
Neither satisfied or dissatisfied	0	0
Not satisfied	0	0
Very dissatisfied	0	0
Don't know	0	0

Base: all suppliers (7)

## Satisfaction with relationship

Suppliers were asked to specify their level of satisfaction with their company's relationship with the local authority (or authorities) they worked with. Six of the seven suppliers (86 per cent) said they were 'very satisfied' or 'fairly satisfied'. A further supplier reported being 'neither satisfied nor dissatisfied'. See Table 12.

**Table 12: On the whole, how satisfied or dissatisfied were you with your company's relationship with the local authority (or authorities) you worked with?**

	Number	Per cent
<b>Very satisfied or fairly satisfied</b>	<b>6</b>	<b>86</b>
Very satisfied	5	71
Fairly satisfied	1	14
Neither satisfied or dissatisfied	1	14
Fairly dissatisfied	0	0
Very dissatisfied	0	0
Don't know	0	0

Base: all suppliers (7)

Suppliers were asked to what extent their allocated local authority (or authorities) was helpful in supplying them with local information – all seven suppliers said this was the case to 'a great extent' or 'a moderate extent'. See Table 13.



**Table 13: On the whole, to what extent was your allocated local authority (or authorities) helpful in supplying you with local information?**

	Number	Per cent
<b>To a great extent or to a moderate extent</b>	<b>7</b>	<b>100</b>
To a great extent	3	43
To a moderate extent	4	57
To a small extent	0	0
Not at all	0	0
Don't know	0	0

Base: all suppliers (7)

Suppliers were asked to what extent the roles of the local authority and the supplier were clear within the HAP programme. All seven suppliers said the role of the local authority and the role of the supplier was clear to either 'a great extent' or 'a moderate extent'. See Table 14.

**Table 14: To what extent were the roles of the local authority and supplier clear within the Housing Advisers Programme?**

	Role of local authority		Role of supplier	
	Number	Per cent	Number	Per cent
<b>To a great extent and to a moderate extent</b>	<b>7</b>	<b>100</b>	<b>7</b>	<b>100</b>
To a great extent	5	71	6	86
To a moderate extent	2	29	1	14
To a small extent	0	0	0	0
Not at all	0	0	0	0
Don't know	0	0	0	0

Base: all suppliers (7)

Suppliers were invited to explain any differences in their relationships with local authorities, if their company worked with more than one. Two responses were received:

- "We held two Housing Adviser Programme contracts and both seemed to work well."
- "It worked fine, but of course to some extent we were working it out as we went along, as with most contracts."

### Timetable and budget

Suppliers were asked if their HAP(s) had been delivered on budget and to agreed timescales. Six suppliers said their project had been delivered on budget, and one supplier said budgeting had varied across projects. Three suppliers said their project had been delivered on time, and two suppliers said time issues varied across projects. See Table 15.

**Table 15: Was your Housing Advisers project (or projects) delivered on budget and to agreed timescales?**

	On budget		On time	
	Number	Per cent	Number	Per cent
Yes	6	86	3	43
No	0	0	2	29
Unsure	0	0	0	0
Varied across projects	1	14	2	29

Base: all suppliers (7)

Suppliers were asked to outline any budgeting issues they had experienced in the delivery of the HAP. Three responses:

- “Just local authority delays with reports/staff changes etc.”
- “All projects we worked on could have benefited from more funding, but it appreciated that there is an overall spending cap on the programme. Typically, we delivered one or two additional days on every project we carried-out. We are supportive of the approach taken for 2019/20 HAP programme, where more funding is awarded to fewer local authorities.”
- “Prolongation of timescales inevitably led to more cost for us as suppliers. There was little urgency in the delivery of the projects from the local authority perspective.”

Suppliers were asked to outline any timing issues they had experienced in the delivery of the HAP. Four responses were received:

- “In one instance, it was realistic to provide a draft report within the original timetable but the process of finalising the report took a little longer. This is not unusual and don’t consider it a problem.”
- Some of the timescales slipped with all the projects due to other issues arising which affected how the project could be pursued. 1) For [name of first authority], the introduction of selective licensing across the private sector in the city 2) For [name of second], limited involvement from the other local authorities and 3) For [name of third authority], a shift in focus with the undertaking of an Ofsted assessment and reconfiguration of service.”
- “Confirmation that we have been commissioned to carry out some projects, wasn’t received until later on in the programme, that meant we didn’t start some projects until towards the end of the programme, however, all were delivered within the timescales agreed with the LGA and specific local authorities.”
- “The problem experienced was due to insufficient senior buy in of the project at a council level. While a lot of engagement was carried out, we were working to an interim middle manager who tried to use our input for a somewhat different agenda.”

## Desired outcomes

Suppliers were asked to provide details of the expected outputs of their projects. The following responses were received from the seven suppliers:

<b>Table 16: Please tell us, what were the expected outputs of your project(s)? And Please tell us, what are the likely longer-term outcomes of your project?</b>	
<b>Expected outputs</b>	<b>Longer terms outcomes</b>
<p>1) Prisoner housing protocol            2) Countywide MoU on preventing and tackling homelessness            3) Homelessness hospital discharge proposal</p>	<p>Better co-operation across [name of authority] on homelessness, specifically around offenders and hospital discharge but also more widely, leading to less homelessness and more joined up working. However, the extent of the outcomes will depend on how well the work is taken up by the various participant authorities.</p>
<p>Report on how key worker housing could be developed and a financial model looking at wider impact.</p>	<p>Development of more key worker housing</p>
<p>Council 1: A report appraising the housing options for young adults aged 16-34 years.            Council 2: A report appraising the accommodation options for entrenched rough sleepers            Council 3: A report evidencing the need to carry out a capital re-development of temporary accommodation dwellings            Council 4: A report evaluating the strategic approach to tackling rough sleeping            Council 5: An amended housing allocation policy and an altered nominations agreement.            Council 6: A report evidencing the housing support needs of people who are homeless, and gaps in service provision, plus a tender specification to re-commission homelessness specific housing support provision.            Council 7: An amended housing allocation policy and an altered nominations agreement.</p>	<p>Council 1 is able to secure suitable accommodation for young adults to prevent and relieve their homelessness, reducing the levels of youth homelessness.            Council 2 is able to commission suitable accommodation for entrenched rough sleepers, reducing the levels of rough sleeping.            Council 3 is able to redevelop their temporary accommodation dwelling, which will help ensure the local authority satisfactorily fulfils its duties to provide suitable accommodation to vulnerable people who are homeless.            Council 4 is able to publish a strategy and action plan to reduce the levels of rough sleeping.            Council 5 is able to allocate social rented housing in a fashion that is logical, lawful and fair.            Council 6 is able to commission a provision of supported housing which will help to prevent or relieve homelessness and avoid a repeat occurrence of homelessness.            Council 7 is able to allocate social rented housing in a fashion that will prioritise those most in need and make best use of stock.</p>
<p>Research paper of equity release and delivery plan on next steps</p>	<p>Potential funded product-still being reviewed by the local authority but we have used it elsewhere as an idea to consider and there is much interest.</p>
<p>Council 1: to look at reducing the use of TA [temporary accommodation] and maximising the housing options and homeless prevention.            Council 2: to engage with and listen to private landlords to identify measures, where possible to reduce the number of s21 evictions and improve access to private rented accommodation            Council 3: to look at the current provision for 16/17 year olds and develop an effective protocol to ensure that roles and responsibilities</p>	<p>Council 1: By making some of the TA [temporary accommodation] previously used supported accommodation with a resettlement category within the allocation scheme, this enables those going through this process to have greater choice and involvement in their settled housing solution which will hopefully prevent the revolving door issues previously experienced.            Council 2: The aim of the project was to engage with and listen to private landlords who, as part of the consultation for the amended homeless</p>

**Table 16: Please tell us, what were the expected outputs of your project(s)? And Please tell us, what are the likely longer-term outcomes of your project?**

<p>were defined whilst continuing their joint service to this client group.</p>	<p>strategy, had said that they were no listened to. Hopefully the project has enabled a starting position to enable future dialogue with the private sector and increase the amount of accommodation made available to the homeless and reduce homeless as a consequence of loss of ASTs [Assured Shorthold Tenancies]. The Council during the process secured additional funding to improve their access to the private sector so hopefully this project will help create a starting point for further communication.</p> <p>Council 3: As a previously funded joint project for 16/17 year olds had ended the reconsideration of the Protocol was essential to redefine roles and responsibilities whilst still providing a good service to young people in this age bracket. The long-term aim was to ensure that young people should receive the support and skills required to sustain independent living whilst providing a place where they could feel safe and could keep in touch with even when they went into their own accommodation.</p>
<p>Improvement of practice for securing viability advice, including staff training.</p>	<p>That depends on how the client applies our advice.</p>
<p>Outputs as per the brief</p>	<p>Depends on how the local authority takes forward our recommendations.</p>

Base: all suppliers (7). An open-ended question.

## Views on recommending the Programme

All suppliers said, taking everything into consideration, it was ‘very likely’ (4 suppliers, 57 per cent) or ‘fairly likely’ (3 suppliers, 43 per cent) that they would recommend the HAP, if asked about it. See Table 17.

**Table 17: Taking everything into consideration, how likely or unlikely would you be to recommend the Housing Adviser Programme, if asked about it?**

	Number	Per cent
<b>Very likely or fairly likely</b>	<b>7</b>	<b>100</b>
Very likely	4	57
Fairly likely	3	43
Not very likely	0	0
Not at all likely	0	0
Don't know	0	0

Base: all suppliers (7)

## Improvements

Suppliers were asked to suggest any further improvements that the LGA could make to the HAP. Five responses were received:

- “I think future programmes need to revert to the tendering process you used prior to this year – it is transparent and open and means the commissioning authorities get the best project work available.”

- “The change in approach in letting the authorities’ pick who they want to bid for their projects will be better for suppliers as they won’t be spending time putting bids together for projects they are not likely to be considered for. On the downside, providers won’t necessarily see how inventive some of the ideas from other suppliers might be.”
- “The learning event that took place recently was excellent, this should be repeated next year. A publication containing case studies, templates and other materials produced as a result of HAP should published.
- “An agreed process for escalation of issues.”
- “It has changed completely this year in terms of the procurement process, and so I feel much less sighted on it than 2018/19 and 2017/18. Although I would say the projects I delivered in both years were all successful, the main challenge is that it’s one thing for local authorities to get useful advice, but they are sometimes then so short of human resources that they can struggle to act on the recommendations. Obviously, this varies between different councils, though, and it’s hard before the advice is given to guarantee that it will be implemented, because so many factors come into play.”

## Annex A: Council survey

Q1 Thinking back to the application process for the Housing Advisers Programme, how satisfied or dissatisfied were you with the following elements?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Not satisfied	Very dissatisfied	Don't know
Usefulness of HAP prospectus	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Expression of interest form	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sign-off requirements	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Notification of your application's outcome	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 If you have suggestions for improving the application process for the Housing Advisers Programme, please use the box below:

Q3 How satisfied or dissatisfied were you with the number of days of support your council received?

- Very satisfied
- Satisfied
- Neither satisfied or dissatisfied
- Not satisfied
- Very dissatisfied
- Don't know

Q4 How satisfied or dissatisfied were you with your chosen procurement route (either procuring your own adviser or using the LGA to procure on your behalf)?

- Very satisfied
- Satisfied
- Neither satisfied or dissatisfied
- Not satisfied
- Very dissatisfied
- Don't know

Q5 If you have suggestions for improving the design of the Housing Advisers Programme, please use the box below:

Q6 How satisfied or dissatisfied were you with the adviser support that you received for the following areas of work?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Not satisfied	Very dissatisfied	Don't know
Supplier understanding of your local challenges	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier ability to provide clear and solution-focused support to deliver your project	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Supplier flexibility to your local authority's needs and working culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q7 How satisfied or dissatisfied were you with the support you received from the LGA for the following areas of work?

	Very satisfied	Satisfied	Neither satisfied or dissatisfied	Not satisfied	Very dissatisfied	Don't know
Monitoring and reporting requirements of an end of project case study	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continued involvement post-contract award	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Q8 If you have suggestions about how the LGA can further support councils and facilitate the sharing of learning, please use the box below.

Q9 What outcome(s) did your council want to achieve through the Housing Advisers Programme?

*Please select all that apply*

- Increase housing supply (general or specialist)
- Reduce homelessness
- Improve planning service
- Savings or revenue-generation
- Other goals (please specify below)
- Don't know

Q10 Which of these was the **main** outcome your council wanted to achieve through the Housing Advisers Programme?

*Please select one option*

- Increase housing supply (general or specialist)
- Reduce homelessness
- Improve planning service
- Savings or revenue-generation
- Other goals (please specify below)
- Don't know



Q11 To what extent, if at all, do you think that the Housing Adviser Programme's support has had a positive impact on the following:

*Note that these are long term goals, this could include an impact on progress towards these goals.*

*Please select one option on each row.*

	To a great extent	To a moderate extent	To a small extent	Not at all	Don't know
Increase housing supply (general or specialist)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reduce homelessness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve planning service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Savings or revenue-generation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other goals (please specify below)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q12 Where you have only seen a small or no impact to date for a particular goal, please use the space below to explain why you think this is:

*Please note here if you expect to see a positive impact in the future.*

Q13 Where you have seen a great or moderate impact, please use the space below to share details of the positive work your council has achieved directly through the Housing Advisers Programme:

Q14 Would you be happy for us to use the positive examples given above as part of our wider promotion of the support available through the Housing Advisers Programme?

*Please select one option*

Yes - this can be attributed to my authority

Yes - as an anonymised example

No

Not applicable

Q18 What is the current status of your Housing Advisers Programme project?

*Please select one option*

Initiation stage

Implementation stage

Monitoring stage

Closing/reviewing stage

Completed

Other (please state)

Q19 Thinking about your completed Housing Advisers Programme's project, was this delivered as envisaged and to agreed timescales?

*Please select one option*

Yes

No

Delivered as envisaged

Delivered to agreed timescales

Q20 Please briefly outline the reasons why your project was not delivered as envisaged and/or to agreed timescales

Q21 Thinking about your current Housing Advisers Programme's project, is this being delivered as envisaged and to agreed timescales?

*Please select one option*

Yes

No

Delivered as envisaged

Delivered to agreed timescales

Q22 Please briefly outline the reasons why your project is not being delivered as envisaged and/or to agreed timescales?

Q23 Taking everything into consideration, how likely or unlikely would you be to recommend the Housing Adviser Programme, if asked about it?

Very likely

Fairly likely

Not very likely

Not at all likely

Don't know

## Annex B: Supplier survey

1. Thinking back, how satisfied or dissatisfied were you with the tendering process for the Housing Advisers Programme?

Very satisfied  
Fairly satisfied  
Neither satisfied nor dissatisfied  
Fairly dissatisfied  
Very dissatisfied  
Don't know

2. Please use this box to provide any feedback on how the tendering process could be improve.

3. How satisfied or dissatisfied were you with the way in which you were notified about our decision to award your company the Housing Advisers Programme contract(s)?

Very satisfied  
Fairly satisfied  
Neither satisfied nor dissatisfied  
Fairly dissatisfied  
Very dissatisfied  
Don't know

4. Please use this box to provide any feedback on how the notification of contract award decision could be improved.

5. On the whole, how satisfied or dissatisfied were you with your company's relationship with the local authority (or authorities) you worked with?

Very satisfied  
Fairly satisfied  
Neither satisfied nor dissatisfied  
Fairly dissatisfied  
Very dissatisfied  
Don't know

6. On the whole, to what extent was your allocated local authority (or authorities) helpful in supplying you with local information?

To a great extent  
To a moderate extent  
To a small extent  
Not at all  
Don't know

7. To what extent were the roles of the local authority and supplier clear within the Housing Advisers Programme?

Role of local authority:

To a great extent

To a moderate extent

To a small extent

Not at all

Don't know

Role of supplier:

To a great extent

To a moderate extent

To a small extent

Not at all

Don't know

8. If your company worked with more than one authority, you may like to explain any differences in your relationships below:

9. Was your Housing Advisers project (or projects) delivered on budget and to agreed timescales?

Yes No Unsure Varied across projects

On budget

On time

10. Please outline below any issues that arose regarding the budget(s):

11. Please outline any issues that arose regarding timescale(s):

12. Please tell us, what were the expected outputs of your project(s)?

13. Please tell us, what are the likely longer term outcomes of your project?

14. Taking everything into consideration, how likely or unlikely would you be to recommend the Housing Adviser Programme, if asked about it?

Very likely

Fairly likely

Not very likely

Not at all likely

Don't know

15. Please use the box below to suggest any further improvements that the LGA could make to the Housing Advisers Programme:



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