

Broadening Horizons Action Plan

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Introduction

The CLG's Enhanced Housing Options Extra Programme for local authorities was launched to enhance their existing housing options services. Croydon has received a grant of £350,000 over three years to develop our existing service in line with the outcomes set out in the Enhanced Housing Options vision.

Broadening Horizons focuses on the third outcome bringing housing and employment advice together to **tackle worklessness** amongst those in housing need and in the next generation of social tenants.

Broadening Horizon's Vision

To help people in housing need, improve their life chances, break the cycle of deprivation and increase their housing and employment prospects

- Holistic – a wider response to housing need
- Changing mindsets and increasing aspirations
- Reducing the culture and cycle of dependency and deprivation
- Addressing training and employment opportunities
- Focusing on prevention, homeless placed in temporary accommodation, rehoused
- Improving job and housing prospects in the future

Broadening Horizon's Objectives

1. To integrate employment and housing options advice to enable service users to access education, training and employment advice alongside housing advice
2. To establish clear referral pathways to make the best use of local provision and opportunities for education, training, volunteering and employment
3. To establish protocols with organisations for effective joint working
4. To develop integrated employment and housing options advice services for ex-offenders and other socially excluded adults
5. To ensure ready access to welfare benefits and debt advice
6. To monitor outcomes for each client group and compare with a control group to assess the effectiveness of working arrangements
7. To become a mentor to other local authorities, sharing skills and expertise.
8. To become part of a 'virtual team' of local authorities at the forefront of the housing options approach, share ideas and overcome challenges
9. To develop a tool-kit of useful information and ideas for other local authorities hoping to expand their housing options services in the future

Links to Strategies

1. Local Area Agreement

The initiative supports the following priorities in Croydon's LAA:

1. Reducing worklessness –
 - reducing the percentage of working age people on out of work benefits from 11.9% in 2008/09 to 10.8% by 2010/11 (**LAA 152**) and
 - increasing the number of learners achieving an entry level qualification in numeracy from 277 in 2008/09 to 338 by 2010/11 (**LAA 162**)
2. Raising adult skills and increasing adult qualifications - increasing the percentage of the working age population qualified to at least level 3 or higher from 54.7% (2008/09) to 58.7% (2010/11) (**LAA 164**)
3. Supporting vulnerable adults needing care - increasing the number of vulnerable people achieving independent living from 76% (2008/09) to 80% by 2010/11 (**LAA 141**).

2. Housing Strategy 2006-2010

The initiative will support the housing strategy's fourth priority which is to 'Develop sustainable communities and promote neighbourhood renewal'. This initiative will help to tackle worklessness, which is concentrated in areas with a high density of social housing and shows a strong correlation with CALAT learners who engage in education and training.

3. Croydon's Homelessness Strategy 2008-2013

The initiative will support the homelessness strategy's fourth objective to tackle the wider causes of homelessness through:

1. Publicising education, employment and training opportunities for homeless households
2. Establishing referral protocols between housing options, advice and homeless persons services, supported accommodation providers, CALAT and Jobcentre Plus to ensure that homeless people can access advice, support, training and employment opportunities
3. Increasing the number of people in supported accommodation moving into employment

4. Support Needs Assessment and Placement Service

The Support Needs Assessment and Placement Service's purpose is to ensure the optimum use of supported housing. The Outcomes Star includes the 'Meaningful use of time'. This encompasses training, education and employment and is essential for achieving high levels of planned move-on from schemes.

Housing Needs: Croydon overview

Deprivation is concentrated in two main areas of the borough which have been the focus of Croydon's Neighbourhood Renewal Strategy: the north-west of Croydon, and New Addington and Fieldway in the south-east of the borough.

- There is a high correlation between areas of deprivation, low achievement in education, skills and training, the lack of employment opportunity and the location of social housing in Croydon
- Fieldway is the most deprived area in Croydon, containing six super output areas in the worst 20% of the country
- The wards of Fieldway and New Addington recorded some of the highest levels of education, skills and training deprivation in the whole of London (IMD 2007)
- In Fieldway and New Addington, where the largest housing estates are located, 24% of the working age population are claiming benefits, compared with 13% in the borough overall (May 2007 Jobcentre Plus).

Worklessness among social housing tenants

The findings of the Hills report (2007) are replicated in Croydon

- 49% of social tenants of working age were in employment at the time of the 2001 Census
- 87% of those in the private sector were in employment, nearly twice the rate of those in social housing.

Worklessness among social housing applicants

The low rate of employment among households applying for social housing is even more marked.

- Among new housing applicants on the waiting list, fewer than 40% are in employment.
- For homeless households, the rate of employment falls to below 20% of applicants
- Just one quarter of council tenants applying for a transfer are in employment.

Education, Information Advice & Guidance intervention

Croydon Adult Learning and Training (CALAT)

CALAT is the adult education service for the LB Croydon providing a wide range of programmes delivered through formal and informal learning. CALAT currently provides 1,600 part time programmes per year to over 11,000 learners.

The service operates from 6 core locations and in up to 40 community venues annually supporting communities within the most deprived and hard to reach

areas and has recently launched a new state of the art centre in the New Addington area. Our IAG service is accredited with the Matrix quality mark and is the principle provider for LB of Croydon

CALAT supports clients by working with a range of public and private sector partners and resources including further education, work-based learning, adult community learning provision, higher education, JobcentrePlus, Learndirect, Business link, specialist skills brokers, Nextstep, Croydon Enterprise, employment and support agencies.

Other provision in Croydon

There are a number of partners and agencies addressing the issues of worklessness (some are on the steering group) and Broadening Horizons will link in with these activities and where appropriate refer clients onto suitable training. Where appropriate clients will receive on-going support through these agencies, after the initial IAG with Broadening Horizons Advisers.

- Jobcentre Plus programmes, including Pathways to Work for IB claimants
- South London Learning Consortium (skills for working life training for people with learning difficulties and disabilities)
- Croydon College (courses in retail for New Deal customers, Skills for Jobs)
- 'Building Enterprise' in New Addington (training and employment support for those wanting to work in the construction industry)
- Stepping Up homeless project, run by Oasis, helps members of homeless households who are 20 or over, unemployed and not in receipt of JSA, access training and employment opportunities
Lynda.hurley@broomleigh.org.uk
- Personal Best training and volunteering programme
www.personalbestprogramme.co.uk
- Vine project – <http://www.thevineproject.org/>
provide a range of community based enterprise and training initiatives

New developments

- An audit of local services for tackling worklessness is underway and will support the development of the Broadening Horizon Project
- The Council is recruiting an officer to develop worklessness projects for estates and areas of social housing, helping to tailor key services to local needs and enabling residents to benefit from volunteering opportunities and projects
- Broomleigh Housing Association has submitted a bid to LDA for outreach and engagement, targeting three boroughs including Croydon, to focus on existing social housing tenants. AmicusHorizon will be the key delivery partner for Croydon and will be making all the necessary links with main agencies and organisation in Croydon to reach and engage primarily economically inactive social housing tenants.

Broadening Horizons IAG Service

Project Aim

CALAT will develop an IAG programme which will be located within the council's Housing Options service and supported by the wider CALAT infrastructure. The IAG team will become an integral service within the adult services and housing department (DASH), bringing new skills, expertise and benefits to frontline staff and developing a more holistic approach to meeting the needs of its customers through the appropriate sharing of information from customer interaction.

The service will support individuals who wish to overcome some of the barriers and concerns related to worklessness by encouraging participation and inclusiveness through access to 'Skills for Life' related provision such as ESOL, Numeracy, Literacy, Basic IT programmes. Support will also be targeted towards addressing issues which contribute towards worklessness (Skills Agenda) by providing access to provision such as Apprenticeships, level 2 and vocational qualifications leading to prospects for employment.

In addition, the team will aim to increase awareness of the service by creating advocates from those who receive support and benefit.

The project co-ordinator is responsible for:

- training front-line Housing Options staff to promote access to education, employment and training as part of their daily activities, and
- developing procedures and protocols to facilitate signposting, joint working and referrals.
- establishing effective partnerships with departments and organisations running training, education and employment services.
- working with employers to identify skills needed and job opportunities, and encouraging them to take referrals from the scheme.
- ensuring provision of practical help: child care, transport, disabled access
- facilitating access to short training modules for clients, and establish work experience schemes (e.g. Council neighbourhood wardens, repairs contractors)
- managing the project, setting and reviewing progress against targets
- developing and disseminating good practice guidance of the council and its partners.

The IAG Advisers will be responsible for:

- conducting diagnostic needs assessments, including Skills for Life needs
- preparing individual plans of action towards skills and employment
- providing IAG including short non-accredited training modules & mentor support
- referring people to specialist advice e.g. benefits, finance, debt, childcare
- supporting progression onto further training and employment
- giving ongoing aftercare to ensure sustainability of progression
- raising awareness of front line staff.

Monitoring Outcomes and Performance

Referral channels

Individuals will be identified for this service through a number of channels:

- Incorporated in housing options and advice interviews with people in housing need or potentially homeless, referral to duty IAG or contact details passed for appointment, and in home visits with threatened parental evictions
- Support Needs Assessment and Placement Service (SNAP) assessment interviews of people needing supported housing or floating support, including offenders and quarterly reviews of supported housing providers that will monitor service users' work towards education, training and employment
- Supported housing providers
- CALAT centres
- Broadening Horizons outreach at hostels, family centres and community groups
- people moving into private sector temporary accommodation referred by the procurement section at sign up interview
- Early tenant counselling visits to new temporary accommodation tenants and new permanent tenants
- Tenancy officers' referrals of tenants in arrears, likely to be at early stage only, for literacy and numeracy training.

Impact of the current economic climate

The project group has discussed the possible impact of the current economic climate on the expected outcomes of the project. Whilst we acknowledge that a rise in unemployment may lead to the possibility of an increase demand for support, we feel that this increased pressure may be contained within the project as it has been presented; with the additional support of the CALAT IAG service should it be required.

There has however been an impact on staff recruitment which is explained further under the heading Project Development. As a result of the delay in establishing the Broadening Horizons IAG team, the project management group has elected to delay the start of the project to run from April 2009 until March 2012. This will enable us to fulfil the aims of the project without a reduction in the number of beneficiaries. Funding that has been received to-date will be used to supplement the extension of the programme.

Potential beneficiaries per annum

Potential beneficiaries	Source	Expected take-up
500	Potentially homeless people who remain in existing accommodation	50
200	Placed in private tenancies by the council (17% are interested in help into work)	40
150	Homeless households placed in temporary accommodation (17% are interested in help into work)	30
240	New secure council tenants	50
280	Support Needs Assessment and Placement Service new hostel residents a year	215
40	New vulnerable tenants referred by floating support provider	10
30	Existing vulnerable tenants referred by floating support provider or tenancy manager	5
1,440	Total	400

Figures reflect relevant age range, unemployed, excluding inappropriate client groups (e.g. DV)

Monitoring Effectiveness

CALAT will manage, monitor and produce robust accurate data of interventions beneficiary activity for audit purposes of learners engaging within our services. We will hold regular monitoring meetings with partners with regard to referrals in order to support external data collection for audit purposes.

We have reviewed our targets in the light of the current economic climate and consider that the target client group may not be significantly affected, as they are not actively engaged in looking for employment, education or training. However, there may be greater resistance to considering options due to increased apathy regarding opportunities. Targets will stay the same and we monitor them by financial year, starting from April 2009 – March 2010), to coincide with the recruitment of IAG staff.

In addition to overall targets, we will monitor success

- by referral route
- by particular client groups: lone parents, long term unemployed, Invalidity Benefit claimants, SNAP clients, ex offenders as well as
- the number of 'Better at Work' calculations
- take-up of in-work benefits and
- take-up of Next Step (adult careers service) services.
- Brokerage/referrals onto partner agencies

Project development

A steering group has been set up and includes representatives from DASH, SNAP, CALAT, JobcentrePlus, the Family Information Service, Croydon College, Croydon Enterprise, SLYMCA and AmicusHorizon, CVA's Volunteer Centre Manager, and the Extended Schools Development Manager.

Recruitment

The recruitment process commenced in October 2008 with the first closing date of 26 October 2008, we recruited the Project Co-ordinator, but the IAG adviser applicants were not suitably qualified. After two further rounds of advertising, we were able to appoint two IAG workers.

- Project co-ordinator recruited and commenced on 6 January 2009.
- Two IAG workers were recruited on 18 March 2009, one is due to start on 20 April 2009 and we are waiting for reference and CRB clearance before a start date can be confirmed for the second IAG Worker.

As the full team has not been recruited, this has led to the delay in delivering the project. Therefore the programme targets will be measured from April 2009.

Testing referral routes

Pending recruitment of the IAG workers, we have begun testing referral routes of new council tenants, respondents to a survey of homeless households in temporary accommodation, former homeless households placed in temporary accommodation and the private sector, and households newly placed in private rented sector.

Mentoring:

We are developing our mentoring programme. First steps are:

- to meet other London Trailblazers including participating in the EHO LondonTrailblazers Forum on 8 May 2009
- to speak at Institute of Housing on homelessness, allocations and options practitioners event on 28 May 2009.

We are also pursuing other marketing routes, such as an opportunity in Croydon's Whitgift Shopping Centre.

4. Performance Indicators

Key:

LAA: Local Area Agreement Indicator
L - BH: Broadening Horizons Indicator

LAA	PI	Measure	Baseline performance 2008/09	Target 2009/10	Quarterly Actuals				Comments on progress
					Q1	Q2	Q3	Q4	
LAA	21 (NI 152)	Percentage of working age people on out of work benefits Baseline: 12.2% (2007) Target: 10.81%(2010/11)	TBC Target is 11.9%	11.4%					
LAA	22 (NI 162)	Number of learners achieving an entry level 3 qualification in numeracy Baseline: 274 (2007) Target: 338 (2010/11)	TBC Target is 277	307					
LAA	23 (NI 164)	Percentage of working age population qualified to at least level 3 or higher Baseline: 51.7% (2006) Target: 58.7% (2010/11)	TBC Target is 54.7%	56.7%					
LAA	30 (NI 141)	Number of vulnerable people achieving independent living Baseline: 74.3% (2007/08) Target: 80% (2010/11)	TBC Target is 76%	78%					

L	PI	Measure	Baseline performance	Target (annual)	Quarterly Actuals				Comments on progress
					Q1	Q2	Q3	Q4	
L	BH1	Number of starters receiving IAG	Not available until March 2010	400					
L	BH2	Numbers completing an action plan	Not available until March 2010	400					

L	PI	Measure	Baseline performance	Target (annual)	Quarterly Actuals				Comments on progress
					Q1	Q2	Q3	Q4	
L	BH3	Numbers attending group training to gain confidence and skills	Not available until March 2010	200					
L	BH4	Numbers moving into voluntary work	Not available until March 2010	30					
L	BH5	Numbers completing a work placement	Not available until March 2010	30					
L	BH6	Number of starters progressing to further training	Not available until March 2010	60					
L	BH8	Number of starters progressing to employment within 6 weeks of completion of training	Not available until March 2010	20					
L	BH9	Number of starters in sustained employment: in work 6 months after leaving training	Not available until March 2010	20					
In addition to the above targets, performance will be monitored in the following areas									
L	PI	Measure	Baseline performance	Target (annual)	Quarterly Actuals				Comments on progress
					Q1	Q2	Q3	Q4	
L	BH10	Number of long term unemployed clients moving into training or education	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH11	Number of long term unemployed clients moving into employment	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH12	Number of IB claimants moving into training or education	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets

L	PI	Measure	Baseline performance	Target (annual)	Quarterly Actuals				Comments on progress
					Q1	Q2	Q3	Q4	
L	BH13	Number of IB claimants moving into employment	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH14	Number of lone parents moving into education or training	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH15	Number of lone parents moving into employment	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH16	Number of SNAP referrals moving into education or training	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH17	Number of SNAP referrals moving into employment	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH18	Number of ex offenders moving into education or training	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH19	Number of ex offenders moving into employment	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH20	Number of 'Better at Work' calculations	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH21	Take-up of in-work benefits	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets
L	BH22	Take-up of Next Step (adult careers service) services	Not available until March 2010						Will use data from 6 month review (Oct 09) to set annual targets

Broadening Horizons Action plan template

February 09

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Funding for year 1 received from CLG	N/A	Aug 08	CLG	CLG funding (£350,000)	Funding received and procedures for its use set in place		
Select and recruit all staff <ul style="list-style-type: none"> Re-advertising IAG Adviser positions Circulate IAG workers advert to Amicus etc 	Jan 09 Feb 09	Mar 09 Mar 09	DASH CALAT	Staff time – CALAT and DASH staff, HR Other costs – placing adverts (£5962), CRB checks (£120) Staff salaries (£245,023)	IAG Manager in post To have both IAG Advisers in place and start delivering	Staff in post and delivering the project	Appointment of IAG Advisers delayed due to lack of suitable candidates in both rounds of recruitment. 2 IAG Advisers appointed 18 Mar 2009
Governance arrangements <ul style="list-style-type: none"> Project group Steering group Principal and secondary partners of the project to convene steering group, to include project team, staff representative, key representatives of voluntary, employment & other housing organisations. Group to agree its constitution, purpose and function.	Aug 08 Nov 08	Ongoing from Aug 08 – next meeting Feb 09 Ongoing - quarterly from Nov 08 – next meeting Apr 09	All project group members All steering group members	Staff time – DASH & CALAT representatives, Partners – members of steering group Other costs – refreshments handouts, resources	To meet on a monthly basis, input into action plan. Need to review at 6 months To meet on a quarterly basis Make contributions to the project Possible themed meeting to tie in with project Virtual email - circulate agenda and minutes.	Contributions from partners and involvement in decisions/ reviewing project direction	Four Project group meetings to date. Governance document approved by steering group Steering group met on 13 November 2008 and engaged with process

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Administrative arrangements e.g. budget, monitoring, tracking & IT	Dec 08 Dec 08 Jan 09	Jan 09 Jan 09 Feb 09	Jan Elliot DASH Kerstin Byfield	Staff time – Finance Manager, IAG Project Manager Other costs – Project Management (£12,600)	To have financial protocols in place To set up a client database To prepare stationery (e.g. action plans, referral forms etc) to be used with clients	Financial protocols in place. Database set up and meets requirements of the project and CLG. Can be used to effectively monitor service use. Forms prepared and appropriate to needs of the project.	Database has been set up and will be trialled during pilot
Attend CLG workshop for EXTRA trailblazer councils	N/A	7 Nov 08	Paul Aston; Francoise Gayle; Mellissa Stewart	Staff Time – representatives from CALAT and DASH Other costs – travel expenses	Was attended by project group members from both DASH and CALAT		Good introduction/ sharing of information to trailblazers.
Develop website page <ul style="list-style-type: none"> first meeting set up structure and first info on Intranet include partnership links on webpage 	Nov 08	Dec 08 Feb 09	Paul Philip-Bayliss	Staff Time – Head of Resources & Business Development, IAG Project Manager	To set up structure and first information on intranet To include partnership links on webpage	Accurate, up-to-date information available to interested groups partners & clients – enabling self referrals through website	Information on LBC website.

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Communications plan for partners, stakeholders, employers and service users, press and publicity	Nov 08	Dec 08 Feb 09	Paul Philip-Bayliss	Staff time - Head of Resources & Business Development	Communication plan has been drafted and submitted. To be forwarded onto project group for comments and commitment to take on aspects of it	All partners taking an active role in implementation of the communications plan	Plan has now been approved
Test referral routes: new council tenants, respondents to TA survey, existing TA tenants and private sector placements, new placements in private rented sector	Nov 08	Dec 08 (initial follow-up) Ongoing as more referrals are received – review in April 09	Learning Curves (CALAT) BH IAG team – Kerstin Byfield initially	Staff time – BH IAG Team	To follow-up lists of clients from DASH. Review & evaluate what works/doesn't work. Lessons learnt; feedback from clients & staff. 15 clients were contacted initially; interactions took place with 4 of them.	Clear information on referrals received and outcomes; actions required incorporated into action plan.	Further follow-up to take place during pilot
Produce draft project action plan for CLG Final version to CLG	Jan 09	Jan 09 Jan 09 Mar 09	Project team Paul Aston; Kerstin Byfield; Françoise Gayle; Paul Philip-Bayliss	Staff time – Project team	Initial plan produced To complete and update action plan as necessary	Action plan signed off by CLG	

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Consider contributing to CLG workshop for LAs on 2 nd programme	tbc	tbc	Project team	Staff time	To contribute to the workshops, for example lessons learnt.	Positive contribution to the workshops	
Project reviews Quarterly reports and an end of project report including 'lessons learned' report produced.	Mar 09	Jul 09 Mar 09	Kerstin Byfield	Staff time – IAG Project Manager	Reports produced to schedule	Reviews clearly highlighting successes, areas for development etc, with SMART action points	
Induction & training for IAG advisors A menu of IAG will be offered to clients on a one to one basis to all eligible clients: An initial diagnostic interview will be offered to diagnose needs and agree uptake of the project offer. Target groups will be offered full menu: assessment/referral for basic skills assessment, one to one interview. Clients will receive action plans after advice session.	Apr 09 Apr 09	May 09 May 09	CALAT/DASH Kerstin Byfield; Francoise Gayle; Joanna Murray Richard Wragg	Staff time – BH IAG Team, support from CALAT and DASH Other costs – handouts, travel expenses, Database software (£200)	To give IAG Advisers an introduction to CALAT and DASH 1,400 clients received information, 400 advice and signed records of interviews and signed action plans completed. With referrals to training or job search agencies.	IAG Advisers ready to deliver and having an active caseload. Uptake of IAG service, from initial referrals to completed action plans – to final destination – education/training or job/ voluntary work.	Kerstin Byfield to have better-off calculations training prior to IAG Advisers starting (March 09)

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Brief and train front-line staff including Housing Advice, Options, Procurement Team, tenancy officers, income officers SNAP team, YMCA hostel staff, HAP<25, Casa Support	Feb 09	May 09	DASH/ BH IAG team (Kerstin Byfield initially; Joanna Murray)	Staff time - BH IAG Team Other costs – leaflets & handouts	Front line staff trained. Improved knowledge and understanding of BH. Seamless referral process. Leaflets given to staff. Referral information and guidelines available electronically to staff.	Clear referral routes in place, ensuring access to the project by all target groups, Staff confident about process and able to refer clients. Project monitoring referrals & identifying gaps.	Referral form prepared along with detailed guidelines
Run pilot outreach & IAG and evaluate it To identify 2-3 venues in Croydon for pilot. To set up referrals systems To develop resources To develop resources, ensure that information is available and signpost onto suitable opportunities. Staff, partners and clients to evaluate the pilot; considering suitability of venues, referrals, resources, signposting etc. Set up tracking & follow-up systems to ensure progression & record client destinations To gain feedback from clients, partners and staff	Feb 09 Feb 09 Feb 09 Mar 09 Apr 09	Apr 09 Mar 09 May 09 May 09	BH IAG team, (initially Kerstin Byfield; Joanna Murray)	Staff time - IAG Project Manager Other costs – leaflets, handouts, printing information, postage, stationery	Set up outreach venues for delivery of drop-in advice service, within housing district offices, CALAT centres, family centres. New resources in place, updating regime followed Evaluation of lessons learnt to develop and make any changes to the delivery of IAG service. All client intervention including follow up and destination information inputted onto database.	Clear information identifying work achieved with each client group, (e.g. former homeless people, vulnerable tenants, ex offenders, lone parents, BME households) and gaps in service. Informed evaluation feeding into project. Rigorous follow-up and tracking to ensure that clients are accounted for	A pilot action plan has been prepared

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Audit local initiatives addressing worklessness	March 09	May 09	Richard Wragg	Staff time	Details of partners, eligibility criteria circulated to partners.		
Review front-line procedures & incorporate signposting to IAG	Mar 09	May 09	Paul Aston; Kerstin Byfield; Francoise Gayle; Joanna Murray Greg Davis	Staff time – BH IAG Team, SNAP Manager, DASH & CALAT representatives	Incorporate IAG referrals and signposting into frontline work, including interview forms and procedures. Produce guidelines for introducing IAG. Monitoring where there are gaps in the referrals.	Regular, good quality referrals from each referral source	
Set up arrangements for childcare, travel, fees To liaise with partners to look at the funding & resources available to potential clients. Strong links with Family Information Service.	Mar 09 Mar 09	May 09 May 09	DASH, BH IAG team; Family Information Service; CALAT	Staff time – BH IAG Team, FIS, CALAT Other costs – leaflets, postage, stationery	Project plan listing partner network links produced	Advisers providing accurate information and signposting onto partners. Clients have prompt access to assistance with childcare, fares, fees	
Meet London Trailblazers to plan mentoring programme	March 09	ongoing	Kerstin Byfield	Staff time – IAG Project Manager Other costs – travel expenses	Coordinate mentoring in London and action to raise profile of EHO Inform and share information with other Trailblazers		Contacted Amy Hutton LBH&F Attending EHO Trailblazers Forum on 8 May 2009

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
Establish strong referral links with key providers: e.g. Croydon College, JCP, CVA, CALAT, training providers, Croydon Enterprise To facilitate seamless progression of clients to learning and employment opportunities. IAG team to keep up-to-date with provision available.	Feb 09	May 09	Kerstin Byfield	Staff time – IAG Project Manager	Advice records will show referral to providers. Follow up contacts – will confirm placements.	Prompt take-up of sustainable training, education, volunteer and employment opportunities	
Develop LA mentoring programme; submit to CLG	Jun 09	ongoing	DASH; CALAT	Staff time – BH IAG Team, representatives from DASH and CALAT	Successful mentoring of LA	Actively mentoring another LA; providing support and advice	
Run 'action days' for LAs on 2 nd programme	tbc	tbc	Paul Aston	Staff Time			
Support LAs on 2 nd programme as they start work	tbc	tbc	CALAT; DASH	Staff Time	To provide support to other LAs through lessons learnt from own reviews, evaluations and feedback	Actively supporting another LA	Contacted London Learning Disabilities Partnership
Develop work experience scheme To work with partners and employers (including Mears/EPS) to develop links and arrange work experience and voluntary work for clients	Sep 09	ongoing	BH IAG team; CALAT; CVA, DASH,	Staff Time - BH IAG team; CALAT; CVA, DASH,	Work experience, shadowing and voluntary placements for clients.	Clients have ready access to volunteering and work placement opportunities and feel confident to access them.	CALAT have good links with CVA.

What We will do?	When will we start work on it?	When will we do it by?	Who will deliver this?	Resources Needed	Target/ Outcome	What would success look like?	Comments
<p>Contribute to early lessons conference</p> <p>To use information gained from quarterly reports and reviews, using model of proven good practice in IAG work to demonstrate that proposed outcomes can be met with target groups.</p>	May 09	June 09	Paul Aston; Kerstin Byfield; Francoise Gayle; Joanna Murray	Staff Time Other costs – materials, handouts	Contribute to conference. Analysis of quarterly reports and data. Target set and agreed.	Positive feedback	
Host one-day conference	Sep 09	Dec 09	DASH;CALAT	Staff time – BH IAG Team, representatives from DASH & CALAT Other costs – venue, refreshments, resources, handouts (£10,000)	To run a conference to inform partners/ colleagues etc about the project, successes, interim evaluations; areas for development/ change	Positive feedback	
<p>Write evaluation report, including value of continuing to fund posts.</p> <p>Produce evaluation questionnaire for IAG interventions.</p> <p>Collect feedback from clients and partners; collate and analyse.</p>	<p>Apr 11</p> <p>Apr 11</p> <p>Apr 11</p>	<p>June 11</p> <p>June 11</p> <p>June 11</p>	Kerstin Byfield with input from the Project and steering groups	Staff time – IAG Project Manager with input from project and steering groups	<p>Questionnaires produced, administered, collated and analysed.</p> <p>Reports presented to project and steering groups.</p>	<p>Fully integrated service providing a holistic, seamless approach for clients throughout the borough.</p> <p>Completed questionnaires.</p> <p>Report produced.</p>	

Budget

Expenditure

	Year 1	Year 2	Year 3
Project Manager – January 2009	£23,878	£43,052	£45,297
IAG Adviser – 20 April 2009	£7, 073	£29,848	£31,464
IAG Adviser – 1 June 2009	£4,715	£29,848	£29,848
Recruitment	£5,962		
CRB Checks	£120		
Travel Expenses	£1,000	£1,000	£1,000
Project Management Time - £70 per hour (4 hours per month)	£5,880	£3,360	£3,360
<u>Operating – see below</u>	£30,300	£32,995	£10,000
End of project conference			£10,000
Accrual Year 1	£21,072	-£21,072	
Accrual Year 2		£30,969	-£30,969
Total Expenditure	£100,000	£150,000	£100,000

Income

Grant funding	£100,000	£150,000	£100,000
Total Income	£100,000	£150,000	£100,000

Operating budget

Stationery etc	£4,000	£2,000	£1,000
Refreshments – steering groups etc	£300	£1,000	£1,000
Marketing/Advertising/Events	£20,000	£23,995	£5,000
Photocopying	£1,000	£1,000	£2,000
CGEY IT/Equipment	£5,000	£5,000	£1,000
	£30,300	£32,995	£10,000