

SOLIHULL TRAILBLAZER ACTION PLAN

This Action Plan builds on and develops the work that Solihull Community Housing, Solihull Council and other partners have already commenced in the areas of housing options, homelessness prevention, money advice, financial inclusion and initiatives on access to employment, skills and training. It is an important part of the Council's wider response to the economic downturn.

This Plan focuses on what the additional posts will bring to the Enhanced Housing Options work in Solihull. The Choice Based Lettings scheme, Solihull Home Options (SHO), will effectively be the 'hub' of the EHO service.

This Action Plan is monitored on a quarterly basis. It is anticipated that, with the agreement of partners, its actions, milestones and targets will be amended over time to ensure it remains effective.

Solihull's Housing Options Trailblazer work will mainly be resourced by the £217,838 CLG funding, however all three posts will be working in the context of established teams each with their own budgets. In addition, the Council has set aside £78,000 for the further development of Solihull Home Options and it is intended that this will be used to support Trailblazer work over the two year period.

The objectives of this Plan are central to the attainment of,

- LAA targets on employment and skills and homelessness
- Local Strategic Partnership and Council objectives
- Solihull Community Housing (SCH) objectives
- Implementation of Solihull's 2009-2011 Homelessness Strategy

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
1. Trailblazer Project							
<i>Aim – Employ Trailblazer staff as per Trailblazer proposal and ensure the programme is monitored effectively by both Solihull Council and SCH</i>							
1.1 Appoint, - Housing Options Employment Coordinator	By end April 2009	SCH	Trailblazer	I. JD (16.1.09); JE (by 11.2.09); Advert (13.2.09); Interviews (mid March 09)	Employment Coordinator appointed	More effective housing options approach	Employment Co-ordinator and Money Advisor posts to be based at Chelmsley Wood Housing Office
- Housing Options Money Advisor	By end April 2009	SCH	Trailblazer	II. JD (16.1.09); JE (28.1.09); Advert (13.2.09); Interviews (mid March 09)	Money Advisor appointed		
- Housing Options Development Officer	By end April 2009	SCH	Trailblazer	III. JD (16.1.09); JE 11.2.09); Advert (13.2.09); Interviews (mid March 09)	Development Officer appointed		Post to be based at Endeavour House
1.2 Establish Trailblazer Steering Group to oversee Action Plan	31.3.2009	Council & SCH	Existing Resources	I. Establish Steering Group II. 6 monthly reports to Cabinet Member	Established reporting framework; Trailblazer programme monitored at a	Effective programme management	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				(Economic Development & Regeneration)	senior level		
1.3 Effectively support people through the economic downturn	2009 & 2010	Council/ SCH & Trailblazer partners	Existing Resources, Trailblazer, CLG Homelessness Grant	I. Effective implementation of Trailblazer programme in Year 1 II. To assess on a regular basis how programme may need to alter to meet demands of the downturn	Good quality accessible advice relating to housing, employment, skills, training and money	Accessible and effective advice and prevention	
2. Employment, Skills & Training <i>Aim – to effectively link any homeless people and those in housing need into employment, skills or training through,</i> <ol style="list-style-type: none"> information and knowledge sharing signposting and advice developing new initiatives <i>Main Partners:</i> LSC, Solihull College, Job Centre Plus, Connexions, Pertemps, SUSTAIN, V volunteering, St. Basils, Bromford, Council's Economic Development Team							
What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
2.1 To develop the advice,	Mid May	Housing	Trailblazer	I. Develop Action	More effective	More	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
information and guidance connections between housing, employment, skills and training	2009 onwards	Options Employment Coordinator		<p>Plan from good practice checklists (18.05.09)</p> <p>II. Develop a template for carrying out the initial employment & skills assessment and subsequent action plan (18.05.09)</p> <p>III. Carry out assessment of employment and skills needs alongside housing application (15.05.09)</p> <p>IV. Work with Solihull Access to Employment</p>	<p>referral of people in housing need with employment, skills and training opportunities</p> <p>Carry out 422 employment and skills needs assessments p.a. (based on 1 assessment per working day following development of template)</p>	effective housing options approach; Improved outcomes for young people and 'hard to reach' groups	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>Group to promote education, skills and training opportunities through 'Solihull Home Options' site (30.06.09)</p> <p>V. To brief and advise housing advice staff on employment and training (30.06.09)</p>			
2.2 Upskilling. As part of the initial employment and skills assessment and action plan, opportunities for upskilling both those out of work and those at risk of becoming workless will be carried out.	18.05.09	Housing Options Employment Coordinator	Trailblazer	I. Develop a template for carrying out the initial employment & skills assessment and subsequent action plan (18.05.09)	<p>Contribute to targets on achievement of skills for life and level 2 qualifications and engagement with Train to Gain</p> <p><i>Targets to be set around starts and qualifications achieved when there is an</i></p>	People in housing need better placed to take advantage of employment opportunities	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
					<i>adequate baseline.</i>		
2.3 Establish 'Self Help Options'	October 2009 onwards	Housing Options Employment Coordinator	Trailblazer & Existing	I. Investigate 'self help' opportunities through: <ul style="list-style-type: none"> ▪ installation of 'Job Points' at Housing offices (October 2009) ▪ provision of PCs at Housing Offices to search job vacancies (January 2010) ▪ Develop use of AEG website to promote self help access to information (TBA) 	Improved information and opportunities for people to access education, skills and training Target re. no of people using Job Points/PCs for job search (<i>to be set following assessment of availability of the facilities when in place</i>).	Improved accessibility of information and greater self-service options for customers	
2.4 Provide 'Better off in work' calculations	30.06.09	Housing Options Employment Coordinator	Trailblazer	I. Identification of need in initial housing options interview (01.06.09)	Improved information and opportunities for people to access education, skills and training No. of people	People better placed to take advantage of employment opportunities	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
					receive better off in work calculations (<i>target to be set end June 09</i>)		
2.5 To work with the Money Advice Team to link people to comprehensive money advice	25.05.09	Housing Options Employment Coordinator	Trailblazer	I. Relevant managers in SCH agree complementary work plans (end April 09)	Maximised income for those entering employment/skills/training No. of people receiving money advice (<i>target to be set end May 09</i>)	More effective housing options approach	
2.6 Ensure effective integration with Pertemps project in Chelmsley Wood (projected opening September 2009)	30.12.09	Housing Options Employment Coordinator	Trailblazer	I. Agree effective joint working with Pertemps (15.12.09)	Effective connection between objectives of Trailblazer and purpose of Employment Coordinator	Improved outcomes for young people (19 plus)	This initiative will provide a holistic base for education, skills and training through Pertemps
2.7 Introduce additional 'Jobsearch clubs'	October 2009	Housing Options	Trailblazer	I. Complete review of provision in	Improved integration of	More effective	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
		Employment Coordinator		Solihull, identify gaps and organise programme as appropriate (September 2009)	employment and housing information Target for number of Jobsearch clubs to be set (<i>following initial investigation of existing provision</i>)	housing options approach	
2.8 Promote volunteering opportunities for people in housing need	Sept. 2009	Housing Options Employment Coordinator	Trailblazer	<p>I. Work with V volunteering to agree approach (30.06.09)</p> <p>II. Work with SUSTAIN to maximise volunteering opportunities (Sept. 09)</p> <p>III. Agree and establish monitoring for tracking outcomes</p>	<p>Improved employment and life skills</p> <p>Target on number of people taking part in volunteering placements to be set (<i>following agreement of approach, 30.6.09</i>)</p>	Greater 'third sector' involvement	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				(Sept.09)			
2.9 Develop a life skills pre-tenancy training programme for 16-25 year olds	May 2010	Housing Options Employment Coordinator	Trailblazer	I. Investigate funding opportunities (December 2009) II. Scope extent and focus of programme with partners (February 2010) III. Develop and agree 'curriculum' (April 2010)	All 16-25 year olds making housing enquiries to SCH offered life skills training <i>Target(s) to be set February 2010</i>	Improved outcomes for young people	
2.10 Work with AEG partners to refer people to their programmes	18.05.09	Housing Options Employment Coordinator	Trailblazer	I. Agree SLAs with Pertemps and Jericho Foundation (11.05.09) II. Work with Pertemps and the Jericho Foundation to refer people to	Contribution to achievement of ESF client engagement targets Target = 317 p.a. (based on 75% of those receiving initial assessment being referred to	Improved effectiveness of partner work through AEG	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				their ESF funded Client Engagement Programmes (May 09 onwards)	AEG partners). Baseline = 84 referrals p.a. to AEG partners without Trailblazer.		
2.11 Work with the AEG marketing group to integrate activity to promote the service with the marketing activities of the AEG	01.06.09	Housing Options Employment Coordinator	Trailblazer	I. Agree specific actions within the AEG marketing plan (01.06.09)	Increased engagement in training and employment programmes Target re. number of people completing an employment and skills assessment as a result of promotional activity (<i>to be set following development of joint actions</i>).	Improved effectiveness of partner work through AEG	
2.12 Assess the effectiveness of the programme on a regular	18.05.09	Housing Options Employ	Trailblazer	I. Monitor outputs and outcomes for people engaging	Periodic report to SMBC Employability	High quality information on outcomes	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
basis and investigate options for continuous improvement		ment Coordinator		<p>with the employment and skills offer (on-going from June 09)</p> <p>II. Monitor reasons for not engaging with the offer and develop appropriate actions to address them (September 09 onwards)</p>	Manager		
<p><u>3. Money Advice</u></p> <p><i>Aim: to ensure home owners, private tenants and others living in the private sector can access timely and effective money advice (debt advice and income maximisation). Prior to Trailblazer, Solihull Community Housing only had funding to provide money advice for Council tenants. The Trailblazer funded Money Advisor therefore provides an important resource for people in the private housing sector.</i></p> <p><i>Main Partners: Citizens Advice Bureaux, Chelmsley Advice and Resource Agency, National Debtline, North Birmingham Community Credit Union, Age Concern, Solihull Care Trust</i></p>							
3.1 To develop partnerships with other agencies so that customers can be signposted to Money Advice services	By 30.09.09	Housing Options Money Advisor	Trailblazer	<p>I. Produce a Solihull Money Advice Leaflet (30.09.09)</p> <p>II. Identification of all</p>	Improved customer service through more effective joint working	More effective housing options approach;	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				relevant agencies & contact points (end May 09) III. Agree effective signposting approach (end June 09) IV. Service Level Agreements to be agreed with each agency identified (30.9.09)		Improved help to hard to reach groups; Greater third sector involvement	
3.2 Interview all households with financial issues who have presented as potentially homeless	By 30.06.09	Housing Options Money Advisor	Trailblazer	I. Agree procedures and approach with Housing Advice Team (end May 09) II. Assess the ability to operate a daily session for immediate referral (30.6.09)	All identified households interviewed within 14 days of presentation Percentage interviewed within 14 days	More effective housing options approach	
3.3 Work with the SCH Homelessness Prevention Team and CAB to assess	By 30.06.09	Housing Options Money	Trailblazer	I. Agree referral and monitoring approach (May	All identified households interviewed within	More effective housing	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
households under the national mortgage rescue scheme		Advisor		09)	14 days of presentation	options approach	
3.4 To maximise the income for all housing applicants	By 30.06.09	Housing Options Money Advisor	Trailblazer	I. An effective system to be established to fully record all information relating to benefits highlighted for clients (01.06.09)	Maximised income for households in housing need Achieve target for benefits highlighted	More effective housing options approach	
3.5 To maximise income for all new tenants where need identified under the Rent Deposit Guarantee Scheme	By 30.06.09	Housing Options Money Advisor	Trailblazer	I. An effective system to be established to fully record all information relating to benefits highlighted for clients (01.06.09)	All people moving into private sector through RDGS given financial advice	More effective housing options approach	
3.6 To work with Solihull Care Trust to provide money advice for vulnerable persons	By 30.10.09	Housing Options Money Advisor	Trailblazer	I. Identify and prioritise vulnerable groups (30.09.09)	Vulnerable people placed in a stronger financial position thereby promoting their independence	Improved help to hard to reach groups	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				II. Establish referral & communication routes (mid October 09)			
3.7 To approach creditors on a proactive basis to negotiate sustainable outcomes for customers	By 30.09.09	Housing Options Money Advisor	Trailblazer	I. Identify contacts for all priority creditors (June 09)	Improved prevention & a more positive outcome. More information for creditors.	More effective housing options approach; A more personalised service	
3.8 Liaise with mortgage lenders and landlords to negotiate terms to avoid eviction	By 30.09.09	Housing Options Money Advisor	Trailblazer	I. Agree working arrangement with CABs (May 09)	Good quality and timely intervention with lenders and landlords	More effective housing options approach	
3.9 Represent clients at court or ensure representation from partner agencies	By 30.01.10	Housing Options Money Advisor	Trailblazer	I. Establish connection & monitoring with Birmingham County Court CAB Help Desk who can offer specialist support for clients (June 09)	Improved joint working with Birmingham and Warwick County Courts x% percentage of preventions achieved as a result of court	Improved prevention	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>II. Establish connection & monitoring with Warwick County Court CAB Help Desk who can offer specialist support for clients (July 09)</p> <p>III. Establish percentage of preventions achieved as a result of court representation (July 09)</p> <p>IV. Set target for percentage of preventions achieved as a result of court representation (September 09)</p> <p>V. Secure</p>	representation (<i>target to be set September 09</i>)		

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				agreement of partner agencies to represent clients (September 09)			
3.10 Promote and assist with the completion of grant application forms to minimise some debts & purchase of essential household items	By 30.12.09	Housing Options Money Advisor	Trailblazer	I. Identify sources of appropriate grant assistance and their criteria on an on-going basis (October 09)	<p>Achieve 66 referrals to EBICo, 2009-2011</p> <p>Achieve 13 basic bank account referrals 2009-2011</p> <p>Achieve 27 credit union referrals 2009-2011</p> <p>Achieve 27 contents insurance referrals 2009-2011</p>	Improved tenancy sustainment; A more personalised service; Greater third sector involvement	
3.11 Introduce and refer to credit union	31.05.09	Housing Options Money Advisor	Trailblazer	I. Ensure SCH & other relevant officers have a full understanding of credit union	Services of the credit union provided to a greater range of people in need	More effective housing options approach	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				services and benefits to clients of membership (May 09)			
3.12 To work with Employability post to encourage take-up of employment/skills/training opportunities	30.04.09	Housing Options Money Advisor & Employment Co-ordinator	Trailblazer	I. Relevant managers agree complementary work plans (April 09) II. Work with Pertemps on skills training, coaching, job searches (April 09) III. Work with other partners as identified on skills training, coaching and job searches (September 09)	Joined up money and employment advice	More effective housing options approach	
4. Solihull Home Options Development <i>Aim: To develop Solihull Home Options so that it provides a comprehensive service</i> <i>Main Partners: Solihull Care Trust, Housing associations, private landlords</i>							
4.1 To extend Solihull's	March	Housing	Trailblazer	I. Work with	A minimum of 40	More	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
Choice Based Lettings scheme (Solihull Home Options) to include the private rented sector, intermediate tenure and the home-buy agent	2011	Options Development Officer		<p>Housing Prevention Team to consult private landlords on inclusion in SHO (June 2009)</p> <p>II. Agree with housing associations how to integrate 'intermediate tenure' into SHO (July 2009)</p> <p>III. Agree inclusion of HomeBuy Agent in SHO (July 2009)</p> <p>IV. Customer satisfaction. Complete and analyse 50 questionnaires each year of customers</p>	<p>allocations IN Year 1 of private landlord accommodation through SHO and the housing register</p> <p>A minimum of 50 referrals over 2 years to agents including home-buy and housing associations who collectively manage intermediate tenure scheme</p> <p>Record, analyse and measure customer feedback on private landlord allocations</p>	effective housing options approach	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				housed in private landlord accommodation to measure their overall satisfaction within this type of tenure			
4.2 Develop self help options through SHO	January 2010	Housing Options Development Officer	Trailblazer & Council capital funding	I. Agree 'scripts' with all relevant partners (Sept 2009) II. Assess IT requirements (December 2009) III. Promote availability of 'self-help' (first promotion December 2009) IV. Evaluate effectiveness of 'self-help' (July 2010)	Highly developed 'self help' in respect of housing advice	More personalised service; Improved help to hard to reach groups	
4.3 To improve the quality	January	Housing	Trailblazer	I. Identifying all	Increase and	More	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
of housing options information available to all customers	2010	Options Development Officer	& existing	<p>relevant agencies & contact points (May 2009)</p> <p>II. Complete mapping exercise across all stakeholders (July 2009)</p> <p>III. Agree effective sign-posting approach (November 2009)</p> <p>IV. Agree standards in front-line information made available to customers (November 2009)</p> <p>V. Carry out six monthly customer satisfaction surveys (January 2010)</p>	<p>improve the understanding of housing options and the services available;</p> <p>Information accessible at all front-line access points.</p> <p>Information circulated and available to all agencies</p>	<p>effective housing options approach;</p> <p>Improving customer access to advice and support</p>	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>VI. Develop useable, useful Housing Options packs – to include core information on debt/finance advice, prevention advice and employment & training (December 2009)</p> <p>VII. Conduct workshops to promote the Housing Options service to all stakeholders</p>			
4.4 Co-ordinate and improve access to advice and information on housing options	December 2009	Housing Options Development Officer	Trailblazer & existing	<p>I. Agree effective sign-posting approach to include:</p> <ul style="list-style-type: none"> ▪ Triage service within the Housing Options service 	<p>Personalised approach to housing solutions and provision of support plans:</p> <p>1500 yr. 1 2000 yr. 2 100 interviews</p>	<p>Effective housing options approach; Developing options/ services for groups with specialist</p>	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>operated by a 'traffic light' system to assess the level of priority and provide emergency appointments if necessary (April 2010 yr 1) (April 2011 yr 2)</p> <ul style="list-style-type: none"> Referrals to the Employability post and Money Advisor post to encourage take-up of employment/skills/ training opportunities and to maximise the income for all housing applicants (April 2010 yr 1) (April 2011 yr 2) 	<p>year 1 with 16-25 year olds 150 interviews year 2 with 16-25 year olds</p> <p>All 16-25 year olds making housing enquiries to SCH offered life skills training</p>	needs; Improve access times	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<ul style="list-style-type: none"> Referrals to the Employability post to deliver life skills pre-tenancy training for 16-25 year olds (April 2010 yr 1) (April 2011 yr 2) Review opening times of the service (December 2009) 	25 year 1 40 year 2 Expand availability of service outside core opening times		
4.5 To develop and monitor housing options for customers with identified vulnerability to achieve independent living	April 2010	Housing Options Development Officer	Trailblazer	I. To map gaps in the current service provision for customers with identified vulnerability (September 2009) II. To engage with agencies and the voluntary sector organisations who support clients	Complete a minimum of 15 case management work with individuals and families experiencing barriers to meet independent living for vulnerable residents	Improve services to vulnerable clients and their access to housing in Solihull	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>(September 2009)</p> <p>III. Establish a clear referral pathway to floating support services and the voluntary sector (November 2009)</p> <p>IV. Develop an electronic directory of services (December 2009)</p> <p>V. Develop relationships and work with clients and their family network to achieve independent living (January 2010)</p> <p>VI. Develop materials in user friendly formats that</p>	<p>Improved referral process that supports vulnerable customers</p> <p>Information management on access to agencies and voluntary organisations</p> <p>Information accessible at all front-line access</p>	<p>Structured referral pathway</p> <p>Accessible database</p> <p>Improving customer access to</p>	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				support the client group (January 2010) VII. Hold surgeries with people housed in supported housing environments	points. Information circulated and available to all agencies	advice and support	
4.6 Use social rented housing efficiently	April 2010	Housing Options Development Officer	Trailblazer & existing Council capital funding	I. To seek funding opportunities to aid initiatives that address under occupation and tackle overcrowding (September 2009) II. Secure funding for 2 year programme that provides incentives to customers who release family accommodation	Increase availability of family accommodation available in Solihull to meet housing need Reduce the numbers of households who are overcrowded Target 30 moves annually to release family sized	Reduction in households overcrowded in Council accommodation	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>(March 2009)</p> <p>III. Develop a strategy for Solihull on tackling overcrowding households occupying Council accommodation (November 2010)</p> <p>IV. Dedicated support officer operating a case management approach to both overcrowding and under occupancy moves (December 2009)</p> <p>V. Visiting households to assess the severity of overcrowding and discussions on</p>	<p>accommodation</p> <p>Strategy identifies issues and action plan for Solihull</p> <p>Number of clients seen per quarter = 15</p>	<p>Pro-active approach to working with households who are overcrowded</p>	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				<p>options for alleviating it (December 2009)</p> <p>VI. Targeted approach to support households considering a move through 'open days' and swap shops for groups of residents registered for mutual exchange (Sept 2009)</p> <p>VII. Improve links with Occupational Therapist service and advice they can provide to clients requesting significant adaptations in their current homes and the</p>	<p>2 Open-days yr 1 4 Open-days yr 2</p> <p>Releasing family accommodation under-occupied and unsuitable for clients with special needs</p>	Reduction in households overcrowded in Council accommodation	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				options available to their clients including transfers to more suitable accommodation (December 2009)			
4.7 Establish performance criteria to evaluate annual outcomes of Trailblazer	May 2009 onwards	Housing Options Development Officer	Trailblazer	<p>I. To oversee IT services that capture data and information within housing solution service and outputs associated (May 2009)</p> <p>II. Produce a robust framework for measuring and capturing outputs and outcomes (May 2009)</p> <p>III. Collect evidence at monthly, quarterly and yearly intervals</p>	Record, analyse and measure outcomes achieved from the Trailblazer funding	Expanding options available for customers	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				(from June 2009)			
4.8 Providing starter home and employment/training opportunities to young people	April 2010	Housing Options Employment Coordinator	Trailblazer	I. Commence Starter Home pilot (April 2009) II. Agree referral arrangement with Employment Coordinator if employment/training ends (June 2009) III. Review pilot (April 2010)	5 young people placed on pilot scheme	Sustained tenancies and employment	
4.9 To work with the Employment Coordinator to develop appropriate links between SHO web site and education, training and skills opportunities	January 2010	Housing Options Development Officer	Trailblazer	I. Assess IT requirements (May 09) II. Update information and links between web-sites (July 09) III. Review	Improve access to services and links to education, skills and training	More effective housing options approach	

What we will do	When will we do it by?	Who will deliver this?	Resources Needed	Milestones	Target/Outcome	What would success look like?	Comments
				information and use of links (Dec 09)			