

ENHANCED HOUSING OPTIONS EXTRA - ASHFORD BOROUGH COUNCIL IMPLEMENTATION PLAN .

Objective 1: Developing a framework for the Project							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Appoint a project Manager for the life of the project	Identify an effective project manager	ABC	End November 2008	ABC resources c£60k	Manager appointed	Green	Project manager' brief agreed by the steering group and experienced Project manager appointed to manage the delivery of the Enhanced Housing Options Extra Trailblazer programme, ensuring that the project is delivered on time and within budget. Governance Arrangements established with Project Board and various working (sub) groups in place.

Objective 2: Develop a Collaboration Agreement							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Draw up an agreement with all partners to the Gateway	Develop terms of reference with all partners	All	March 2009	Existing resources		Green	Initial thoughts on the practical uses of the agreement have been considered. Visioning day has been set up in early March(19 th) to move the agreement forward. Initial thoughts that document should be workable/useable – akin to a customer charter
	Prepare draft agreement for consideration of the Project Group	ABC	September 2008	ABC existing Budgets		Green	Agreement in early drafting, a similar agreement already in place for other users may well be adapted to be used for this project.
	Obtain legal advice	ABC	March 2009	Existing resources		Amber	Memorandum of Understanding/ protocol/Customer charter to be established in March 2009
	Circulate draft to partners		May 2009	Nil	Customer Charter agreed with partners and circulated	Amber	

Objective 2: Develop a Collaboration Agreement							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Signing of agreement and Memorandum of Understanding agreed	ALL	May 2009	Nil	All partners signed Customer Charter	Amber	Initial discussion how the existing users will work together, cross referral protocols established

Objective 3 : Develop and Maintain a Comprehensive Monitoring Framework

Target	Task	Who	By when	With what	What success will look like	Status	Progress
Identify the range of National indicators and 'soft' targets which will indicate the impact of the enhanced housing options role	<p>Set up a template for monitoring indicators agreed</p> <p>Identify baseline figures and targets for the project</p> <p>Agree indicators and targets with partners following visioning day event and review as necessary</p> <p>Produce quarterly monitoring reports with analysis of outcomes.</p>	ABC KCC	March 2009	Existing ABC/ KCC budgets	<p>Performance framework established and agreed with partners.</p> <p>Quarterly monitoring reports completed on time and reported to steering group.</p> <p>Quarterly monitoring reports circulated to all lead officers with responsibility for National Indicators as identified within the Performance Framework.</p>	Amber	<p>Research sub group established to identify relevant indicators. Needs to be considered in the context of Ashford's growth agenda- Rep from Ashford's future team on the sub group.</p> <p>Template set up and sets out range of indicators considered relevant to the project.</p> <p>Visioning Day arranged for 19th March 2009 together with a follow up workshop to refine agreed targets.</p>

Objective 3 : Develop and Maintain a Comprehensive Monitoring Framework							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Work with performance review team to ensure that the benefits and achievements of the trail blazer project are recorded and fed in to the LAA process and the National Indicators	Project Manager	June 2009	Existing Resources	National and local indicators confirmed by partners and data capture set up and fed into returns	Amber	Meeting arranged with PR team and others to brain storm how the national indicators can be measured and collated. Identified initially NI, 156,118,151,173,6,117,161,162,163, 156, consider next steps, measures, how information collated can be used to improve service etc

Objective 4 : Develop a Share Point Portal and Installation of referral tracking software to enable holistic assessment and service							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Provide a shared IT solution to deliver a virtual platform and a share point portal. Establish a referral tracking software to enable holistic assessment and service provision	Develop specification	PB	February 2009	£10,000		Green	Develop a specification which now complete. Commission development work portal will need revision and improvement. Review in early February and decide what is required. Revise the costings after the review but will be mainly staff time rather than cost of software
	Tender work	KCC	May 2009			Amber	Tender work – service supplied by KCC EIS team at no cost to project.
	Evaluate tenders					Amber	Evaluate tenders – not required as supplied as “benefit in kind” or staff time has been used instead
	Appoint preferred bidder		June 2009			Amber	

Objective 4 : Develop a Share Point Portal and Installation of referral tracking software to enable holistic assessment and service							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Commission development work			£90,000 KCC		Amber	Funding coming from KCC
	Shared portal provided		September 2009		Software linking all partners working within the Gateway to enable effective referrals across a wide range of agencies.	Amber	
	Design and Installation of referral tracking software to enable holistic assessment and service provision	KCC	October 2009	Existing Budgets	Accurate reporting on customer journey and enhanced potential for early warning notification of potential homelessness. Target – 60% of applicants receive holistic assessment. Baseline NIL	Amber	KCC are carrying out a review of similar software being used in other Front Office Shared Services settings to draw up a specification. This will be ready in February 2009 and a tender process will be used to evaluate suppliers. The software should be in use by October 2009. As a project partner KCC will be funding this development with contributions from others.
	Purchase of improved data links	KCC		Not within any existing budget- this is budget pressure. Circa £15,000	IT link between Gateway and ABC improved	Red	The Current links have been reviewed the current IT provision as part of the project and it has become clear that there is a need to refocus monies to support increased data traffic between partners in and out of the Gateway. This will require additional financial support.

Objective 4 : Develop a Share Point Portal and Installation of referral tracking software to enable holistic assessment and service							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop an on line self assessment tool for the public to identify their housing options	Develop a diagnostic tool for service users to access on line	SR and SW	October 2009	Existing Resources	Self help tool available on website.	Amber	Researching existing web based tools
	Consider use of a touch screen self help information point within the Gateway		December 2009	To be identified	Target – Numbers accessing the self help tools 30 per week Baseline NIL		Demo of touch screen kiosk arranged for 18 th March 2009.

Objective 5 : Set up Homefinding Service							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Deliver a service to assist those in housing need to find accommodation in the Private Rented Sector	Create the brief for the service	All	October 2008	Existing resources	Brief agreed	Green	External provider appointed to develop, implement and sustain a Home finder service. Initial work carried out with Housing and benefit staff. Micro project to be established for an agreed period of time to ensure process are bedded in. Carried out consultation with staff, external agencies and suppliers. Now presenting their outline proposals to the next steering group. Proposal is to implement and sustain a home finding service. Currently proposals to ensure structures, policies and procedures are in place, to link with other work being undertaken.

Objective 5 : Set up Homefinding Service							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Improve Data base for local landlords to support the project	Martyn Hills	September 2009	Not within any existing budget- this is budget pressure. Circa £5,000	Database to record work with landlords and letting agents delivered	Red	Proposal Circa £5,000 to provide this work Options currently being considered.
	Appoint consultant to devise improved range of options to assist customers to access the private rented sector	SW	December 2008	£15,000		Amber	Inside Housing Solutions appointed and first draft of proposals prepared and presented to steering group for consideration.
	Set up and promote new initiatives as agreed by steering group	All	December 2009	£16,000	Homelessness acceptances reduced. Baseline 07/08 117. Target 85 National Indicator 156 number of homeless households in temporary accommodation baseline Dec 08 107 . Target 80	Amber	Working group set up to review recommendations and review scope of new initiatives.

Objective 6 : Specialist Housing and Employment Advice							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop a new specialist employment advice	Set service specification	ABC/Job Centre Plus	September 2008	Existing resources		Green	Specification completed

Objective 6 : Specialist Housing and Employment Advice

Target	Task	Who	By when	With what	What success will look like	Status	Progress
service to be delivered from the Gateway	Draft job description	ABC/Job Centre Plus	October 2008	Existing resources	Job description agreed with partners	Green	completed
	Appoint advisor	ABC/Job Centre Plus	December 2008	£90,000	Post filled	Green	Post now appointed, mapping out training and employment providers in the locality. Looking at future partnerships which will support the service, including developing close links with Ashford Futures & Economic Development. In particular how we may support the LAA targets.
	Developing employer engagement activities	ABC	June 2009	Existing Resources	Employer engagement group set up	Green	Engagement protocol identified.
	Pilot scheme working with Job Centre Plus to improve referrals with employment brokers	Job Centre Plus	August 2009	Existing Resources	Pilot completed and review undertaken of pilot to measure success	Amber	Working group established to pilot and review protocol.

Objective 6 : Specialist Housing and Employment Advice

Target	Task	Who	By when	With what	What success will look like	Status	Progress
Improving links with training providers and exploring partnership opportunities to promote education and training	Mapping of existing external service provision within Ashford borough	ABC	May 2009	Existing Resources	<p>Overall Employment rate (working age) National Indicator 151.</p> <p>16 to 18 year olds who are not in education, employment or training (NEET) National Indicator 117.</p> <p>Take up of formal childcare by low-income working families national Indicator 118</p> <p>Number of level 1 qualifications in Literacy (including ESOL) national Indicator 161. Number of Entry level qualifications in numeracy achieved national Indicator 162 Target 08/09, 10/11 53.</p>	Amber	Undertaking meetings with providers to identify and record service provision. This information will be used later on to signpost and advise clients accordingly and will be fed into the HELP system (see Objective 9).

Objective 6 : Specialist Housing and Employment Advice							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Further development of Employment & Training Partnership group	ABC / Job Centre Plus / Sure Start	May 2009	Existing Resources	Effective Employment & Training group formed and meeting on a regular basis	Green	Group established to ensure providers delivering Employment & Training had a platform to update partners on activities and share best practice. The group continues to grow and is proving very successful.
	Introduction and coordination of an Open Day Event to promote Employment & Training	ABC / Job Centre Plus	May 2009	Existing Resources	Event well attended	Amber	Working collaboratively with JCP and Sure start to organise an event which will enable residents of Ashford to attend an open day event to promote Employment & Training. Members of the Employment & Training Partnership have been made aware, with a very positive response. Key partners have come forward to host stands and offer other levels of support. Including funding support from JCP for the event.
	Attendance at community & partner events to promote the Trailblazer project	ABC	May 2009	Existing Resources	Improved local awareness of project	Amber	Network opportunity at the Ray Allan community centre, as they have established a series of lunches throughout the year to promote local activity and engagement. I have agreed to attend and promote our service.
	Exploration meeting to discuss partner activities in Ashford relating to Training & Employment	ABC	May 2009	Existing Resources	Directory of provision circulated and regularly updated	Amber	Meetings scheduled with RBLI, Business Link, Enterprise Gateway, Skills Plus, KCC Adult Education, Maximise Marketing, TBG Learning, Next step, KCC Early Years team and Town & Country Cleaners. Draft version in circulation.

Objective 6 : Specialist Housing and Employment Advice

Target	Task	Who	By when	With what	What success will look like	Status	Progress
Contributing to LAA targets and the skills agenda	To meet with Head of Economic Development at Ashford Futures	ABC	May 2009	Existing Resources	Economic Development and Ashford Futures incorporate trailblazer work within their strategies and work plans	Amber	To explore how we can link in Trailblazer outcomes and targets to support LAA targets and the Skills Agenda. Ashford Futures have created the post of Skills Manager, to identify how we may work together under the trailblazer umbrella. To explore funding opportunities for the funding of a “Jobs Brokerage” model. Capital funding proposed from Ashford Futures.
	<p>Drafting of management briefing paper to recommend establishment of work Placement programme.</p> <p>To seek agreement and support from management team</p> <p>Launch of work Placement programme at ABC</p> <p>Promote work placements model to RSL partners.</p>	ABC	May 2009	Existing Resources	<p>Management brief completed and agreed by all parties.</p> <p>Management team approve proposals contained within brief.</p> <p>Target ABC to support 5 work placements per year. Baseline NIL</p>	Amber	HR support taking forward proposed work placement scheme. And LEP's. Management briefing paper drafted, once approved date will be set to go before management team to seek approval.

Objective 6 : Specialist Housing and Employment Advice

Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Explore use of planning process to encourage developers to provide training opportunities and use local workforce	ABC	May 2009	Existing Resources	Local developers providing training and local employment opportunities.	Amber	Initial discussions have taken place about how we get the buy in of large developers, linking in employment opportunities and the possible use of section 106 agreements. Matter discussed at the Community Infrastructure Working Group CIWG and a sub group set up to consider protocol for use of s.106.
	Develop access to training opportunities for our customers and how these will be used to improve the service provided	Project Manager	June 2009	Existing Resources	Customers have access to a wide range of training opportunities Link to NI 161, 162 & PSA 14 Target – Housing to refer 3 clients per month to training Baseline Nil	Amber	Meetings have taken place with training providers to ensure access to existing network of training. Work commenced to consider enhancing training opportunities locally to provide taster sessions, Door stop Learning sessions, etc
	Ensure access to a back to work calculator tool	Project Manager	December 2009	Within Project Managers Salary	Access to a back to work calculator provided at the Gateway	Amber	Considering existing examples of this which will be taken through the Employment Group.

Objective 7 : Developing a Debt Advice Surgery

Target	Task	Who	By when	With what	What success will look like	Status	Progress
Create a debt advice surgery to be delivered from the Gateway	Develop service specification	ABC	March 2009		Detailed specification setting out service requirements produced	Green	Specification to be agreed at the next Steering group in March. Advertise locally.
	Invite tenders	ABC	April 2009			Green	
	Appoint contract provider	ABC	June 2009	£45,000	Service Provider appointed and debt advice drop in and referrals service set up at the Gateway. Target – Increasing early access to debt advice. TBA	Green	Three year contract envisaged, with an annual service review.
	Deliver group session at Children Centres on budgeting skills	ABC	March 2009	Existing Resources	Facilitate regular budgeting skills workshops	Green	Train the Trainer programmes established in March and thereafter quarterly at the Gateway and at the Children Centres.

Objective 8 : Develop Volunteering Options							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop Volunteering opportunities for those who need to develop skills and experience to return to work	Identify volunteering options to be delivered at the Gateway	All	June 2009	£25,000(KCC)	Partnership set up to support volunteering opportunities. Participation in regular volunteering National Indicator 6. Target - Hsg to arrange 15 volunteering placements per annum Baseline 0	Amber	Visioning day to agree the principles and reach consensus on the project objectives and outcome. From this will be able to identify a training audit. Making contact with Volunteering organisations in the locality. Considering existing contacts that Job Centre Plus already has in place. Exploring possibility of offering Work Placements at ABC. Ongoing discussions with the Volunteer Bureaux to establish a partnership to offer/support volunteering opportunities.
	Promoting the service with local employers		September 2009	Existing Resources and Job Centre Plus	Creation of additional volunteering places	Amber	

Objective 9 : Develop Housing Employment Link Project (HELP)							
Target							
Develop the HELP software as part of the delivery of the Regional Choice Based Lettings Project	Contract supply and set up software	ABC	November 2008	£6,000 – Regional Choice Based Letting Partnership		Green	Regional CBL partnership agreed to purchase the HELP software, where the trail blazer project will embed process that will be rolled out to other partners within the region
	Identify Development Plan	ABC / Job Centre Plus	April 2009	Existing Staff Budgets		Green	Meeting with existing users of the HELP software has now taken place. Locata (suppliers of the software) are to be invited to become members of the IT user group, to help shape the design solution. A need for promotional material to be provided will need to be discussed with the partnership and with the provider
	Training for Partners		September 2009			Amber	To be discussed as part of the IT sub group.

Objective 9 : Develop Housing Employment Link Project (HELP)

Target							
	Go Live	ALL	December 2009		<p>HELP system developed and linked to a network of providers to set up appointments and referrals to assist access to work or training. Ability to track and monitor customer journey.</p> <p>PSA 2,8, 17,14,16 NI 144, 146, 148, 150 ,152, 161,162 Target Register & make appropriate referrals on 20 cases per month.</p>	Amber	Agreed to work with other Kent LA's to roll out HELP project across Kent.

Objective 10 : Training Programme							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Identify and deliver a training programme to support the delivery of the aims of the project	Survey training needs across all partners	All	March 2009	Existing Resources	Profile of training needs identified across all partners	Amber	<p>Visioning day in March to reach consensus view about the objectives and outcomes for the project. From this will develop a training audit for all partners to establish a training programme.</p> <p>Job centre plus already chairs an existing training provider group that will be incorporated in to one of the established sub groups of the project. This will be used as an information sharing platform between providers and ABC.</p>
	Design training Programme to provide for all partners	All	December 2009		Comprehensive programme of training for all staff at the Gateway and wider partners	Amber	Work closely with KCC to ensure that the programmes are embedded within the operation of the Gateway
	Ensure all partners are multi-skilled	All	Ongoing	£10,000	Regular training and shadowing placements offered	Amber	

Objective 11 : Mentoring Role							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Provide Mentoring Role to other agencies as required.	Identify scope of mentoring role with CLG	ABC	December 2009	Existing resources		Green	Scope of the mentoring arrangements now agreed and shared with Bournemouth BC to provide coverage across the South West and South East. Expected that the planning and delivery for events will involve 10 days
	Develop Materials to support the role eg Presentation Format, Guidance sheets	Project Manager	2009/10	£59,000		Amber	Work closely with Bournemouth and CLG. and with Comm's team
	Develop a blog or discussion forum Also consider use of a Twitter account	CG & VH	June 2009	Existing resources			Discussions with IT taken place and work in progress.
	Set out identified dates for delivery of mentoring role	Project Manager	2009/10	Existing resources	See separate paper on mentoring role	Amber	Peer review team established. Housing and Employment Advisor, Project Manager, Housing Operations Manager Homelessness Prevention and Strategy Development officer and Senior Housing Options Officer..

Objective 12 : Developing the Toolkit							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop a toolkit for other agencies and local authorities to support the mentoring role	Develop Toolkit Template	Project Manager	December 2009	Within Project Managers Salary	Develop template for toolkit	Amber	Work closely with Bournemouth and CLG
	Test on Kent Housing Group Partners	Project Manager	January 2009	Within Project Managers Salary	Improvements included following outcome of testing	Amber	
	Obtain quotes for Design Layout and Printing	Project Manager	February 2010	Within Project Managers Salary		Amber	

Objective 12 : Developing the Toolkit							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
	Agree with the Partners	Project Manager	Jan 2010	Within Project Managers Salary	Toolkit agreed with partners	Amber	
	Design Layout and Printing	TBA	April 2010	£5,000		Amber	
	Developing Website Pages	ABC	April 2010	£2,000		Amber	
	Launch of toolkit	ABC	Sept 2010	£3,000	Finished toolkit launched	Amber	

Objective 13 : Publicity Campaign							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop a Publicity Campaign to ensure that all stakeholders and potential customers are aware of the enhanced service and how this might be delivered	Formalise format and content, distribute internally and amongst partners on a monthly basis	Project Manager	June 2009	Existing Resources	Publicise options available to customers and stakeholders	Amber	Meeting agreed with communications team. Create paper and electronic version. Circulate draft once completed for agreement on format.
	Develop a Communication Plan	Project Manager	February/ March 2009	Existing Resources	Newsletter produced on a 1/4ly basis	Amber	Plan in draft and will need to be worked up after the visioning day in March. Embedded in to both resources and project plan

Objective 14 : Exit Strategy							
Target	Task	Who	By when	With what	What success will look like	Status	Progress
Develop Exit Strategy for each service strand detailed within the action plan	<p>As each service is conceptualised, need to devise a means of embedding improved service within existing resource.</p> <p>Work with partners to identify alternative funding streams and work up bid submissions.</p>	Project Manager	Ongoing	Existing Resources	Clear exit strategy to ensure that each aspect of the enhancements delivered can be sustained beyond the life of the project.	Amber	A decision was taken at the commencement of the project that each aspect of new service provision or service development must be sustainable at the end of the 3 year life of the project.