

Step Up Learning Programme Workstream Action Plan

Workstream 1: Create a Governance structure to work with internal and external partners in developing an integrated learning package

Lead Officer	MCC
Supported by	CSM, Economic Development Team; Manchester Advice; Supporting People
Managed by	Programme Manager/ Project Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks Issues log
1.1	Set up a governance Structure to establish communication and relationship management of the project	Establish a Board with members to oversee the project and a wider reference steering group to involve and consult key stakeholders in the scoping and development of the learning programme.	Zero – steering group has already met to scope the work in January There is growing awareness and there is support from housing partnership	Achieved in March 2009- Agreed the structure for the governance and April 2009 establish terms and reference for the group. A protocol developed for stakeholder engagement with sign offs from key stakeholders to include delivery partners and the third sector.	Staff time – Housing Advisors and Support Officer to collate and produce. Monthly Board and Project management costs. Venues costs: £30,000	Have maximum stakeholder involvement in developing the programme. Learn from best practice reviewing existing training provision	May 2009 and ongoing	Group may have issues with time constraints
1.2	Integrate step up Board into Affordable Housing programme	Develop synergies with affordable housing programme and decision making processes. Recognise change management is part of wider objectives of Manchester's Housing Strategy.	Relationship management and discussions already taken place	April 2009- first Board meeting will be the starting point to establish a way forward.	Project management costs and staffing time, admin costs £100,000	Dashboard; regular reports and progress information sharing. The integrated model will enable resources to be used effectively and efficiently.	May 2009 & ongoing	Have the potential of diluting the emphasis and priority of the project
1.3	Report with spreadsheet mapping all stakeholders and analysing level of involvement	Develop a stakeholder engagement model for Manchester housing which is incorporated into the engagement strategy	Some already done?	May 2009 have a timetable of regular meetings and ensure engagement is embedded. Exploring and making amendments to operational processes where necessary. May 2009 hold a stakeholder consultation to identify gaps, risks and issues	Staff time – Housing Advisors and Support Officer to collate and produce. Project management costs. Venues costs:	Strengthen mechanisms and decision making in commissioning processes.	May 2009 and ongoing	
1.4	Appoint a lead person to each	Identify lead person for each work stream to take responsibility for the	Currently the project manager	April 2009 have action plan approved by CLG and May	Project management ; staffing time costs;	Ensure the project progresses on time and there is a	May 2009	Dedicating time for the

	work stream	operational tasks and report progress to the board.	developing the project	2009- identify lead persons and gain approval from the Board	each work stream costs	nominated person taking responsibility for completion of task. This will also provide a mechanism for monitoring shortfalls and progress.	and ongoing	project and managing existing work loads may present problems
1.5	Identify key educational and housing partners to support the programme	Establish and develop relationships with educational training providers, to support in development of the learning programme. Establish relationship with the housing provider partners to contribute to the project and learn from best practice		May 2009 key educational and housing partners involved and represented on the Board and wider reference group.	Project Management; Staffing time	Educational partner identified and relationship developed to support in the delivery of the programme. Best practice identified from housing partners	May 09 and ongoing	The cost of meeting project requirements may be greater than funding available
1.6	Procure the delivery of the training package and identify relevant contacts required for specialists involved	Identify procurement policy and procedures, cost the training package and delivery partners secured. We will develop SLA's between partners and cost the training, procure the delivery partner, procure the educational partner to deliver the pilot. Agree MCC input and role and relevant costs	Follow Manchester City Council guidelines of procurement and work with EDU framework.	April 2009 Already some work has been done, we are working with internal departments using the EDU framework - Training package costed and funding partners sourced, establish SLA's	£30.000 Cost of tendering process with key partners; £20.000 finance officers time	SLA's in place, partners aware of responsibilities and roles. Identified tutor costs, premises, validation and QA processes and procedures. Sourced funding partners and recruitment of IT experts to develop web tracking system interactive toolkit development	June 09	

Workstream 2: Ascertain demand for the learning programme to ensure viability for the project. Ensuring that we meet local needs in the geographical target areas complimenting existing housing provision.

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Supported by	Economic Development Team; Manchester Advice; Supporting People
Managed by	Programme Manager/ Project Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks (H/M/L)
2.1	Review evidence from recent surveys and research of the provision of advice in Manchester	Use research material as baseline for the product design e.g. IPSOS MORS Nov 2008	Advice delivered by a variety of Council teams and partners without a consistent standard.	Provision of evidence to step up Board	staff time, project management time £5000	Contribution to gap analysis	May 2009	
2.2	Identify gaps in housing, employment and educational advice currently taking place	Map out needs and gaps analysis by liaising with professionals, residents, tenants and resident forums; young people to inform the learning programme	Worklessness service already have significant data and strategic understanding of these issues	Report to step up Board June 2009 and ongoing.	Staffing time, project management costs £5000	Gaps in the current provision identified.	June 2009	Duplication of interdependencies, type, course, delivery, location
2.3	Consider and decide upon the appropriate levels of awareness and training required by front line staff across the housing partnership and beyond to wider front line stops across Manchester	Decide upon the appropriate degree of learning required by the full breadth of potential partners whose staff will participate in his training, namely <ul style="list-style-type: none"> • advice staff • front-line housing staff • frontline non- housing staff • other professional staff with regular contact with the public • of the manual staff with regular contact with the public 		Agreement by step up Board of a portfolio of awareness raising and training that can show all housing opportunities issues are understood to the appropriate level and complexity to suit the job role of the individual	Consultant advice; project management costs: £20.000	Agreement on a portfolio of awareness raising and training that can show all housing opportunities issues are understood to the appropriate level and complexity to suit the job role of the individual	July 2009	
2.4	Consider the synergy of housing opportunities proposals with other	Understand existing provision, for example the Young Persons Support Foundation are funded by Supporting People to deliver a training course (NVQ2 level) for young		Completion of the mapping off complementary provision	Project management time £5000	Develop a learning programme to complement	July 2009	

	similar specialist advice services for supporting people, the elderly and other specialist areas	people on preparing for independent living and tenancy responsibilities. This course is recognised in the allocations policy as a route to additional community connection priority, giving young vulnerable people who are ready, an improved chance of move on.				existing provision		
2.5	Establish potential demand for the course(s). Establish target audiences both from MCC, the community and partners	Identify target groups and geographical areas within the city that the potential learning programmes may be delivered to.	As well as generic advice there are a number of more specialized offers, for example training being delivered currently by Work Support to front line staff the lifestyle calculator work, and resident wages project	Report to step up Board June 2009 and ongoing	Staff time, collation of information and admin costs £10.000	Demand for learning programme and level identified	Aug 2009	
2.6	Consider issues of sustainability	Accreditation courses cost money and partners may not wish to pay. Incorporation of housing options in two mainstream courses undertaken by local employers or their trade bodies would ensure sustainability.		Report to step up Board September 2009	Staff time	Sustainability issues incorporated specifically into project design	Aug 09	

Workstream 3: Design and develop curriculum programmes capable of delivering signposting and advice concerning housing options to the appropriate level

Lead Officer	MCC
Supported by	Design and Development Group; Educational Partners; CSM; Economic and Regeneration Team; wider EcHO team
Managed by	Programme Manager/ Project Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Comple by	Risks
3.1	Develop course contents and objectives for the range of staff audiences identified above at 2.4 (note: this is likely to range from short awareness raising sessions to accredited courses up to level 2 and perhaps beyond)	Improve signposting and access to options in order that that it extends beyond social housing and becomes consistent advice for a range of private sector housing, owner occupancy; employment and training; supported housing; benefits advice; and tackling worklessness advice	Inconsistent advice given, from various points of contacts – but see above	July 2009, confirm areas of advice services and options to be included in the course contents. Confirm number of days and times of the prototype course	Staff time – Housing Advisors Project management time, administration costs, £10.000	Improve housing advice given to tenants and residents, contributing to preventing homelessness and tackling worklessness agenda. To improve standards in the workforce development.	July 09	Getting commitment from an educational establishment
3.2	Develop delivery vehicles and methods, i.e the tutors delivery methods and styles and assessment processes tailored to the audience groups	Deliver the pilot across geographical areas in Manchester City and identify appropriate accessible delivery vehicles and methods meeting the target audiences.	Zero	July 2009 Venues identified and methods of delivery established	Project Management, Educational Partners time costs, £5000	Accessible areas for delivery identified and negotiated to promote and deliver the learning programme	Aug 09	Learning Prog may not meet all needs
3.3	Establish design and development group to help develop and shape the course contents, appropriate level of content per staff audience, methods of assessment and delivery (where appropriate).	Identify key stakeholders from specific advice service areas to input into design of the curriculum programme. Have regular meetings to develop the programme, recruit the tutors through to the delivery and assessment stages.	zero	May 2009 Design & Development group members identified and work plan agreed.	Project manager; Housing and other Advice Services and Educational partners; managerial representative of an operational service partner. £10.000	The training programme meeting the needs of audience and service providers. Good quality housing options embedded in the contents of the programme.	July 2009	If buy in not achieved in early stages of the project, it may delay the progress at the

								validation and accreditation stage
3.4	Quality assure and credit the learning programme	Have the proposed level 2 learning programme assessed, accredited and National Occupational Standard Approved so that the learners can have continuous professional development and transferable skills, nationally recognised. Together with Housing Options advice	zero	Oct 2009 Once the modules have been developed contact the accrediting agencies to establish accreditation and validation process for the programme	Education partner, Design & Development group time costs; project management cost, accreditation costs £10,000	Accreditation process embedded in the design and delivery of the programme. A modular programme that has accreditation status.	March 2009 and ongoing until delivered	
3.5	Learning Programme – Pilot the course to raise profile and raise awareness and validate the content	Develop taster workshops x 3 to raise awareness. Feedback sessions for evaluation regarding the content, and test method of delivery is suitable	zero	Sept/ Oct 2009 Commence workshops for represented staff to identify demand and viability of the contents and Programme	Costs for facilitation, venue, delivery, evaluations, time, project management, promotions £10,000	Raise awareness from training and feedback from recipients into improving the learning programme validated with recipients	Nov 2009	
3.6	Run the prototype course to test the quality of outcomes	Develop short modular courses.	zero	Sept/ Oct 2009 gain Board approval and establish desired locations and audience groups	£20, 000	To test the quality of the course and the outputs and demand	Jan - March 2009	
3.7	Recruit independent evaluator to Make any necessary adjustments to the quality of the learning programme based on the feed back and tailor the course contents to the learners needs. Also identify interest in the programme	Establish and agree evaluation criteria, review process of project and identify lessons learnt; review design , contents and learning programme with delivery methods; evaluate workshops and promotions		July 2009 recruitment of the evaluator, Aug 2009 agree on criteria and terms of reference for the evaluation.	Evaluator's costs £20,000	Lessons learned incorporated into final version of the training package. Outcomes and recommendations reported to steering group; CLG; RSL and key stakeholders. Viability of the learning programme identified	Feb 2009	

Workstream 4: Design and develop a Quality Standard for the provision of Housing Opportunities to create a consistent approach across Manchester.

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	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks (H/M/L)
4.1	Review baselines discovered by Workstream 2 to establish quality of housing options and prospects advice available to housing staff, other professionals and RSLs.	Identify needs for revision of quality definitions and workforce development in MCC Housing and other internal departments, RSL's, community champions, social workers, youth workers, children services, private housing sector. X3 consultation events	Inconsistent advice given from several points of contacts. Manchester Housing register prospects advice is delivered by 22 RSLs partners and quality is audited. Manchester Advice, Police, Probation Housing advice and other advice agencies have had a review of service delivery and lessons learnt are being applied.	Report to board August 2009	Staffing time Project management costs Consultation events costs £20.000	Have clear accessible QA systems in place	Oct 2009	Political context may have to be negotiated
4.2	Set up working party to review and define quality standards	Agree composition and terms of reference with Project board		Report project board May 2009	Staff time: £5000	To create a quality standards that is acceptable to all partners across the city	Sept 2009	
4.3	Create a quality standards that is acceptable to all partners across the city	Draft a quality standard and test it with key partners		By September 2009	Staff time	Partner buy in	Feb 2010	
4.4	Obtained approval to quality standard	Seek at housing opportunities board and then approval at Manchester housing partnership		Approval in housing opportunities board November 2009	Staff time	Establishment of a recognized standard	June 2010	

Workstream 5: Communications and Marketing including Promotion and launch the Prototype of the learning programme to test the quality and demand of the programme with the target audience

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	Actions	What we intend to do	Current Service	Milestones	Resources	Target / Outcome	Complete by	Risks
5.1	Develop a Marketing Strategy to ensure it is self financing	Develop a Marketing Plan in consultation with the delivery partner. Recognise that we are trying to get both ourselves and partners to think differently and that we are promising practice that requires cultural change to accompany it.	Individual areas carry out own promotional activity, if any	Dec 2009 (4 months prior to course launch) – Strategy agreed, objectives agreed then begin roll out in Jan	Cost of promotion campaigns (time spent on influencing), media, publications, project management £35.000	Provide medium to long term direction for the programme. Establish demand and target audiences. Generate awareness with key messages of enhanced housing options and advice services. Encourage early enrolments	April 2010	Marketing pitch for different sectors and levels. May pose problems if target audience is too wide
5.2	Establish Communications plan for the project working with key stakeholders	Identify audiences for the communications plan; establish communications campaign with regular progress summaries to the Board	We have a draft communications plan in place that needs updating	April 2009 revisit the communications plan in consultation with the Board; and wider stakeholders, approved by June 2009	Project management, internal staffing time	Have a clear communication strategy in place at various stages of development in regards to the project, with public; media;MCC internal staff; CLG; RSL and wider partners	June 2009 and on going	
5.3	Hold a Step Up Launch Event	Invite stakeholders and partners along for promotional event to celebrate launch of the course, with celebrated success stories	Establish a launch date with Board		Venue, publicity materials etc. £20.000	Celebrate and publicise positive success stories of those currently studying Step Up.	TBA	
5.4	Run full range of courses	Get learners enrolled onto the first roll out of the programme, implementing the course. Follow up with subsequent phases to maximise impact.	None	April 2010 start full range of courses	Tutors, venues, course materials. £150.000	Contribute to cultural changes by increased skills and employability, Improved awareness of all housing inc private sector, outcomes for those receiving housing support. Reduced pressure on social rented housing and homelessness. Reduction of NEET residents in the City.	April 2011	

						Increased home ownership in Private Sector. Please see below for example of outputs and learner journey.		
5.5	Evaluate the pilot programme	Have an independent evaluation of the pilot programme to gauge it's impact and outcomes as well as quality	none	Nov 2010 establish criteria for evaluation	Independent evaluator costs. £20.000	Have the desired outcomes against baseline information & awareness of housing options, widen choice; using stock; tackling worklessness; customer surveys, satisfaction. Also the impact of the cultural difference the course has made to the org in the way housing advice is delivered.	May12011	

Workstream 6: Develop monitoring and tracking facilities to ascertain if enhanced housing opportunities are being offered to the residents of Manchester

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	Actions	What we intend to do	Current Service	Milestones	Resources	Targets/Outcomes	Complete by	Risks
6.1	Obtain specialist IT advice on tracking and monitoring methods	Obtain advice on cost effective methods to monitor use of CBL and other partner web based advice products to understand pathways and frequency of use of products introduced to improve advice on housing opportunities	None	Advice report form IT specialist to Step Up Board		Recommendation from IT specialist		
6.2	Create a web based system for tracking referrals for enquiries on Manchester Move web site A corporate web based system to track outcomes across all internal housing based advice services	Recruit a IT web specialist to implement a web based system for tracking referrals to demonstrate success of the programme. We will embed some training for the staff to use the system CBL= Manchester Move/pinpoint. <ul style="list-style-type: none"> • Shared ownership • Home ownership • Private rented sector housing • Employment and training advise • Supported housing • Youth homelessness/supporting people • Manchester advice 	None	Aug 2009 review existing quantifiable systems in place and create a system suitable to measure output and outcomes for the programme	Cost for specialist and set up costs in different advice service areas Cost of training to use the system £50.000	To have a clear measurable, user friendly computerised system to measure referrals and outcomes.	July 2010	
6.3	Train staff on how to use the web tracking and implement system	Provide internal training for staff who would be using the web based tracking system. Implement the system across various sections of housing advise	none	July 2010 gain approval from Board members	£20.000	Have a accessible system in place for all staff to use appropriately and measure outcomes	Nov 2010	

Workstream 7: Good Practice Learning Model – Toolkit Development

Lead Officer	MCC
Supported by	CSM, Economic Development Team; Manchester Advice; Supporting People
Managed by	Programme Manager/ Project Manager

	Actions	What we intend to do	Current Service	Milestones	Resources	Targets/Outcomes	Complete by	Risks
7.1	Develop a good practice toolkit for the learning programme to be disseminated regionally and nationally	Establish aims and objectives for good practice toolkit development. Draft learning issues specific to the change management processes undertaken as part of this project.	None	April 2010 – Recruit specialist to set up IT development, aims and objectives confirmed with Board members	Development time for preparing toolkit £15,000 specialist and maintenance costs	Toolkit developed to reach various mediums and audiences. Demonstrating good practice guide in developing the “Step Up” Learning model. Purpose, objectives and methodology toolkit, also identifying audiences to target	July 2010	