

# ENHANCED HOUSING OPTIONS GATEWAY: KEY DELIVERABLES STAGE 1

Document Version	Date	Comments
V.1.0	30/11/2008	Project Manager's Draft
V1.1	08/12/2008	Amendments by PM
V1.2	10/12/2008	Amended following SRO input
V2.0	14/01/2009	Amended following PID redraft
V2.1	20/01/2009	Amended following PID redraft
V2.2	12/02/2009	Deliverable Leads redraft

## Deliver improved employment contact assessment in the Gateway in Housing Aid

**Deliverable 1 Expanded Gateway contact assessment function that assesses for employment and training options for service users at the point of need implemented**

**Team: Debbie Richards, Novlette Lewis, SP rep, Gateway team rep, MTC partner agency, Peter Radage or David Newmarch, Sharon Ayrey.**

What	Milestones	Who	When	Dependency	Risk (grade H,M or L)	Mitigation/control measure	Outcome	Date Complete
<b>1. Review contact &amp; overview assessment</b>	Engage MTC Review contact & overview assessment	Debbie Richards	14/03/09	Support from MTC & Job Centre Plus	Failure to agree on new domains <b>L</b>	Refer to Board for decision	Revised domains agreed	
<b>2. Review IT data capture of need assessment and spec</b>	Completed	Debbie Richards	01/02/09	Agreement of domains	-		New domains included in IT spec	January 2009
<b>3. Consult with staff, partners and providers SU's</b>	1. Internal staff 2. Providers - by e-mail 3. Service Users – using SU strategy Group	Debbie Richards /MTC/ Sharon Ayrey	01/03/09 21/03/09 21/03/09	Agreement of domains	<b>L</b>		Appropriate revisions made	
<b>4. Amend Manual and guidance notes for Gateway</b>	1. Draft produced & e mailed out for Consultation 2. Final amendments	Debbie Richards/ SP	31/03/09 30/04/09	Agreement of criteria	<b>L</b>		Manual amended	
<b>5. Train assessment staff in employability assessment</b>	1. Train Gateway Team 2. all other staff	Debbie Richards/ Working Links	14/03/09 31/03/09	Availability of local training	<b>L</b>	Source alternative training	Assessment staff trained	
<b>6. Implement new contact &amp; overview assessment form</b>	Implement new IT system	SP/Debbie Richards	31/05/09	New IT system contract award	Failure to/delay in awarding contract <b>M</b>	There is no mitigation	New contact and overview forms in place	
<b>7. Produce How guide for LA's and training module for web access</b>	Produce draft  Amendments made	Debbie Richards/M TC	01/06/09 30/06/09	Completion of deliverable	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	
<b>8 Evaluate effectiveness or assessment</b>	Evaluation methodology to be agreed by CLG	Debbie Richards	01/01/10	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice form CLG	Evaluation report for CLG	

## Deliver Lettings Agency Approach in Housing Aid

### Deliverable 2 Improved access and increased successful take up of sustained private sector options by service users

Team: Claire Labdon-West, Paul Greevy, Ricky Flintoff, MTC partner agency, Peter Radage or David Newmarch, Shaaron Ayrey, Debbie Richards.

What	Milestone	Who	When	Dependency	Risk (grade H,M or L)	Mitigation/control measure	Outcome	Date Complete
<b>1. Develop and describe Model</b>	Draft specification Consult staff and Team Consult Partners Final copy	Team	01/03/09 09/03/09 16/03/09 01/04/09	Team availability	Inability of team to agree approach <b>L</b>	Project Board receive options and make final decision on model	Model defined	
<b>2. Develop Operational Procedures for delivery</b>	Draft Procedure Consult internally Consultation externally with Current Bond Scheme landlords, email and present proposals at Landlord Forum Voluntary Sector consultation via the Stakeholder forum Final Procedure	Team	01/03/09 09/03/09 16/03/09     31/03/09	Team availability	Inability of team to agree approach <b>L</b>	As above	Procedures developed	
<b>3. Produce Good Tenant passport model linked to PRS schemes</b>	Draft Specification Consult Internally Consult externally with partners as described above Consult Landlord Forum Final Copy	Ricky Flintoff / Sharon Johnson	01/03/09 09/03/09 16/03/09  16/03/09  31/03/09	Staff resources	Failure to agree model <b>L</b>	Project Board receive options and make final decision on model/direct staff resources	Good Tenant passport produced	
<b>4. Tie supported bond model to existing Bond/Guarantee scheme procedures</b>	Review current scheme Draft new procedures Consult internally Consult externally with Bond Scheme Landlords	Ricky Flintoff / Sharon Johnson	01/03/09 09/03/09 16/03/09 16/03/09	Agreement of model	Model incompatible <b>L</b>	Project Board receive options and make final decision on model	Supported Bond procedures produced & Agreed	

	Consult Landlord Forum Voluntary sector Via HLG sound bite email and Stakeholder forum Produce final		31/03/09					
<b>5. Frame work produce JD for supported bond support officer</b>	Draft JD Consult internally Final JD	P Radage	01/03/09 16/03/09 31/03/09	Framework funding	Framework unable to provide match-funding L	Seek alternative delivery partner/fund in house	Job description produced	
<b>6. Agree JD and targets for Support Officer with Housing Aid</b>	Draft Targets Consult Framework HA Final produced	Claire / P Radage	09/02/09 16/03/09 31/03/09	Focus problems with JD and targets agreement	Project Manager negotiate L	Board to agree model and make recommendations To Framework re models	Job description agreed	
<b>7. Framework Recruit/Second Support Officer</b>	Framework produce shortlist Interview Appoint	Framework HA	14/04/09 21/04/09 30/04/09	Framework agreement to participate	Failure to recruit Timescales too short M	Alternative delivery partner found/recommence recruitment	Support worker in place	
<b>8. Payment Arrangements for 50% of staff cost from budget by single Grant payment</b>	Identify budget Approval for payment Payment to Framework HA	Claire Labdon - West	01/03/09 16/03/09 01/04/09	Completion of deliverable on tome	Project manager engagement L	Board decisions	Payment arrangements agreed	
<b>9. Consult Environmental Health on tenancy accreditation for landlords tied to scheme</b>	Review existing arrangements Draft proposals Consult Landlord Forum Final Proposals	Ricky Flintoff / Sharon Johnson	01/05/09 11/05/09 18/05/09 01/06/09	Decisions about Accreditation Options having been determined by NCC	Limited ability to tie model to accreditation due to mismatch of models M	Board to agree model and make recommendations to EH concerning models	Accreditation model agreed	
<b>10. Develop supporting info, literature and web page entries</b>	Review literature Draft literature Consult internally Consult externally Publish	Ricky Flintoff / Richard White	01/04/09 17/04/09 24/04/09 24/04/09 01/06/09	Elements of deliverable agreed	Failure to agree/develop all elements of deliverable L	Publicise those elements agreed	Effective publicity produced	
<b>11. Promote Scheme across all sectors</b>	Update / develop web page Sound bite email	Team	01/06/09 & ongoing	Completion of deliverable on tome	Project manager engagement	Board decisions	Sector wide awareness of availability of	

	(HLG) Stakeholder Event Team Training events		08/04/09 & then bi- weekly		L		PRS options – increased take up of these options	
<b>12. Train staff on final operational delivery of service</b>	Update operations manual Wednesday morning team training Include in Supervision meetings	Paul Greevy	01/06/09 and going	Process completed on target	Timescales too short  L		Staff acquainted with new service availability and model	
<b>13. Produce how to guide and training module for web access for other LA's</b>	Draft guide Finalise guide publish	Ricky Flintoff / Paul Greevy	30/04/09 15/05/09 01/06/09	Completion of deliverable	IT capacity L	Board to direct resources	Guide produced	
<b>14. Interim Evaluation of success of model</b>	Awaiting CLG guidance	Ricky Flintoff	01/04/10	Effective delivery	Evaluation inconclusive L	Seek advice from CLG	Evaluation report for CLG	

### Enhanced Housing Options Deliverable 3

Improved access to employment services through the secondment of 2 specialists Employment Brokers at Housing Aid who will undertake one to one work with job ready homeless people to assist them with accessing employment and training opportunities.

Team: (Lead) Sharon Ayrey. Debbie Richards, MTC partnership, Gary Harvey

What	Milestones	Who	When completed	Dependency	Risk	Mitigation / control measure	Outcomes	Completed
<b>1) Scoping work:</b>	Draft literature review Scoping exercise	Sharon Ayrey	01/08/08  End of February 2009	Time available & research materials	Not identifying the depth of provision in existence to dovetail with <b>L</b>	None Include time mitigations in planning  Contact LSC for overview	Literature review completed Scoping completed Capacity of existing contracts identified	October 08
<b>2) Needs research:</b>	Initial mapping exercise to identify depth of provision needed Second stage mapping exercise to ascertain the exact support EB will need to deliver to clients	Sharon Ayrey	January 2009  February 2009	Time & admin assistance  Capacity of providers to supply information	Unable to set baseline of provision  Providers not having the capacity to complete more in-depth mapping  No data forthcoming <b>M</b>	<ul style="list-style-type: none"> <li>▪ Snap shot of the clients &amp; benefits they are on</li> <li>▪ Admin support from Supporting People</li> </ul>	Mapping complete & briefing sent to partner organisation providing the EB	Initial Mapping – January 09
<b>3) Partnership development</b>	Meeting with potential stakeholders	Sharon Ayrey	28/07/08	Partners timetables	No stakeholder support	None	Initial project plan agreed	August 08

<b>4) Secure Delivery Partner</b>	Delivery partner agreed Set targets for Employment Brokers Agree Service Level Agreement with EB parent org. Develop Job Description for Employment Brokers Employ second E B	Sharon Ayrey, MTC, EB provider & PM	January 09 January 09 March 09 March 09 April 09	Ability to agree partner Partners capacity to second workers	▪ Partners lack capacity to provide seconded staff <b>M</b>	Start discussions with other partners with requisite skills	Hard and Soft targets set for EB Agreement with partnership organisation for 2 seconded staff to EHO team	Partner agreed – February 09
<b>5) Development of Procedures:</b>	Draft procedures: Consult providers – e-mail Sign off end	Sharon Ayrey & Debbie Richards	March 09 March 09 April 09	Securing partner	No operational procedures agreed <b>M</b>	Remote development of procedures	Procedures agree and signed off	
<b>6) Training:</b>	Develop training programme for 3rd sector and staff on EHO EB Develop training programme for 3rd sector and staff on EHO EB Deliver programme	Sharon Ayrey & Debbie Richards	March 09 May 09	Providers timetables	All partners not engaged & /or trained about EB service therefore lack of referrals <b>M</b>	Early requests for time form partners	All partners (40) trained on operation delivery	
<b>7) Publicity:</b>	Consult with partners regarding the type of promotional materials	Sharon Ayrey & provider organisation	April 09	Corporate guidelines			Knowledge of programme in target audience	

	Draft promotional materials		May 09					
<b>8) Monitoring and evaluations:</b>	Develop monitoring and evaluations framework	Sharon Ayrey & Debbie Richards MTC	April 09	I.T. at Housing Aid	Lack of IT capability <b>M</b>	Use partner IT system	Monitoring embedded in programme	
<b>9) Draw up how to guide and training module for web access for other LAs</b>		Sharon Ayrey	01/06/10	Completion deliverable of	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	
<b>10) Evaluate effectiveness of service</b>	Awaiting CLG advice	Sharon Ayrey	01/08/09	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice form CLG	Evaluation report for CLG produced.	



## Deliver Improved Benefits Advice

### Deliverable 4 - Improved and Increased take-up of benefits advice 'better off in work' assessments for vulnerable groups in partnership with Making the Connection

Team: Claire Labdon-West, MTC rep, Alex Knowles.

What	Milestones	Who	When	Dependency	Risk (grade H,M or L)	Mitigation/control measure	Outcome	Date Completed
<b>1. Research and establish best practice for BA delivery in Housing Aid Centres</b>	Research Develop best practice Consult voluntary sector partners through Stakeholder Forum and HLG sound bite email Produce final Model	Claire Labdon	13/02/09 20/02/09 27/02/09   06/03/09		Best practice not available <b>L</b>	Develop own delivery methodology	Delivery model defined	
<b>2. Determine partner for delivery within Housing Aid and access to resources</b>	Identify model Determine resources Develop schedule for delivery	Claire Labdon / Alex Knowles	06/03/09 20/03/09 14/04/09	Model defined	Partner or resources not identified <b>M</b>	Identify new delivery partner	Partner secured	
<b>4. Agree procedure and timetable for sessions</b>	Identify resources Develop procedure Consult staff Final draft of procedure and referral mechanism	Claire Labdon / Alex Knowles	20/03/09 30/03/09 10/04/09  01/05/09	Partner/mode l identified	Failure to agree sessions <b>L</b>	Further negotiation/seek new delivery partner	Procedure and timetable agreed	
<b>6. Amend H Aid procedures</b>	Review existing procedures Draft amendments Consult staff Final draft	Claire Labdon	01/05/09  15/05/09 22/05/09 01/06/09	Delivery model agreed	Failure to agree amendments <b>L</b>		Procedure manual updated	
<b>7. Implement scheduled sessions</b>	Market to staff via team meetings Market to external agencies Via email and through the use of the Stakeholders Forum	Partner Agency	8/03/09 15/03/09  01/06/09	Agreement for delivery reached	Failure to secure partner agency <b>M</b>	Further negotiation/source new delivery partner	Sessions in place and being utilised.	
<b>8. Draw up how to guide and training</b>	Draft Final guide	Claire Labdon	June 09 April 09	Completion of deliverable	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	

<b>module for web access for other LAs</b>	completed							
<b>9. Evaluate effectiveness of service</b>	Awaiting CLG advice	Claire Labdon	August 09 ongoing	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice form CLG	Evaluation report for CLG produced.	

**Deliverable 5: Impact for Life (Prisoners Pilot) confidence and attitudinal training**

**Deliverable: Programme of attitudinal training delivered to ex-offenders, those previously homeless, unemployed service users living in temporary accommodation.**

**Team: Lead: Sharon Ayrey. Simon Down, MTC partnerships, Job Centre Plus (JCP), Probation, supported accommodation providers**

What	Milestones	Who	When	Dependency	Risk	Mitigation / control measure	Outcome	Date Completed
<b>1) Scoping work:</b>	Desk top study evaluating: ▪ training ▪ pathways to work available support services for ex-offenders	Sharon Ayrey	01/07/08	Time & resources	Other work commitments L	Include extra time in planning	Scoping complete	Complete
<b>2) Draft project plans</b>	(v.1) including; Draft literature review best practice Draft timescales:	Sharon Ayrey & Impact for Life Training	End of August 08	Stakeholders feedback CLG monitoring arrangement	No venue available L	None	Draft Project plan Complete	Complete
<b>3) Develop partnership working:</b>	1. Develop steering group 2. finalise plan & monitoring arrangements & reporting frequencies : 3. EET partners engaged	Sharon Ayrey & Simon Down	End of December 08	Allowances for stakeholders timescales, objectives & commitments	L	▪ Make steering group virtual ▪ Widen client group planned for Impact training	Partnership arrangements finalised and agreed	Complete
<b>4) Revise Project plan:</b>	Incorporate stakeholder feedback	Sharon Ayrey	End of August 08	Stakeholders contributions	L	N/A	PP finalised and agreed	Complete
<b>5) Developing monitoring and evaluation</b>	1. Develop Scoping Questionnaire: 2. Draft evaluation methodology 3. Finalise methodology	Sharon Ayrey	31/01/09	Time & research Input form CLG and other stakeholders	L	Timetable in early & share responsibility with partners	Monitoring and evaluation methodology agreed and finalised	Complete
<b>6) Develop publicity materials &amp; start publicity campaign &amp;</b>	Draft materials for end of October 2009	Sharon Ayrey & Sarah	19/01/09	Corporate guidelines & timescales	Publicity not produced in time	Use external designer approved by corporate services	Service users recruited	Complete

<b>recruitment</b>	Finalise by start of November 2008	West Mappa, Simon Down partners		for publicity  Service users being referred to project  MAPPA team being able to process applications N/A	Not enough clients attending or being refereed  MAPPA team identifying a large number of clients as unsuitable L	Keep promoting to providers and to stakeholders  Be ready to give overview of the course in place of the trainer		
<b>7) Finalise contractual arrangements with supplier</b>	Agree deliverables for training Pay supplier organisation Email partners	Sharon Ayrey & finance	19/01/09	Agreement with provider  Time	No agreement from provider N/A No time available due to team being reduced /& other duties being taken on L	Negotiate SLA with provider  Additional provider engaged with for mitigation	SLA agreed  Provider paid  Deliverables agree with partner	Complete
<b>8) Deliver training sessions</b>	Deliver sessions 1 & 2  Deliver sessions 3 & 4  Deliver sessions 5 & 6	Impact for life & Sharon Ayrey	21st & 22 <sup>nd</sup> January 4 <sup>th</sup> & 5 <sup>th</sup> February 8th & 19 <sup>th</sup> February	Students attending training  Supplier providing product	Service user not attending training  Distance travelled questionnaire does not gather much information L	SLA is tight and mitigations are outlined in this Use admin staff from other teams	Training sessions completed	
<b>9) Interim evaluation of training programme</b>	Draft end of March 09  Finalised by end of April to send to CLG	Sharon Ayrey	End of April 09	Questionnaire having gathered quality data	Scheduling diary  L	Data is inputted and analysed after every session therefore this should be identified at	Impact on clients defined Lessons	

						an early stage	learnt for future prog next time	
<b>10) Distance travelled questionnaires post pilot</b>	End of August 2009 End of February 2010 End of August 2010	Sharon Ayrey	August 09 February 2010 August 2010	Access to service users  Service users completing questionnaire and returning it	<b>M</b>	Maintain links with service users via the JCP & FS services  Offer incentives for completing the questionnaire	Post course evaluation questionnaire completed	
<b>11) Draw up how to guide and training module for web access for other LA's</b>	Draft written Consultation Final amendments made	Sharon Ayrey	01/08/09	Completion of deliverable	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	
<b>12) Evaluate effectiveness of service</b>	Evaluation methodology to be agreed by CLG	Sharon Ayrey	01/05/10	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice from CLG	Evaluation report for CLG	

## Tackling Worklessness linked to Housing Need.

**Deliverable 6 DWP supported job-link IT access point at Housing Aid for service users alongside an improved IT link for Home-Link**

**Team: Nov Lewis, Richard White, DWP, CLG and Provider agency, NCH, Gary Harvey**

What	Milestone	Who	When	Dependency	Risk	Mitigation/control measure	Outcome	Date Completed
<b>1. Describe IT service requirements for Homelink</b>	Obtain specification from NCH , and discuss with named contact within NCH.	Nov Lewis	January 09. Specification Received.	None	Identify person with In NCH	Further consultation with NCH as want to access other services	.Individual within NCH identified, and specification received.	January 09
<b>2. Purchase improved Public IT link service Homelink</b>	Completed	Nov Lewis	Ordered 10/02/09	Delivery as assured approximately 4 weeks time	Failure to install links on time <b>L</b>	None	Links to be installed week commencing 16 <sup>th</sup> February 2009	February 09
<b>3 Install Homelink unit in H Aid reception</b>	Develop schedule for delivery and installation. Progress with provider Unit installation	Richard White	31/01/09  23/0209  end March 09	Delivery as above	Unit delivered not as assured <b>M</b>	Liaise with supplier in 2 weeks time – establish target.	Unit operational	
<b>4 Zone employment and Housing Options IT area in reception</b>	Completed	Richard White	28/04/09	None	None	None	Obtained. Area sited and ready for installation	February 09
<b>5. Facilitate marketing materials posters for zone</b>	Audit current material Identify additional information required Develop additional posters	Richard White	28/02/09  16/03/09  31/03/09	Other commitments, and reliance on Marketing Section	Delay of Production for posters/leaflets before hand <b>L</b>	Prioritise in diary for completion, and review contents of materials on a ad hoc basis	Advertising campaign with (HLG) Display posters within (NCH)	
<b>6 Facilitate with CLG installation of DWP</b>	Ensure continual contact is made with	Richard White	Promised by end of	CLG and DWP	Delay is a real possibility as	N/A	N/A	

<b>unit in H Aid zone in reception</b>	both, to ensure no delay. Arrange training/guidance for staff at Housing Aid		March 09 01/05/09	organisational ability to effect installation	progress is stalled with DWP/BT at present <b>H</b>			
<b>7) Amend H Aid procedures regarding reception management</b>	Consult with staff during tram meetings	Nov Lewis	01/06/09	Timely Installation & time to consult with Staff	None	Continuation of training for new staff and refresher to others	All staff to be acquainted with procedure	
<b>8) Draw up how to guide and training module for web access for other LA's</b>	Draft written Consultation Final amendments made	Nov Lewis	01/08/09	Completion of deliverable	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	
<b>9) Evaluate effectiveness of service</b>	Evaluation methodology to be agreed by CLG	TBC	01/05/10	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice form CLG	Evaluation report for CLG	

## Improved Evidence gathering and planning

**Deliverable 7 IT Gateway contract in place delivering reporting solution for Gateway gathered data.**

**Team; Debbie Richards, Gary Harvey, Daksha Patel, IT rep**

<b>What</b>	<b>Milestone</b>	<b>Who</b>	<b>When</b>	<b>Dependency</b>	<b>Risk (grade H,M or L)</b>	<b>Mitigation / control measure</b>	<b>Outcome</b>	<b>Date Completed</b>
<b>1 Draw up IT gateway spec anticipating EHO</b>	Completed	Debbie Richards/ Gary Harvey/ IT/ B Lowen	01/12/08				Specificati on agreed	December 08
<b>2 Negotiate needs with existing suppliers</b>	Completed	Debbie Richards	01/12/08				Requirem ents discussed with potential bidders	December 08
<b>3 Agreement not to tender</b>	Completed	Daksha Patel	01/12/08				Obtained	December 08
<b>4 Obtain 3 quotes for service</b>	Completed	Debbie Richards	10/01/09	Available suppliers for specialist service	3 quotes not obtained	Refer to Board for resolution	Quotes obtained	January 09
<b>5 Evaluate quotes against spec and recommend supplier</b>	Completed	Debbie Richards/ Gary Harvey/ IT projects service	28/01/09	Quotes obtained	No quotes meet spec at acceptable price	Refer to Board for resolution	Supplier recommen ded	January 09
<b>6 Obtain approval from Director for purchase</b>	Recommendation presented to DMT	Gary Harvey	28/02/09	Date of DMT	Approval not obtained <b>L</b>	Ascertain reasons and reinstitute process at appropriate point	Provider approved	



<b>7 Award contract in accordance with IT spec and budget allowance</b>	Contract developed	Gary Harvey	01/03/09	Budget implications	Insufficient resources <b>Low</b>	Refer to Board for resolution	Contract signed	
<b>8 Implement IT installation</b>	Training of staff Migration of Data Acceptance testing Go live	Debbie Richards	31/05/09	Provider availability and time to facilitate Northgate compatibility	Project delayed <b>M</b>	Implement paper based solution	IT fully operational	
<b>9 Draw up how to guide and training module for web access for other LA's</b>	Draft written Consultation Final amendments made	Debbie Richards	01/08/09	Completion of deliverable	IT capacity <b>L</b>	Board to direct resources	'How to' guide produced	
<b>10 Evaluate effectiveness of service</b>	Evaluation methodology to be agreed by CLG	Debbie Richards/ Bobby Lowen	01/05/10	Effective delivery	Efficacy of model uncertain <b>L</b>	Seek advice from CLG	Evaluation report for CLG	

**Deliverable 8: Interim Evaluation**

Awaiting guidance from CLG

**Deliverable 9: Community Outreach to Ex Service Users**

To be developed in Phase 2 of the project in accordance with Prince methodology.

**Deliverable 10: Development of Apprenticeship Programmes**

To be developed in Phase 3 of the project in accordance with Prince methodology.

**Deliverable 11: Final Evaluation**

Awaiting guidance from CLG.