



# HLG Three Year Plan 2007-10

## Introduction

This is HLG's plan for the next three years. In a fast changing world, it cannot hope to identify all of the work we want to do or anticipate all of the issues we will face. The aim of this plan is to give direction to our work over the next three years towards achieving our overall aim to

### **Improve the quality of life and housing solutions for vulnerable people**

We hope that everything we do will help us to achieve this aim. The plan breaks down this overall aim into a number of objectives and then shows how we intend to meet these objectives and what actions we plan to take. We will be reviewing how we are doing against this plan on a regular basis and refreshing it every year.

The plan will be supported by a Funding Plan and a Marketing Plan which will be completed by December 2007.

## HLG Mission Vision and Values

### HLG's Vision

Our vision is of a society within which everyone feels they belong and in which people have fair access to the housing and support services that enable them to reach their full potential and make the most of their lives.

### HLG's Mission

Our mission is to improve choices, opportunities and social justice for vulnerable people who are homeless or are potentially homeless by providing services ourselves and through influencing policy and services provided by others.

We work in partnership with service users, members, other service providers and statutory services to:

- involve and empower people to make informed choices and find their own solutions
- ensure people have access to the best possible services that prevent them from becoming unsettled or homeless and enable them to become settled in accommodation and areas of their choice
- recognise, respond to and embrace the diversity of people and the organisations that support them
- make links between people, services and organisations
- influence the development of policy and services

### HLG's Values

We believe in the following values and commit ourselves to promoting these values in HLG's own services and in areas where HLG has influence.

- people having access to good quality housing and support which meets their needs
- people having access to good quality information and advice about housing and support services
- services increasing the opportunities and choices open to people who are socially excluded
- users and agencies being involved in deciding how services are planned and delivered
- equality of opportunity in access to and delivery of services
- challenging disadvantage and discrimination
- services and support being delivered in a way that enables and empowers individuals and organisations
- the importance of joint working and partnerships

## **Background to HLG**

HLG was formed in 1981 by members of a developing supported housing sector as means of co-ordinating activity and making the best use of resources. The first worker was appointed in 1986 to provide services to a network of member organisations and these services, offered by the Resource Service are still at the heart of our work today. HLG offered its first services for homeless people in 1989 with the establishment of the Mental Health Support Team for Homeless People and this has been followed by the development of Housing Support Services and the Accommodation Access Team.

HLG currently has over 100 member projects across Nottinghamshire. Members are voluntary and social housing sector projects that provide accommodation, advice or support services for homeless or other vulnerable. Voluntary sector projects outside of Nottinghamshire who are not eligible to join as full members are able to join as affiliated members. Affiliated members are not able to nominate representatives to the Management Committee or to vote at the AGM.

HLG is a registered charity and a company limited by guarantee. It is run by a management committee made up of representatives of member projects, who are elected by the membership. Management committee members are the trustees of the charity and company directors. The committee is responsible for setting the strategic direction of HLG and monitoring and evaluating its performance. There are currently two sub-committees of the management committee, one looking at finance and fundraising and one looking at policy and personnel.

HLG currently has a staff group of 40 people. There is a strong commitment to staff support, training and development in the organisation. HLG was first accredited as an Investor in People in 2001 and was re-accredited in 2002 and again in May 2005.

During 2004/5 we reviewed the whole organisation against the PQASSO quality assessment system, with the support of a mentor from Enable. Progress with PQASSO has been slow in the past year, but the assessment against levels 2 and 3 will be completed over the next 2 years.

## **The Environment**

The current environment is one of greater uncertainty than both HLG and the sector it supports has faced for many years. Factors that will have an influence on our activities over the next three years include:

### **National Policy**

- A new emphasis on the prevention of homelessness
- A recognition of the effects of deep social exclusion
- Change Up and capacity builders development of infrastructure bodies

- Impact of the Comprehensive Spending Review
- Increased focus on outcomes

### **Local Policy**

- The likely reduction in the level of Supporting People funding in the City and County
- Supporting People included in Local Area Agreements from 2009
- The impact of procurement of services
- The likely reduction in Supporting People providers/services
- The development of the Homeless Gateway in Nottingham
- Increase focus on Regional Working

### **Changing needs/services**

- Shortage of temporary accommodation
- The move towards only offering services for people with a local connection
- The high number of people in homelessness services with multiple needs
- The high number of people with substance misuse difficulties
- The increasing number of young people coming into homelessness services
- The emphasis on meaningful occupation for homeless people including accessing education, training and employment opportunities

### **Funding**

- Key funders needig to make savings
- Increased competition for funding
- Funding based on new initiatives not established and proven services
- The move to procurement of services
- Increasing thresholds for access to statutory services resulting in more people using voluntary sector services

## **Review of HLG purpose**

During the summer of 2005, the HLG Management Team and Management Committee reviewed the role and purpose of HLG. In particular we looked at the advantages and disadvantages of being both an organisation that provides services directly for homeless people (a first tier organisation) and one that provides services and representation to other organisations (a second tier organisation). The review was prompted by the number and complexity of the issues facing HLG and the sector as a whole and the question of whether HLG is able to appropriately respond to these issues as it is currently organised.

### **History**

HLG is currently an organisation that provides both first and second tier services, but its origins were as a second tier organisation. The direct services that first came to HLG did so because of the view that they were best located within an organisation at the centre of services, rather than in any one service provider. Some of the services provided by HLG, such as the Housing Support Service, are now also being provided by other organisations.

There have been tensions in HLG's dual role. Some of the tensions have come about as HLG members have started to provide services themselves that have been provided centrally by HLG. There have also been tensions when the role of HLG staff in a particular setting is unclear or when there are questions about whether HLG Resource staff can objectively participate in discussions about issues that affect HLG's own direct services.

Some of the tensions have been overcome by HLG staff being explicit about their role, being clear about confidentiality within HLG and demonstrating transparency and accountability in their work with other organisations.

## **Outcome of the Review**

The conclusion of the HLG staff team and Management Committee is that there continue to be more advantages to HLG in being both a first tier and second tier organisation than disadvantages. This is because:

- The Resource Service benefits from the knowledge and experience of colleagues working directly with homeless and vulnerable people
- HLG is well placed to offer services for the whole sector
- Direct services greatly expand the contacts HLG has in both the voluntary and statutory sectors
- Services support and enhance each other

## **What type of organisation is HLG**

During the review we agreed that we wanted HLG to be an organisation:

- whose activities reflect its mission, vision and values
- where it is clear why services are located together and there is a rationale for decisions about future development
- where services are of a high quality
- whose reputation is maintained with homeless people, voluntary organisations, funders and other stakeholders
- where services offer an opportunity for HLG to act as a pathfinder and provide leadership for the sector
- where there are opportunities for innovation
- where there is flexibility within the organisation to take on new work and different ways of working

## **Criteria for future developments**

We also agreed that future developments should:

- contribute to HLG's wider role of promoting good practice, sharing information and promoting the development of the sector and services
- work effectively with existing services and one service should not detract from another's effectiveness
- enhance what the organisation currently does
- not already be provided satisfactorily by other providers
- not perform a monitoring role on behalf of statutory organisations
- identify and meet service user needs that are not met by other organisations
- operate across all or part of the City/County – service users do not have to be residents or service users of particular services to access them
- not be linked to particular accommodation services
- are innovative and can be replicated or floated off after the development stage

## **HLG's position**

In many ways HLG is very well placed to face the challenges ahead. We have:

- An established staff group with a wide range of knowledge and skills
- Reviewed how we work and have implemented a new, smarter structure for the organisation
- A large membership network
- A good reputation for both our work with service users and with organisations

- Good feedback from people who use HLG's services
- Good working relationships with key stakeholders
- Some unique services
- Specialisms in working with a number of groups of homeless and vulnerable people including young people, refugees, people from racially diverse communities, multiple needs, mental health, substance misuse,
- An asset in the form of the building

However there are some key issues that the organisation needs to address:

- Financial viability
  - insecure funding for some services,
  - changing priorities of funders and increasing demands on budgets
  - funders determining more closely the shape and delivery of HLG's services
  - increasing costs, particularly an increasing salary bill (cost of living awards and incremental payments) when income is not rising
- The need to respond quickly and fill some skills and knowledge gaps to respond to the changes required by funders and by the changing environment
- Poor marketing and general understanding of what HLG does (service users and other agencies)
- The tension of maintaining the balance between being a representational body and a service provider

## Key challenges

The challenges for HLG are:

- ❖ How to prioritise the many issues and focus on the ones where we will have most effect
- ❖ How to best represent a variety of views and also have a provider voice ourselves
- ❖ How to integrate service user involvement into all our activities
- ❖ How to best equip ourselves and the sector for the changes that are coming
- ❖ How to best utilise the skills, knowledge and information out in the sector to make the sector's case
- ❖ How to ensure that homeless, ex-homeless and other vulnerable people have a voice and are part of making change happen
- ❖ How to maintain our integrity and independence when the requirements of funders are increasingly constraining what we do
- ❖ How to best equip HLG as an organisation for the times ahead

## Service Areas

### Resource Service

The Resource Service provides services to over 100 HLG members and other organisations. It aims to improve the quality, diversity and choice of services available to homeless and other vulnerable people through supporting and capacity building the voluntary and social housing sectors. Resource work is made up of six interconnected areas:

- Information
- Training
- Advice
- Assistance
- Advocacy/representation
- Networking

## **Mental Health Support Team**

The Mental Health Support Team aims to promote better mental health for homeless people in Nottingham. The team:

- ◆ works with homeless people who are unable or do not wish to use mainstream services
- ◆ assesses individual needs and, where appropriate, refers people to services including psychiatric and drug and alcohol services
- ◆ advocates on behalf of homeless people to enable them to access services
- ◆ provides a link and continuity to people who are socially excluded and have an unsettled lifestyle
- ◆ liaises with a wide range of statutory and voluntary organisations to secure the best possible services for homeless people
- ◆ maintains an overview of services for homeless service provision and contributes to the development of policy and strategy
- ◆ provides information, advice and support to workers and projects

## **Drug Support Team**

The Drugs Support Team was set up in June 2006 and has been funded by the Nottingham Crime and Drugs Partnership in recognition of the difficulties that homeless people have in accessing and maintaining both drug treatment and accommodation services. The aims of the team are to:

- assist homeless people with substance misuse difficulties to access existing mainstream treatment services.
- assist individuals to maintain accommodation by offering engagement with treatment services as an alternative to exclusion from service provision.
- encourage harm reduction and enable access to appropriate aftercare services.
- ensure homeless people assessed as priority need for housing are engaged with treatment services and provided with a support package prior to re-housing.

## **Housing Support**

The Housing Support Service works with people who are homeless or are at risk of homelessness. The aim of the service is to enable people to establish themselves in a new tenancy or to support people who are experiencing difficulties in managing an existing tenancy. During 200/8 the majority of HLG's Housing Support Service will deliver floating support services as part of the Key Support Consortium. Two new posts offering an outreach service to people from Black and Minority Ethnic Communities will be created a part of the setting up of the Key Support service. In addition a small Floating Support service is offered in people in South Notts.

A resettlement service is also offered to young people between the ages of 16 and 21 who have been looked after by a local authority. The service works alongside the Nottingham City Leaving Care Team and supports young people who have been looked after by Nottingham City Social Services or have moved to Nottingham, having been looked after by other authorities.

During 2007 HLG's direct service will complete their restructure and the Accommodation Access Service will become part of the Housing Support Service. This includes two existing posts as outlined below, and two new posts which will offer services through the Key Support Consortium. Current accommodation access posts are the Young Person's Housing Worker who provides support to 16 – 19 year olds with housing difficulties to help them find accommodation and the Refugee Worker who provides support to refugees within Nottingham City to help them find accommodation

## **Quality and Monitoring**

The Quality and Monitoring Worker was originally appointed to work with the Resettlement (Housing Support) Service. Her role has recently been extended to provide monitoring support for all HLG Direct Services. The Quality and Monitoring Worker leads the HLG Quality and Monitoring Group which has overseen the development of outcomes monitoring, standardised reporting and the successful completion of Level 1 of the PQASSO Quality Assurance package.

## **Admin and Finance Services**

The Admin and Finance Team provides a service to the whole organisation. The Team consists of an Admin and Finance Supervisor and 2 full time equivalent Admin and Finance Assistants. As well as day to day admin work, the Newsletter, training, publicity and other external materials are produced and distributed by the in-house team. A part-time Finance Officer was appointed in January 2005. The Admin and Finance Supervisor will be retiring in the autumn of 2007 and this presents an opportunity to review the role and function of the posts within this service area.

## **Service issues, improvements and developments**

### **Resource**

The Resource Service successfully tendered for a new contract with Nottingham City Council at the start of 2005. This has resulted in a refocusing of the service and a greater emphasis on capacity building work and less on representational work. The team has been expanded to include an Information Support Worker. An application has been made to the Big Lottery Fund for funding for an additional worker in this team to focus on work in the county. Areas for development for the Resource Service:

- ❖ Review the Resource Co-ordinator role
- ❖ Develop a consultancy service to support and develop the work of Resource and generate additional income
- ❖ Develop the new county post, if the Lottery bid is successful
- ❖ Review the Training activity in the light of increasing amounts of in-house training and the move towards accreditation

### **Mental Health Support Team**

The Mental Health Support Team was subject to review by the South Notts Primary Care Trusts in 2006, and the outcome of the review is that the service should continue to be funded. A new project for people living in move on hostels, funded by Supporting People, has started in 2007. Areas of development for the MHST are:

- ❖ Implement and develop the new SP funded service
- ❖ Review all MHST services in the light of new contracts
- ❖ Continue to focus on service delivery and the integration of the team's work with new initiatives such as the Personality Disorder service
- ❖ Continue to seek resources for work with homeless families and for work in the county
- ❖ Develop activities and group work

### **Drug Support Team**

The Drug Support Team has been funded by Nottingham Crime and Drugs Partnership and Housing Department until March 2008. As a new service, the key aim will be to demonstrate the outcomes that can be achieved and whether the service will be needed after 2008. This

team will also include two drug support workers as part of the 3 Ways Floating Support Consortium during 2007/8

## Housing Support

The main challenge for the Housing Support Service is to manage the transition to delivering services as part of the Key Support Consortium. There is a lot of work for the Consortium to do in establishing the new service and agreeing standards and targets. Areas for development for the Housing Support Service are

- ❖ Contribute to setting up, managing and evaluating the Key Support Floating Support service
- ❖ Review the County Floating Support Service
- ❖ Contribute to the review of the Aftercare Post with Children's Services at the City Council

## Aims and Objectives 2007-10

<b>Improve the quality of life and housing solutions for vulnerable people</b>		
<b>Influence strategy, policy and practice and enable others to influence</b>	<b>Develop and deliver excellent services for and with vulnerable people</b>	<b>Encourage and promote debate</b>
<ul style="list-style-type: none"> <li>• Ensure the views of the sector and homeless people are represented</li> <li>• Protect and promote a diverse sector</li> <li>• Promote Good Practice in housing and support for vulnerable people</li> </ul>	<ul style="list-style-type: none"> <li>• Improve and develop existing services</li> <li>• Develop new services</li> <li>• Develop Service User Involvement in HLG</li> </ul>	<ul style="list-style-type: none"> <li>• Improve knowledge of issues</li> <li>• Review membership role and function</li> <li>• Improve the profile of HLG, the sector and the needs of homeless people</li> </ul>
<b>Make HLG a great place to work (and volunteer)</b>	<b>Monitor, gather feedback and learn</b>	<b>Ensure a strong and viable HLG for the future</b>
<ul style="list-style-type: none"> <li>• Ensure that all staff can contribute to the future direction and development of HLG</li> <li>• Ensure staff receive the support they need to do their job and develop in their role</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Service User feedback across all services</li> <li>• Implement outcomes monitoring across all services</li> <li>• Use Quality Assurance systems to evaluate and develop services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop funding strategy and strong fundraising activity</li> <li>• Identify opportunities for working smarter and collaborative working</li> <li>• Improve HLG promotion and marketing</li> </ul>

## Objectives and High Level Targets for 2007-10

<b>1. Influence strategy, policy and practice and enable others to influence</b>		
<p>Ensure the views of all parts of the sector and all homeless people are represented</p> <ul style="list-style-type: none"> <li>• Develop mechanisms for collecting and disseminating views from people at all levels in organisations</li> <li>• Develop responses to national consultation exercises</li> <li>• Promote and develop homeless people's involvement in policy and strategy and access to key funders and policy makers</li> <li>• Provide information about how to get involved</li> <li>• Develop a process for prioritising issues and developing responses</li> </ul>	<p>Protect and promote a diverse sector</p> <ul style="list-style-type: none"> <li>• Collect and disseminate information and good practice examples</li> <li>• Promote collaboration and partnership working</li> <li>• Lobby decision makers</li> <li>• Ensure the sector is represented in key strategic forums</li> <li>• Contribute to the regional agenda</li> <li>• Raise HLG's profile locally, regionally and nationally</li> <li>• Carry out research as appropriate</li> </ul>	<p>Promote Good Practice in housing and support for vulnerable people</p> <ul style="list-style-type: none"> <li>• Promote quality and good practice in service delivery</li> <li>• Provide information about good practice, funding etc</li> <li>• Promote Service User Involvement across the sector</li> <li>• Continue to deliver training in response to changes in services and service user needs</li> </ul>
<b>2. Develop and deliver excellent services for and with vulnerable people</b>		
<p>Improve and develop existing services</p> <ul style="list-style-type: none"> <li>• Participate in the development of the Floating Support Consortia and the introduction of the new services</li> <li>• Redevelopment of HLG website</li> <li>• Evaluate existing services and make the case for the continuation of services, as appropriate</li> </ul>	<p>Develop new services</p> <ul style="list-style-type: none"> <li>• Develop mechanism for highlighting gaps in services through monitoring and evaluations of current services</li> <li>• Seek resources to develop MHST service for homeless families</li> <li>• Revisit the role of an Employment Worker in HLG/the sector and seek resources</li> <li>• Develop group work and activities for confidence building</li> <li>• Develop health promotion activities – nutrition, sport, arts etc.</li> </ul>	<p>Develop Service User Involvement in HLG</p> <ul style="list-style-type: none"> <li>• Complete and implement Involvement Strategy</li> <li>• Seek funding for an Involvement Worker for HLG direct services</li> <li>• Development more involvement activities</li> <li>• Involve service users in developing new and existing services</li> </ul>

<b>3. Encourage and promote debate</b>		
Improve knowledge of issues	Review membership role and function	Improve the profile of HLG, the sector and the needs of homeless people
<ul style="list-style-type: none"> <li>• Improve mechanisms for experience of HLG direct services to feed into wider debate</li> <li>• Develop information and training to other organisations e.g. training for nurses, social workers</li> <li>• Give opportunities for a range of voices to be heard</li> </ul>	<ul style="list-style-type: none"> <li>• Find out what members want from HLG</li> <li>• Use membership to give weight to HLG's work</li> <li>• Develop member-only services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop Media Strategy</li> <li>• Develop responses to current issues</li> <li>• Involve service users in raising issues</li> </ul>

<b>4. Make HLG a great place to work (and volunteer)</b>		
Ensure that all staff can contribute to the future direction and development of HLG	Ensure staff receive the support they need to do their job and develop in their role	Ensure staff are suitably rewarded for the work they do
<ul style="list-style-type: none"> <li>• Review communication channels</li> <li>• Develop new methods for staff to contribute to the wider development of HLG</li> </ul>	<ul style="list-style-type: none"> <li>• Improve individual training and development planning for staff</li> <li>• Ensure staff have access to support services</li> </ul>	<ul style="list-style-type: none"> <li>• Review all reward mechanisms</li> </ul>

<b>5. Monitor, gather feedback and learn</b>		
Develop Service User feedback across all services	Implement outcomes monitoring across all services	Use Quality Assurance systems to evaluate and develop services
<ul style="list-style-type: none"> <li>• Implement appropriate service user feedback mechanisms for each service</li> </ul>	<ul style="list-style-type: none"> <li>• Use outcomes information to review and evaluate services</li> </ul>	<ul style="list-style-type: none"> <li>• Develop internal systems for reviewing and evaluating services</li> <li>• Maintain and improve performance in external and internal quality assessments</li> </ul>

<b>6. Ensure a strong and viable HLG for the future</b>		
Develop funding strategy and strong fundraising activity	Identify opportunities for working smarter and collaborative working	Improve HLG promotion and marketing
<ul style="list-style-type: none"> <li>• Review fundraising post</li> <li>• Develop Income Generation Activities</li> <li>• Identify alternative funding for vulnerable services</li> </ul>	<ul style="list-style-type: none"> <li>• Review new structure and function</li> <li>• Work with other organisations to deliver services and bid for contracts as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Develop marketing strategy</li> <li>• Develop expertise in the staff team in marketing and promotion</li> </ul>

## Action Plan: Influence strategy, policy and practice and enable others to influence

What	How	Who	By When	Resources
<b>Ensure the views of all parts of the sector and all homeless people are represented</b>				
Develop mechanisms for collecting and disseminating views from people at all levels in organisations	Redevelopment of website to offer opportunities to feedback	Resource Team	March 2008	Funding secured for redevelopment. Training to be provided to key staff for upkeep of site
	Development and promotion of BME Workers Forum	Chief Executive	From Autumn 2007. Review of Forum in July 2008	Facilitator costs £50 per month funded from Resource funding
Develop responses to national consultation exercises	Resource Team to identify key consultation opportunities and publicise to sector. New website to offer feedback mechanisms.	Resource Co-ordinator/Information Worker	Resource Team briefs from January 2008	No new resources needed
Develop a process for prioritising issues and developing responses	Information Worker to bring information to Resource Team briefs weekly	Resource Team	January 2008	No new resources needed
	Managers Briefs to consider HLG response and identify lead manager	Resource Co-ordinator	January 2008	No new resources needed
Promote and develop homeless people's involvement in policy and strategy and access to key funders and policy makers	Identify Resources for a sector-wide Involvement Worker	Chief Executive	September 2008	Include in Funding Plan

Provide information about how to get involved	Promote sector and inter-agency forums through website, Homing In etc.  Develop sector information about how to get involved in LAAs	Resource Information Worker  Chief Executive/Resource Co-ordinator	April 2008	No additional resources needed  Information and access to meetings
<b>Protect and promote a diverse sector</b>				
Collect and disseminate information and good practice examples	Commission materials to support good practice	Resource Co-ordinator	March 2010	From Resource Service funding
Promote collaboration and partnership working	Complete and disseminate Consortium Handbook	Chief Executive	January 2008	Resources already identified for this work
	Provide individual and collective support for development of collaborative working	Resource Team	March 2010	Within current resources
	Develop training/seminar programmes in collaboration	Resource/Training Co-ordinator	March 2009	Within current resources
Lobby decision makers	Develop list of key influence people and set up regular contact	Chief Executive, Direct Services Manager, Resource Co-ordinator	September 2008	Within current resources
Ensure the sector is represented in key strategic forums	Develop representation mechanisms for <ul style="list-style-type: none"> <li>• Children and Young Peoples Services</li> <li>• Local Strategic Partnerships</li> <li>• Health</li> </ul>	Resource Co-ordinator	September 2008	Within current resources

Contribute to the Regional agenda	Promote work on Regional Homelessness Strategy and encourage involvement	Chief Executive	April 2008	Within current resources
	Ensure HLG representation at key regional meetings	Chief Executive/Resource Co-ordinator	April 2008	Within current resources
Raise HLG's profile locally, regionally and nationally	Develop Media and Marketing strategy	Chief Executive/Board	April 2008	Time limited working group to be set up. Possible pro-bono help via ProHelp
	Develop links with key media personnel	Chief Executive	September 2008	Within current resources
	Continued involvement in Regional Homelessness Strategy	Chief Executive	March 2010	Within current resources
	Improve links with national bodies e.g. Homeless Link, SITRA	Chief Executive	March 2008	Within current resources
Carry out research as appropriate	Develop mechanism for scanning for research opportunities	Resource Co-ordinator/Information Worker	March 2008	Within current resources
	Develop links with key University Departments	Resource Co-ordinator/Training Co-ordinator	September 2008	Within current resources
<b>Promote Good Practice in housing and support for vulnerable people</b>				
Provide information about good practice, funding etc	Redevelopment of the Website to include good practice pages	Chief Executive	April 2008	Funding secured for development

	Commission good practice materials	Resource Co-ordinator	March 2010	From Resource Service funding
Promote Service User Involvement across the sector	Develop materials about good practice in Service User Involvement	Resource Co-ordinator	March 2009	Include in Funding Plan
	Develop training for organisations in SUI	Training Co-ordinator	September 2008	Links with key agencies such as Groundswell
	Develop training for Service Users in getting involved	Training Co-ordinator	April 2009	Include in Funding Plan, Links with key agencies such as Groundswell
Continue to deliver training in response to changes in services and service user needs	Review training programme	Training Co-ordinator	September 2008	Within current resources
	Carry out survey of current and future training needs	Training Co-ordinator	September 2008	Within current resources
	Work with Nottingham City Housing Strategy Team on development of standard training programme	Training Co-ordinator	Timetable not known	Within current resources
	Continue to review need for accreditation of courses	Training Co-ordinator	March 2010	

## Action Plan: Develop and deliver excellent services for and with vulnerable people

What	How	Who	When	Resources
<b>Improve and develop existing services</b>				
Participate in the development of the Floating Support Consortia and the introduction of the new services	Set up and monitor new services with Key Support and 3 Ways consortia	Direct Services Manager, Team Leaders	September 2008	Within current resources
Evaluate existing services and make the case for the continuation of services, as appropriate	Review Drugs Support Team with Crime and Drugs Partnership re: possibilities post 2008	Direct Services Manager/DST Team Leader	December 2007	Within current resources
	Review future of young people's work with Children's and Young Peoples Service (aftercare and housing work)	Direct Services Manager/Housing Support Team Leaders	December 2007	Within current resources
<b>Develop new services</b>				
Develop mechanism for highlighting gaps in services through monitoring and evaluations of current services	Formalise annual evaluations of Direct Services	Direct Services Manager	April 2008	Within current resources
Develop MHST in the county	Make key contacts in districts to identify need for mental health support	Direct Services Manager/MHST Team Leader	September 2008	Within current resources
	Contribute to District Homelessness	Direct Services Manager/MHST Team	July 2008	Within current resources

	Strategies and promote model	Leader		
Seek resources to develop MHST service for homeless families	Ensure mental health of homeless families is included in Nottingham City Homelessness Strategy	Direct Services Manager	July 2008	Within current resources
	Bid to Reaching Communities programme of Big Lottery	Chief Executive/Direct Services Manager/MHST Team Leader	December 2008	Include in Funding Plan
Revisit the role of an Employment Worker in HLG/the sector and seek resources	Co-ordinate review of access to Employment support in the sector	Chief Executive/Resource Co-ordinator	September 2008	Within current resources
	Maintain links with OSW over development of Social Enterprise	Chief Executive	March 2009	Within current resources
Develop group work and activities for confidence building	Develop plan for development of group work and activities	Direct Services Manager/MHST Team Leader	March 2009	Within current resources
	Identify funding for sessional workers to lead group work and activities	Chief Executive/Direct Services Manager	September 2008	Include in Funding Plan
	Seek funding for HLG Involvement/Activities worker	Chief Executive	March 2009	Include in Funding Plan
Develop health promotion activities – nutrition, sport, arts etc.	Co-ordinate review of Health Promotion activities	Chief Executive/Resource Co-ordinator	March 2009	Within current resources

	Make links with Health Promotion work within Local Authorities and PCTs	Resource Co-ordinator/Direct Services Manager	March 2009	Within current resources
	Identify funding for health promotion activities	Chief Executive	March 2010	Include in Funding Plan
<b>Develop Service User Involvement in HLG</b>				
Complete and implement Involvement Strategy	Complete the development of the Strategy	Chief Executive/Involvement Group	March 2008	Within current resources
	Develop Sounding Board	Chief Executive/Sounding Board	March 2008	Within current resources
Seek funding for an Involvement Worker for HLG direct services	Develop specification for involvement work at HLG	Chief Executive/Involvement Group	December 2007	Within current resources
	Make funding applications	Chief Executive		Include in funding plan
Involve service users in developing new and existing services	Involve Service Users in annual evaluations	Direct Services Manager	July 2008	Within current resources
	Ensure Service Users are involved in developing services and writing tenders	Chief Executive	March 2008 (Involvement Strategy)	Within current resources

## Action Plan: Encourage and promote debate

What	How	Who	When	Resources
<b>Improve knowledge of issues</b>				
Improve mechanisms for experience of HLG direct services to feed into wider debate	Co-ordinate HLG responses to consultation exercises	Chief Executive/Managers meeting	March 2008	Within current resources
	Use Managers meetings to identify key issues and agree response mechanisms	Chief Executive/Managers meeting	March 2008	Within current resources
Develop information and training to other organisations e.g. training for nurses, social workers	Set up standard training/presentations involving service users	Direct Services Manager/Training Co-ordinator	July 2008	Payment by session
	Make contacts with colleges, schools of nursing etc.	Direct Services Manger	September 2008	Within current resources
Give opportunities for a range of voices to be heard	Identify resources for a Service User Involvement worker for the sector	Chief Executive	April 2009	Include in Funding Plan
	Develop forums and set up meetings as needed	Chief Executive/Resource Co-ordinator	As needed	Within current resources or funded
<b>Review membership role and function</b>				
Find out what members want from HLG	Undertake membership review	Chief Executive	December 2007	Within current resources
	Review membership role and function	Chief Executive/Board	March 2008	Within current resources
Use membership to give weight to HLG's	Use information from membership review to	Chief Executive	September 2008	Within current resources

work	determine future role of members			
Develop member-only services	Use information from member survey to identify what services members want	Chief Executive	March 2008	Within current resources
	Develop Members-only area on the website	Chief Executive	April 2008	Resources identified
<b>Improve the profile of HLG, the sector and the needs of homeless people</b>				
Develop Media and Marketing Strategy	Set up Working Group to develop the strategy	Chief Executive/Board	December 2008	Within current resources
	Strategy developed	Chief Executive/Board	April 2008	Within current resources
Involve service users in raising issues	Set up meetings for service users to meet key decision makers	Chief Executive/Involvement Worker	April 2009	Include in Funding Plan
	Use Sounding Board and other forums to create opportunities for service users to feed into consultation exercises etc.	Chief Executive	March 2008 (strategy)	Within current resources

## Action Plan 4: Make HLG a great place to work (and volunteer)

What	How	Who	When	Resources
<b>Ensure that all staff can contribute to the future direction and development of HLG</b>				
Review communication channels	Develop internal communications plan	Management Team	July 2008	Within current resources
	Develop use of the intranet for internal communication	Admin Team	April 2008	Within current resources
Develop new methods for staff to contribute to the wider development of HLG	Development of a Staff Forum and/or Ideas Group	Chief Executive	December 2007	Within current resources
	Annual Staff Satisfaction survey	Chief Executive	April 2008	Within current resources
<b>Ensure staff receive the support they need to do their job and develop in their role</b>				
Improve individual training and development planning for staff	Develop access to longer course and qualifications	Training Co-ordinator	April 2009	Include in Funding Plan
	Develop internal placements and secondments	Training Co-ordinator/Management Team	April 2009	Within current resources
	Develop trainee post(s)	Chief Executive /Training Co-ordinator	April 2009	Include in Funding Plan
Ensure staff have access to support services	Develop mediation within HLG	Chief Executive	April 2009	Within current resources
<b>Ensure staff are suitably rewarded for the work they do</b>				
Review all reward mechanisms	Review salary structure	Chief Executive	April 2008	Within current resources
	Review terms and conditions	Chief Executive	April 2008	

## Action Plan: Monitor, gather feedback and learn

What	How	Who	When	Resources
<b>Develop Service User feedback across all services</b>				
Implement appropriate service user feedback mechanisms for each service	Review existing feedback mechanisms	Quality Group	July 2008	Within existing resources
	Develop menu of feedback methods to be used across all services	Quality Group	December 2008	Within existing resources
Develop formal mechanisms for service users to review and evaluate services	Develop team of service users to carry out evaluations of services	Quality Group/Involvement Group	April 2009	Include in Funding Plan
<b>Implement outcomes monitoring across all services</b>				
Use outcomes information to review and evaluate services	Complete implementation of Where You're At Map across all direct services	Quality Group	January 2008	Within existing resources
<b>Use Quality Assurance systems to evaluate and develop services</b>				
Develop internal systems for reviewing and evaluating services	Develop Review and Evaluation policy and procedures	Quality Group	July 2008	Within existing resources
Maintain and improve performance in external and internal quality assessments	Achieve Level B then A in the QAF	SP Quality Group	Level B January 2008 Level A April 2009	Within existing resources
	Complete PQASSO Levels 2 and 3	Quality Group	July 2008	Within existing resources
	Achieve re-accreditation as an Investor in People	Chief Executive/Management Team	May 2008	Need to include assessment fee in 2008/9 budget

## Action Plan: Ensure a strong and viable HLG for the future

What	How	Who	When	Resources
<b>Develop funding strategy and strong fundraising activity</b>				
Set up structure for fundraising in HLG	Review fundraising post	Chief Executive/Board	December 2007	Within existing resources
	Agree resources and structure for fundraising	Chief Executive/Board	April 2008	Include in Funding Plan
Develop Income Generation Activities	Continue to develop Consultancy Service	Chief Executive/Training Co-ordinator	April 2009	Include in Funding Plan
	Identify other income generation activities	Chief Executive	March 2010	Include in Funding Plan
Identify alternative funding for vulnerable services	Develop funding plan	Chief Executive	December 2007	
<b>Identify opportunities for working smarter and collaborative working</b>				
Ensure new structure is fit for purpose and identify opportunities for collaboration and working smarter	Review new structure	Managers Group	April 2008	Within existing resources
	Review Admin and Finance function and future staffing needs	Chief Executive	April 2008	Within existing resources
	Devolve budgets to Team Leaders	Chief Executive	April 2008	Within existing resources
Work with other organisations to deliver services and bid for contracts as	Continue to participate in the Notts Infrastructure Consortium and	Chief Executive	December 2008	Backfill funding available for this work

appropriate	development of new infrastructure arrangements			
<b>Improve HLG promotion and marketing</b>				
Develop Media and Marketing strategy	See above Review and develop marketing materials	Management Team		Apply for ProHelp support with copywriting and design
Develop expertise in the staff team in marketing and promotion	Include development of expertise in review of structure and the future of the fundraising post	Chief Executive/Management Team		Include in Funding Plan