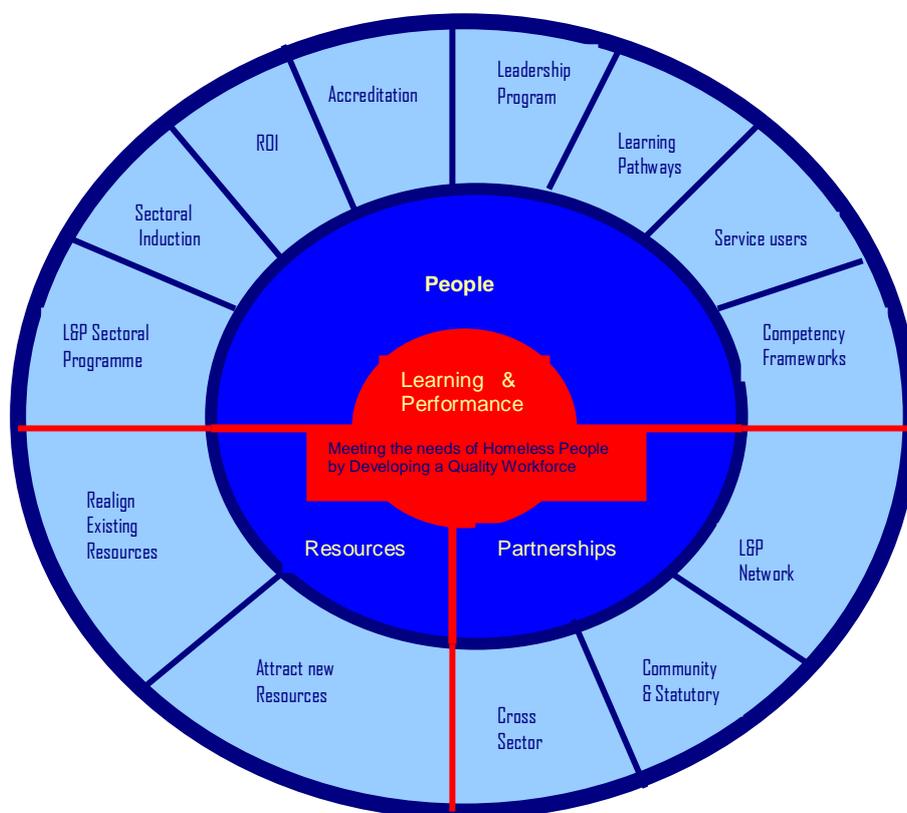


Learning & Performance – A Strategy for the Homeless Sector. 2005-2006.



Every homeless person has the right to expect that all staff and managers they come in contact with will have the skills and capacity to do their job well.

Developed & Written by Liz Lennon. Dec 2004 – June 2005

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1. Introduction

Every homeless person has the right to expect that all the staff and managers they come in contact with will have the skills and capacity to do their job well.

Every funder resourcing services has a right to expect effective performance management practices, strategic resourcing actions, and optimal learning and performance practices from the organisations they fund.

Building a quality workforce that will deliver the services needed to eliminate homelessness is a challenge – and one that must be met.

The key to successfully achieving the sectors vision - articulated in the Homeless Agency's second action plan – will be through the sectors ability to adapt and innovate continuously and appropriately. That will only happen with a quality workforce that has a cohesive, cooperative and coordinated Learning and Performance strategy.

Learning & Performance (L&P) is bigger than 'training' (which is often wrongly seen as the only response to performance issues). It's about creating an action learning culture where every individual and organisation in the sector takes responsibility for performing their work - in the process delivering on their organisation and sectoral mission. This requires an understanding of what performance is required; performance gaps and learning interventions.

Investment in time, money, people and energy will be required and clear/phased priorities for action agreed. All the investment will not need to be new – although opportunities for new resourcing partnerships within and between sectors must be explored. Realigning and refocusing existing L&P resources will provide new value added and return on investment opportunities.

And it's not just about money. Organisations and individuals will need to build on existing cooperative and coordinated efforts to maximize both the effectiveness and efficiency of resource impact.

Organisations in the sector have been exploring Learning & Performance issues individually and agree that it's **timely to work collectively**.

As part of a phased process the following **key activities** were conducted from August to December 2004 by this consultant through the Homeless Agency:

- ☞ Evaluate the Homeless Agency 2004 Training Programme
- ☞ Synthesize the findings of the 2003 training needs analysis
- ☞ Develop the 2005 Homeless Agency Learning & Performance Programme
- ☞ Consult with the sector regarding the current Learning and Performance environment and develop a discussion paper/strategy for coordinated action in 2005 and 2006.

This paper is the result of the final key activity. The first draft of this paper was written in November 2004. Key actions since that time have been noted in relevant sections.

The organisations funded by the Homeless Agency received a short survey asking them to rate the sector on a range of Learning & Performance development indicators.

It was generally agreed that on nearly all areas of coordinated Learning & Performance development **the homeless sector was in the poor to fair range**. While there were interesting initiatives being developed individually it was agreed that it was now timely to work together on developing those L&P areas that needed a cohesive sectoral approach.

A more in depth process was instigated with the largest Voluntary and Community organisations in the sector. This was done because they are both the largest NGO employers collectively in the sector and have the economies of scale to implement future strategies. A series of in depth interviews were held with HRM/ Training managers in the organisations.

From November to early December 2004, the HRM/Training/ Managers from the organisations attended three 4-hour meetings to discuss and reflect on the key L&P development indicators - as well as input on the strategy that critically informs this document.

From the first meeting the participants indicated that they wanted this network to continue as they perceived immediate benefits in terms of information /knowledge sharing as well as feeling that for the first time there was an opportunity to explore areas of collective agreement.

The commitment, enthusiasm and strategic intelligence that each person brought to the table is to be commended and celebrated.

The participants in the 3 meetings were:

- ↵ Tony Duffin – Depaul Trust
- ↵ Trina O’Conor – Dublin Simon Community
- ↵ Teresa Russell – Focus Ireland
- ↵ Wendy Crampton – Merchants Quay
- ↵ Catri O’Kane – Simon Communities of Ireland
- ↵ Jack Dunphy – Crosscare
- ↵ Howard Russell – Salvation Army
- ↵ Jean Dempsey – Consultant
- ↵ Liz Lennon – Learning & Performance Consultant
- ↵ Marie Fitzpatrick – Homeless Agency

This paper explores all the key elements of a successful Learning & Performance Strategy. It details the current sectoral context as well as providing practical, relevant and tangible actions that can be implemented in 2005-2006. There are three core development areas with 13 sub development areas.



This strategy and its key recommendations were accepted on principle by the Board of the Homeless Agency in May 2005. This means that first phase work can be done within the resources currently available to the Agency. Any second phase work in 2006 will be dependent on the acquisition of new resources and realignment of some existing resources.

The Learning & Performance strategy and Learning Pathways were launched by the Minister Mr Noel Ahern on June 21 2005.

2. Theme A – People

In order for an organisation or sector to thrive it requires the capacity to continuously test its experience and transform that learning into knowledge and action. That learning informs all developments and actions that are focused on the achievement of the homeless sectors vision – the elimination of homelessness.

Learning (that can ultimately be transformed into performance) is the responsibility of every person in the sector – workers, managers, boards, unpaid workers, funders, policy makers and service users.

The following development areas are all critical parts of the overall Learning & Performance Strategy for the sector. Learning & Performance is a complex topic and there is an ongoing need to see that all the elements are interlinked and require a range of actions to occur at the same time or as part of a progression.

Generally, as a sector, we rate from poor to fair in terms of working together to develop and resource Learning & Performance actions. The Homeless Agency has provided a training programme to the sector for 5 years – and – many of the large Community and Voluntary organisations have developed excellent internal training programmes. The gap has been about cross sharing and strategising between these organisations on learning and performance issues.

The good news is that in the last 6 months the Homeless Agency and the L&P Network have been working together to develop this strategy and deliver tangible actions. There is recognition that we need to work together to maximise the use of our resources and deliver quality results that are linked to agreed performance standards.

2.1 Competency Frameworks

The Current Sectoral Situation

Currently there are no agreed sectoral standards or competency frameworks for workers or managers in the homeless sector.

A number of organisations that are implementing organisational standards frameworks such as Putting People First and Pqasso would have some workers standards embedded in the overall framework – but they are not separate. A few organisations have spent time and money in 2004 exploring the development of competency frameworks within their own organisations.

The consequence of this is that there are no sectoral guarantees of quality or consistency regarding its workforce because there are no agreed competency frameworks.

The good news is that there are a number of standards frameworks that our sector could adapt from the Social Care sector in the UK. As recently as December 2004 TOPPS (the training organisation for the personal social services in the UK) launched their adapted social care competency framework. Homeless organisations such as Broadway London will be using that competency framework menu to select the competencies relevant to their workforce. The Homeless Agency and the L&P Network have CD copies of the framework.

There are also a number of excellent Management and Leadership Competency Frameworks that have been developed and could be utilized by the sector.

We need an agreed sectoral competency framework menu. That menu will allow us as a sector to:

- ↩ Create clear job descriptions
- ↩ Tailor selection processes
- ↩ Customize induction
- ↩ Clarify learning & performance needs
- ↩ Develop creative and flexible learning delivery methods
- ↩ Inform supervision and performance appraisal processes

Fundamentally, a framework of competencies that is agreed by the sector shows that we believe in having quality standards for our workforce and the services we provide.

Achievements since Jan – June 2005

- ↩ Agreement by L&P Network that a competency framework was needed.
- ↩ Obtained copies of TOPPS Social Care Competency Framework
- ↩ Tender posted by Homeless Agency to develop Framework menu by Autumn 2005

Recommendations for Sectoral Strategic Action

The Learning & Performance Network with the facilitative leadership of the Homeless Agency, and the support of relevant experts will develop:

- ↩ A framework for a menu of competencies for workers and managers will be developed in 2005.
- ↩ An agreed process to create understanding and buy in from the sector will be developed in 2005 (for potential roll out in late 2005/early 2006)
- ↩ A pilot will be run in late 2005 to test the relevance and adaptability of the competency frameworks. This will also include a series of awareness information meetings throughout the sector for workers and managers.
- ↩ In 2006 the sector will roll out an agreed menu of competencies for workers and managers.

2.2 Learning & Performance Sectoral Programme

The Current Sectoral Situation

Many organisations in the sector have developed excellent internal Learning & Performance (training) programmes and the Homeless Agency has rolled out a training programme for 5 years. Every year the HRM/Training managers spend a lot of time and money assessing needs; developing courses; booking trainers and running the show.

In most cases the learning courses have the same focus in each organisations – (first aid; motivational interviewing; drugs awareness etc.).

It becomes even more difficult for the smaller organisations to develop learning courses because of their budgets and economies of scale.

The sector needs to:

- ↩ Develop a competency framework that will inform the development of any learning and performance processes
- ↩ Develop a forecast of labor demand and supply for 2006
- ↩ Develop and deliver a consistent standard of learning and performance courses
- ↩ Explore the range of Learning & Performance delivery methods

There is an opportunity to create a sectoral Learning & Performance Programme for 2006. This would involve the L&P Network agreeing the key standards and elements of a core learning and performance programme for its workers.

Using an approximate calculation of workers needing particular standard training we could then decide how many and what courses; trainers, venues etc were needed in 2006. A joint L&P Programme brochure/poster could be developed.

The totally revamped Homeless Agency L&P Programme for 2005 was modeled on the core functional needs of workers and was informed by discussions with the L&P Network. It has received a very positive response from the sector. It is one example of how the sectors L&P Programme for 2006 could look.

The current core delivery of Learning & Performance processes is through what is known as instructional learning. This involves workers attending on or offsite learning courses. There are also issues regarding the cost of attending learning courses in terms of relief staff coverage.

We need to explore how we can develop other Learning & Performance processes such as:

- ↗ Shadowing and mentoring
- ↗ On time e learning
- ↗ Distance online learning
- ↗ Open learning materials
- ↗ Work based learning
- ↗ Learning networks
- ↗ Job swapping

Achievements since Jan – June 2005

- ↗ Discussions have begun within the L&P Network regarding how a sectoral L&P Programme could be developed for 2006.
- ↗ Information on an accredited programme for workers in the London homeless sector is being sent from Homeless Link London.

Recommendations for Sectoral Strategic Action

- ↗ Support the development of a sectoral workers L&P programme. It will be developed by the Homeless Agency with the Learning & Performance Network.
- ↗ Begin to discuss within the L&P Network how the sector can begin to introduce more on time Learning & Performance processes in 2006.
- ↗ Explore the resource opportunities to do action research on e learning opportunities within the sector.

2.3 Sectoral Induction

The Current Sectoral Situation

Currently every organisation has its own induction process that can be multi layered. That is, a worker attends a general induction session (lasting anything from 2 to 7 days) then they may also have a specific induction process when they enter a project within the organisation.

The L&P Network felt that a sectoral induction programme would support a principle of agreed quality entry standards for the workforce. It could provide a basic standard introduction to the homeless sector as well as sessions on key skills/knowledge sets (first aid, manual handling, working with challenging behavior). This would not replace each organisations specific induction process on their vision, principles and policies.

TOPPS (UK) has developed a sectoral induction programme for social care workers and we have access to that information.

There is a need for the L&P Network to explore in more detail the pros and cons of a sectoral induction programme.

Another opportunity identified by the L&P Network in their 2005 discussions related to **relief workers**. There has been some discussion within the sector and the Homeless Agency regarding the development of a central relief worker pool (an idea endorsed by the Network). The L&P Network felt that if such a pool was developed then a short induction programme for relief workers could be developed – ensuring a quality standard of entry into

the sector. To be in the pool a relief worker could either do the induction or show that they had the relevant skills/knowledge.

Achievements since Jan – June 2005

- ↳ Information on content for an induction programme has been gathered from organisations and research conducted on the content of other programmes.
- ↳ A paper detailing the content, design and resourcing of an online sectoral induction programme will be tabled in June 2005 to the Homeless Agency.

Recommendations for Sectoral Strategic Action

- ↳ The L&P Network (with relevant expert advice) explores the pros and cons of developing a sectoral induction programme.
- ↳ If a central Relief Worker pool is developed then the L&P Network should input in the development of an induction programme.

2.4 Sectoral Leadership Programme

The Current Sectoral Situation

Organisations have either developed some management training or sent their managers to external courses.

The Homeless Agency ran some management courses in 2004. It was decided not to run them in 2005 because it was felt that they were not the best way to develop managers in the sector.

At the supervisors/project leader/deputy manager level many people have been promoted without the necessary skills and support in management and leadership. Even with the best will in the world they can struggle with key management areas such as strategic planning, policy development, supervision and performance management.

In order to deliver the services to meet our sectors vision we need managers and leaders who can be a part of creating and supporting the development of Learning & Performance environments.

This will require a shift in how managers view their roles and accountabilities in terms of being learning & performance mentors and supervisors – as well as – using existing systems such as team meetings and supervision sessions to test and grow knowledge and skills. Essentially managers and organisations need to move from an old paradigm of manager who is a traditional practice supervisor – to – manager as mentor/coach/leader.

Managers will require their own support and development processes if they are to successfully adapt to these changing roles and accountabilities.

The good news is that there are a range of leadership development programmes in Ireland and online.

Achievements since Jan – June 2005

- ↳ The L&P Network has begun discussions on the potential content of a programme.
- ↳ A paper detailing current Irish Leadership/management programmes and their viability for use in the sector will be tabled to the Homeless Agency in late September 2005.

Recommendations for Sectoral Strategic Action

- ↳ The Learning & Performance Network with the Homeless Agency and a relevant expert will explore the range of possibilities in terms of developing a sectoral leadership programme.

2.5 Return on Investment – Transfer of Learning

The Current Sectoral Situation

Research has shown that if transfer of learning strategies are not implemented in an organisation then up to 85% of learning in learning interventions can be lost. This means that for competency and performance to improve there is a need for investment in quality learning interventions – and – clear transfer of learning policies and practice.

Essentially, when we talk about transfer of learning we are asking

Has a workers performance (skills, knowledge, attitude) improved as a result of our investment (time, money & energy) in a learning intervention?

Transfer of learning actions begin before, during and after a learning intervention – and should include the learner, supervisor, trainer/mentor and in some cases, other workers.

There is a large body of international research on transfer of learning related to organisations but very little work has been done at a sectoral level.

We have an opportunity within our sector to take a leadership role in developing and piloting transfer of learning excellent practice.

Actions from Jan – June 2005

- ↪ This consultant has begun to gather information on transfer of learning frameworks used internationally with health workers as well as information on other transfer of learning practice and policies.
- ↪ This consultant with Maria (Homeless Agency) have developed customised learning self assessment sheets for each Learning Course in the 2005 L&P Programme. The key competencies (skills and knowledge) for each learning course were identified with trainers. On the self-assessment sheet learners rate where they feel they are at the beginning of the learning course and where they would like to be by the end of it. At the end of the course the learner rates where they feel they are now and write down any development and support needs they may have.
- ↪ Each participant and their supervisor are emailed a copy of their self-assessment sheet so it can be used to have discussions on the workers ongoing support and development needs.
- ↪ In this way we are trying to create a transfer of learning feedback loop between the Homeless Agency Learning & Performance Programme and the organisations (workers & supervisors) who use our learning courses.
- ↪ This consultant has written a short paper on transfer of learning that will be part of Learning Pathways online.

Recommendations for Sectoral Strategic Action

- ↪ By June 2005 the Learning & Performance Network have begun discussions on Transfer of Learning and explore what key actions could be developed in terms of policies, practices and pilot projects.

2.6 Learning Pathways Online

The Current Sectoral Situation

Currently if a worker or manager wants to develop their performance through some form of learning intervention they have to take a lot of time searching for the relevant information. Even the most self directed learner can get frustrated if key information is hard to access.

People in the sector and the L&P Network felt that centralized information on learning opportunities and trainers would be a great resource.

Actions from Jan – June 2005

- ↪ This consultant with Maria (Homeless Agency) and resourced by the Homeless Agency have been developing Learning Pathways – an online gateway of information on learning courses and trainers relevant to our work in the homeless sector. Our partners in the L&P Network have shared their information on courses and trainers
- ↪ Learning Pathways was launched by the Minister Mr Noel Ahern on June 21 2005

Recommendations for Sectoral Strategic Action

- ↪ Learning Pathways – an online information gateway – is currently resourced and under construction for a June 2005 launch date.

2.7 Accreditation

The Current Sectoral Situation

It is vital that the development of this Learning & Performance Strategy take into account broader national, EU and international activities regarding accreditation and recognition of prior experience/learning.

The development of this Learning & Performance Strategy is timely, as both Ireland and the EU have recently streamlined their qualifications frameworks. As a sector we need to explore how we can link into these developments as well as take a lead when an opportunity arises.

Accrediting any Learning & Performance programme takes at least 2 years.

The Learning & Performance Network believes that if it rolls out a sectoral L&P Programme in 2006 it may be able to offer some form of interim sectoral recognition because the programme would have been developed from an agreed quality standards base. With input from FETAC hope that we can build in some of their accreditation requirements in the 2006 Sectoral L&P Programme.

Actions from Jan – June 2005

- ↪ This consultant has written a short paper for Learning Pathways online about the Irish Qualifications and accreditation framework.
- ↪ Information was gathered by this consultant on the Irish qualifications framework and distributed to our partners in the L&P Network

Recommendations for Sectoral Strategic Action

- ↪ Work is currently resourced to write a short info paper on the topic and post it in Learning Pathways online.
- ↪ That the L&P Network explores how they could recognize/accredit a sectoral L&P Programme until it can achieve broader recognition.
- ↪ Some initial work is done to explore accreditation recognition opportunities and their resource implications.

2.8 Service Users

The Current Sectoral Situation

Service user and ex service user participation in developing, delivering and participating in sectoral Learning and Performance programmes is minimal.

There is a need to explore the potential for their participation.

Happily, there is a body of research as well as practice (in this country and others) regarding service user participation.

The L&P Network were in strong agreement that an initial piece of research was needed that mapped:

- ↖ Current practice and policies in the sector
- ↖ Good practice models, research and evaluations.
- ↖ Actions to move forward.

The Homeless Agency is currently exploring a broader piece of action research on service user participation and peer working. It is possible that the researcher could include issues regarding learning and performance in their terms of reference.

Recommendations for Sectoral Strategic Action

- ↖ Develop action research on service user participation in developing, delivering and participating in learning and performance programmes by June 2005.
- ↖ As a result of the research findings the L&P Network will explore the potential for developing policies and practices regarding service user participation.

3. Theme B – Partnerships

In order for any of these Learning & Performance Strategies to see the light of day there is a need for all key organisations in the sector to work together in supporting their development.

Really successful partnerships:

- ↖ Maximise return on investment – people, time, money and energy
- ↖ Decrease duplication of services
- ↖ Enhance the quality of service development and delivery
- ↖ Synergise the range of skills, experience and contacts that reside in the partnership
- ↖ Increase the pool of ideas, information and knowledge

3.1 Learning & Performance Network

The Current Sectoral Situation

Prior to the commissioning of this consultant by the Homeless Agency to develop a Learning & Performance Strategy there was no real formal meeting of the key Community Organisations HRM/training managers.

This consultant held a series of in depth interviews with the HRM/training managers in the largest Community Organisations (30+ employees). They represent the largest community organisation employers in the homeless sector and have the economies of scale to influence, resource and implement Learning & Performance strategies. Representatives from the small (>9 employees) to medium organisations (10- 49 employees) funded by the Homeless Agency were invited to a separate consultation meeting in late 2004 – only 2 organisations responded and another gathering was convened in may 2005 at which 7 organisations attended and contributed extremely useful ideas and insights on the strategy.

From November to early December 2004, the HRM/Training/ Managers from the large organisations attended three 4-hour meetings to discuss and reflect on the key L&P

development indicators - as well as input on the strategy that critically informs this document.

From the first meeting the participants indicated that they wanted this network to continue as they perceived immediate benefits in terms of information /knowledge sharing as well as feeling that for the first time there was an opportunity to explore areas of collective agreement.

The commitment, enthusiasm and strategic intelligence that each person brought to the table is to be commended and celebrated.

The participants in the 3 meetings were:

- ↵ Tony Duffin – Depaul Trust
- ↵ Trina O’Conor – Dublin Simon Community
- ↵ Teresa Russell – Focus Ireland
- ↵ Wendy Crampton – Merchants Quay
- ↵ Catri O’Kane – Simon Communities of Ireland
- ↵ Jack Dunphy – Crosscare
- ↵ Howard Russell – Salvation Army
- ↵ Jean Dempsey – Consultant
- ↵ Liz Lennon – Learning & Performance Consultant
- ↵ Marie Fitzpatrick – Homeless Agency

The 3 meetings between November and December 2004 have resulted in the formation of the Learning & Performance Network consisting of the above mentioned organisations.

The Learning & Performance Network is resourced and facilitated by the Homeless Agency and acts as a support and advisory group to the Agency.

Under the facilitative leadership of the Homeless Agency the L&P Network aims to:

- ↵ Aid in the development and implementation of the sectoral L&P Strategy
- ↵ Share relevant information and expertise on L&P policies and practices
- ↵ Explore potential for sectoral partnerships in Learning & Performance
- ↵ Support and Share information with small to medium NGO’s in the sector
- ↵ Be a model of a Peer Learning Community

The L&P Network has committed to meet every 4-6 weeks in 2005.

All the organisations in the L&P Network commended the Homeless Agency on its initiative in restructuring its own Learning & Performance Programme 2005 and its leadership in resourcing the development of the Learning & Performance Strategy.

The consent and support of CEO’s and senior management in organisations will be needed if all this work is to be practically implemented.

Achievements since Jan – June 2005

- ↵ The L&P Network has met 4 times to June 2005 and has informed the next phase development of the strategy.
- ↵ The Homeless Agency has resourced the Network by providing an external L&P facilitator and a percentage of the time of one of its own workers.
- ↵ Dublin City Council Homeless Services are now represented on the Network. It is planned to invite a Health Services Executive representative onto the Network when it reconvenes in September 2005.

Recommendations for Sectoral Strategic Action

- ↵ That the Homeless Agency through its Board support and resource the Learning & Performance Strategy and the L&P Network
- ↵ That the Homeless Agency convenes a series of meetings between other key consultants who were commissioned to do work in late 2004 and 2005. These meetings would focus on the key results of each consultant/researchers work – and – identify where there are critical areas of overlap in recommendations.

3.2 Community & Statutory Partnerships

The Current Sectoral Situation

There has been a significant improvement in the partnerships between statutory and community organisations in the homeless sector – and – there is always room for learning and performance improvement.

For example, the Office for Health Management has recently developed a 'Managing People' programme. It may be possible for the Homeless Agency and the L&P Network to gain information and support from this Office to explore the development of its own leadership programme.

Recommendations for Sectoral Strategic Action

- ↳ To continue exploring the potential for partnerships

3.3 Cross Sector Partnerships

The Current Sectoral Situation

There have been no real formal partnerships across sectors in terms of Learning & Performance on a sectoral level.

An example of potential community/statutory partnerships in Learning & Performance is the Skillnets programme developed and resourced by the Dept of Trade, Enterprise and Employment. It resources Learning & Performance improvement initiatives and provides expert support and advice through its Skillnets.

We need to develop cross-sectoral partnerships in the development and delivery of:

- ↳ Learning & Performance Programmes
- ↳ Accreditation of Programmes
- ↳ Understanding how to use e learning as an on time learning intervention
- ↳ Leadership programmes
- ↳ Accreditation frameworks

Recommendations for Sectoral Strategic Action

- ↳ The Homeless Agency and the L&P Network identify and foster cross-sectoral partnerships in implementing L&P actions.

4. Theme C Resources

Investment in time, money, people and energy will be required if this Learning & Performance Strategy is to be successfully implemented.

This Strategy has taken a complex topic and provided real and practical actions that have already begun. Since the commissioning of this work in August 2004 to the present there have been real results and outcomes

- ↳ An evaluation of the 2004 Homeless Agency Training Programme
- ↳ A completely revamped 2005 Homeless Agency Learning & Performance Programme (new products, prices, policies and promotion). It's now also online.
- ↳ The sectoral response to the L&P Programme has been very positive and we have waiting lists for some modules.
- ↳ Formation of the Learning & Performance Network – 4 meetings (3 hrs each) since November 2004. Network meetings planned for every 4-6 weeks in 2005.
- ↳ Development of Homeless Agency self assessment learning sheets for each module in the 2005 L&P Programme
- ↳ Development and implementation of Transfer of Learning information from the Homeless Agency to learners and organisations
- ↳ Information and awareness article on the whole process written for Cornerstone

- ↪ Development of Learning Pathways – online information gateway
- ↪ Tendering for development of a sectoral Competency Framework menu
- ↪ Ministerial launch of the Learning & Performance strategy and Learning Pathways online
- ↪ 4 meetings of the L&P Network to June 2005

4.1 Realigning Resources

The Current Sectoral Situation

In terms of Learning & Performance the sector has not formally shared resources. A number of the recommendations in this strategy will require discussions regarding realigning existing resources allocated to training. For example, if we develop a whole of sector Learning & Performance Programme then there will need to be a realignment of where training resources are allocated.

Recommendations for Sectoral Strategic Action

- ↪ The Homeless Agency and the L&P Network begin to explore the resource implications and realignments that may be necessary to develop the L&P strategy into 2006

4.2 Attracting New Resources

The Current Sectoral Situation

Basically we will need to attract new resource investment if we are serious about implementing the L&P Strategy. This can't be accurately forecasted until some initial work is done between April and June 2005 on the priority recommendations.

Recommendations for Sectoral Strategic Action

- ↪ Homeless Agency and the L&P Network begin discussions with organisations that could provide new resources to implement the Learning & Performance Strategy.

5. Recommendations for Sectoral Strategic Actions

Theme A - People

The Learning & Performance Network with the facilitative leadership of the Homeless Agency, the support of organisation CEO's, and relevant experts will develop:

 blue square against a recommendation indicates it is a priority for action between April and June 2005. Other recommendations will flow from this work from September 2005 into 2006.

Competency Frameworks

 A framework for a menu of competencies for workers and managers will be developed in the first half of 2005. This piece of work will need to be outsourced and completed by June/July 2005. This is a priority action.

 An agreed process to create understanding and buy in from the sector will be developed in the first half of 2005 (for potential roll out in late 2005) with the Learning & Performance Network.

 A pilot will be run in late 2005 to test the relevance and adaptability of the competency frameworks. This will also include a series of awareness information meetings throughout the sector for workers and managers.

 In 2006 the sector will roll out an agreed menu of competencies for workers and managers.

Learning & Performance Sectoral Programme

 Support the development of a sectoral workers L&P programme. It will be developed by the Homeless Agency with the Learning & Performance Network.

 Begin to discuss within the L&P Network how the sector can begin to introduce more on time Learning & Performance processes in 2006.

 Explore the resource opportunities to do action research on e learning opportunities within the sector.

Sectoral Induction

 The L&P Network (with relevant expert advice) explore the pros and cons of developing a sectoral induction programme.

 If a central Relief Worker pool is developed then the L&P Network should input in the development of an induction programme.

Sectoral Leadership Programme

 The Learning & Performance Network with the Homeless Agency and a relevant expert will explore the range of possibilities in terms of developing a sectoral leadership programme. A paper exploring the possibilities; pros and cons; and resource implications will be developed by July 2005. This will inform the development of a sectoral programme towards the end of 2005 and into 2006.

Return on Investment – Transfer of Learning

 By June 2005 the Learning & Performance Network have begun discussions on Transfer of Learning and explore what key actions could be developed in terms of policies, practices and pilot projects.

Learning Pathways Online

- ↳ Learning Pathways – an online information gateway – is currently resourced and under construction for a 2005 launch date.

Accreditation

- ↳ Work is currently resourced to write a short info paper on the topic and post it in Learning Pathways online.
- ↳ That the L&P Network explore how they could recognize/accredit a sectoral L&P Programme until it can achieve broader recognition.
- Some initial work be done to explore accreditation & recognition opportunities and their resource implications.

Service Users

- Develop action research on service user participation in developing, delivering and participating in learning and performance programmes by June 2005.
- ↳ As a result of the research findings the L&P Network will explore the potential for developing policies and practices regarding service user participation.

Theme B - Partnership

Learning & Performance Network

- That the Homeless Agency through its Board support and resource the Learning & Performance Strategy and the L&P Network
- That the Homeless Agency convene a series of meetings between other key consultants who were commissioned to do work in late 2004 and 2005. These meetings would focus on the key results of each consultant/researchers work – and – identify where there are critical areas of overlap in recommendations.

Community & Statutory Partnerships

- ↳ To continue exploring the potential for partnerships

Cross Sector Partnerships

- ↳ The Homeless Agency and the L&P Network identify and foster cross sectoral partnerships.

Theme C - Resources

Realigning Existing Resources

- The Homeless Agency and the L&P Network begin to explore the resource implications and realignments that may be necessary to develop the L&P strategy.

Attract New Resource

- ↳ Homeless Agency and the L&P Network begin discussions with organisations who could provide new resources to implement the Learning & Performance Strategy