

Goal 1. To increase financial resources and cash reserves in order to increase financial resilience, invest in future projects and build cash flow to fund expansion.					
No.	Key Milestones/Activity	Event/Responsibility End Date	By Who	Measure of Success and or Outcome	RAG Rating
<b>1.1</b>	<b>Negotiate a new 4 year contract with the London Borough of Sutton</b>				
	Secure legal services to represent Encompass.	August 2019	LT	Independent legal advice received.	
	Establish LBS contract lead.	August 2019	LT	Clear responsibilities assigned.	
	Set up meetings to progress negotiation.	August 2019	AB	Systematic progress of negotiations.	
	Review current contract and costs.	July 2019	LT	Provision of accurate information to form basis of negotiation.	
	Develop a suite of statistical data to demonstrate cost effectiveness of the LATC model.	July 2019	RM	Provision of accurate data to form basis of negotiation.	
<b>1.2</b>	<b>Meet agreed savings delivery objectives for 2019-20</b>				
	Establish a budget for 2019/20 that delivers target savings.	April 2019	LT	Annual budget for 2019/20 delivers savings.	
	Create a cash flow budget that clearly shows income and expenditure and forecasted balances.	March 2020	RM	Financial performance transparent and able to review performance against targets.	
	Prepare monthly budgets and financial statements.	March 2020	RM	Financial performance transparent and able to review performance against targets.	
	Ensure compliance with the Annual Business Plan.	April 2019	Team Managers	100% of appraisals contain objectives aligned to the business plan.	
<b>1.3</b>	<b>Review compliance against the company's risk management framework and governance structure.</b>				
	Monitor health and safety compliance against policy framework.	March 2020	HD	Compliance breaches identified.	
	Monitor GDPR Governance and, Quality Compliance against policy framework.	March 2020	MRH	Compliance breaches identified.	
	Process Maps and Procedure Guides updated.	Dec 2019	Team Managers	Clear understanding of processes and procedure available to support staff. 85% of staff say they feel supported by internal operational tools.	
<b>1.3</b>	<b>Draft briefing for 'authorised officer' setting out issues with regard to the treatment of surpluses and recharges making recommendations.</b>				
	Meet with LBS finance service to discuss principal of accounting for surpluses and recharges in budget estimates .	May 2019	LT	Agreed position with financial services established.	
	Draft briefing paper with recommendations for authorised officer.	June 2019	LT	Support for agreed position gained by shareholders.	
<b>1.5</b>	<b>Increase income from Encompass Business Streams</b>				
	Finalise Encompass Innovate Business Plan.	April 2019	MRH	Business Plan with financial projections published and signed off by MD.	
	Draft a marketing plan for Encompass Innovate and commence marketing activities.	May 2019	MRH	Marketing Activation Plan agreed and activities commenced within timescales set out and KPI's agreed.	
	Develop a website for Encompass Innovate.	June 2019	MRH	Hits to the website reach 8,000 by end of year with incremental increases in hits throughout the year. Returns on investment in each marketing activities measured.	
	Set up and maintain Google Analytics on all Encompass Web systems with analytics dashboard created for Living, Innovate, LATC, Intranet, Info Gov.	June 2019		Analytics dashboard operational and 100% of users state it meets their needs.	
	Track progress against business plan and financial forecast.	March 2020	MRH	Sales of £66,800 generated in year one with a gross margin of 67%.	
	Track results from marketing activities.	March 2020	MRH	Hits to the website reach 8,000 by end of year with incremental increases in hits throughout the year. Returns on investment in each marketing activities measured.	
	Track progress against project plan and financial forecast for Encompass Living.	March 2020	MRH	Projects deliver within timescales and financial forecasts adjusted in line with income.	
	Set out business case to develop the DBS service.	August 2019	MRH	Business case created including financial analysis to date and 3 year financial projections.	
<b>1.7</b>	<b>Remain financially viable, increase profitability and understand cost benefits for service functions</b>				
	Obtain expert advice on options to reduce our pension liability with regard to the defined benefits pension scheme. Draft pensions options paper for the Board.	July 2019	LT	Board agree a short and long term approach to the provision of company pensions.	

	Agree recharge costs and process with LBS finance services. Establish LBS internal recharge procedure.	June 2019	LT	LBS finance services understand the recharge process and sign up to that process and understand their role and responsibility in managing the process.	
	Purchase time tracking software to track activity and enable outputs and inputs to be measured.	Dec 2019	MRH	Data on staff time spent on core activities across the service available to the Senior Management Team.	
	Benchmark current costs against contract price. Establish % change in costs.	June 2019	RM	Data demonstrates value for money.	
<b>2.3</b>	<b>Gain LBS and political support for cost recovery of administration charges for self funders who choose LBS to arrange support on their behalf</b>				
	Agree cost recovery structure with LBS finance services.	May 2019	LT	Encompass able to start recovering costs from self funders.	
	Inform and advise members of the initiative, managing any political implications.	June 2019	LT	Members feel informed. Encompass able to start recovering costs from self funders.	
<b>Goal 2. Increase community and business partnerships to build mutual understanding, responsibility and investment.</b>					
No.	Key Milestones/Activity	Event/Responsibility End Date	By Who	Measure of Success and Outcomes	RAG Rating
	<b>Increase external funding (including funding secured through partnerships).</b>				
	Develop a template / process for responding to funding/bidding opportunities.	Dec 2019	LT	Process and template sets out desired outcomes and guide to help make decisions on appropriate responses.	
	Develop relationships with other public sector organisations and the voluntary sector to increase presence and profile of Encompass LATC .	March 2020	LT	Referrals to Encompass business services from public sector organisation or voluntary sector service.	
	Maintain a presence at Sutton Chamber of Commerce events.	March 2020	MRH	Regular attendance at Networking events, contact book established and maintained.	
	Maintain a presence at Google events.	March 2020	MRH	2 x Public Sector events organised. 1 x hangout roadmap session for public sector organised.	
<b>2.2</b>	<b>To implement the CCG personal health budgets contract to operational status.</b>				
	Agree KPI's with the CCG.	June 2019	JW	Key activities have KPI's attached.	
	Set up contract monitoring arrangements with the CCG.	June 2019	JW	Client feels communication is good or very good.	
	To agree protocols and processes to underpin operational relationships with the CCG.	April 2019	JW	Clear understanding of processes and procedure across organisations. 85% of staff say they feel supported by internal operational tools.	
	Organise and facilitate access to CCG's computerised system.	April 2019	JW	Staff have access to the system they need to carry out their tasks. 85% of staff say they have the tools to carry out their work.	
	Confirm CCG staff understand how to use pre payment cards.	April 2019	JW	85% of staff feel they have been trained sufficiently to carry out tasks.	
<b>2.4</b>	<b>Revise the Encompass Living Marketing Plan to focus on community based promotion</b>				
	Collateral disseminated to health services, community organisations and voluntary groups.	July 2019	MRH	Marketing materials created and sent to named contacts at each organisation. Named contacts contacted by telephone as follow up,	
	Refresh Encompass Living Marketing plan with the emphasis on community organisations.	May 2019	MRH	Business plan refreshed and evidence that a community based marketing stream is integral to the marketing strategy with KPI's.	
	Identify events to which JW can present, represent or Encompass sponsor.	May 2019	JW	3 events sponsored by Encompass. 6 presentations to key organisations. Encompass represented by at least 2 key professional organisations.	
	Engage with information givers i.e hospitals and GP's voluntary organisation to promote Encompass.	March 2020	JW	Referrals received from GP's, hospital services and voluntary organisations.	
	Engage with service providers to enhance customer choice and negotiate preferential rates.	Sept 2019	JW	Increase in providers offering reduced rates by minimum of 50%.	
	Recruiting to the Marketing Executive post and agree on clienting arrangements.	April 2019	MRH	Marketing exec recruited and marketing action plan created.	
	Agree schedule of work to increase online presence, promotion opportunities and networking opportunities.	April 2019	MRH	Marketing exec recruited and marketing action plan created.	
<b>Goal 3. Achieve and maintain outstanding customer and client service satisfaction.</b>					

No.	Key Milestones/Activity	Event/Responsibility End Date	By Who	Measure of Success and Outcomes	RAG Rating
<b>3.1</b>	<b>Undertake a restructure the Processing Team</b>				
	Analyse current workflows and pressure points.	May 2019	JW	Identify critical pathway and where additional are resources required to increase effectiveness and reduce staff stress.	
	Consider options for change, set out rationale for change and make recommendations.	June 2019	JW	New structure agreed.	
	Follow company restructure policy and procedure to implement agreed recommendations.	July 2019	JW	New structure implemented.	
<b>3.2</b>	<b>Achieve DAHA accreditation</b>				
	Map service accreditation criteria.	01/05/2019	HD	Identify task to be undertaken and any barriers.	
	Establish a working group with representation from services across the company.	June 2019	HD	DAHA principals embedded throughout Encompass.	
	Develop the policies and procedure to support accreditation.	August 2019	HD	Award achieved.	
	Identify training needs and deliver training.	May 2019	HD	Award Achieved.	
<b>3.3</b>	<b>Consistant quality standards accross all areas of service</b>				
	Prepare and present the case for purchasing or developing a CRM system to include partners.	August 2019	MRH	Business Case presented to MD that sets out at least 2 options with indicative costings and benefits.	
	Develop the audit reports to identify issues not resolved with the billing cycles.	April 2019	ND	Able to set performance indicator against activity.	
	Set up regular liaison meetings with Commissioning to identify future needs and agree an annual work plan.	April 2019	LT	Commissioning services agree communication has improved.	
	Quality Assurance Board established.	July 2019	MRH	Board established with terms of reference published and meetings diarised and take place through the year.	
	Suite of KPI's set against key activities.	April 2019	LT	Accurate data available to review of performance against targets.	
<b>Goal 4. Effectively translate strategic or operational objectives and initiatives into measurable success indicators and ensure alignment among the different levels and parts of the organisation.</b>					
No.	Key Milestones/Activity	Event/Responsibility End Date	By Who	Measure of Success and Outcomes	RAG Rating
<b>4.1</b>	<b>Contribute to the development of the boroughs homelessness and temporary accommodation strategy</b>				
	Provide statistical data on homelessness in the borough.	May 2019	HD	Provision of accurate data to form basis of review.	
	Attend all project group meetings contributing to the discussion and development of recommendations to address homelessness.	June 2019	HD	Homelessness Strategy agreed and supports operational delivery.	
	Assist with consulting with our community partners.	June 2019	HD	Partners support recommendation.	
	Participate or deliver member briefings.	August 2019	HD	Members feel informed and support strategy.	
	Attend Committee to support with the presentation of the report .	October 2019	HD	Client feel supported and Committee agree strategy.	
<b>5.3</b>	<b>Review the structure of the HAIA service</b>				
	Analyse current workflows and pressure points.	May 2019	HD	Establish a budget for 2019/20 that delivers target savings.	
	Consult with staff with regard to current delivery structures and pressure points.	June 2019	HD	Staff feel consulted and able to influence outcome.	
	Consider options for change, set out rationale for change and make recommendations.	July 2019	HD	New structure agreed.	
	Follow company restructure policy and procedure to implement agreed recommendations.	August 2019	HD	New structure implemented. Target turnover 12%.	
<b>4.2</b>	<b>Develop and recommend a suite of policies to support the delivery of the homelessness services</b>				
	Develop a Care Leavers Policy.	Sept 2019	RM	Policy sets out desired outcomes and guide to help make decisions. The policy and procedures communicates to employees the desired outcomes of the organisation.	
	Develop a domestic abuse policy reflecting the requirements of DAHA.	Sept 2019	HD	Policy sets out desired outcomes and guide to help make decisions. The policy and procedures communicates to employees the desired outcomes of the organisation.	
	Develop a protocol setting out the response to households found intentionally homeless.	Sept 2019	HD	Policy sets out desired outcomes and guide to help make decisions. The policy and procedures communicates to employees the desired outcomes of the organisation.	

	Develop a policy setting out the framework for the Rent in Advance and Deposit Guarantee scheme with ancillary document including a landlord contract.	May 2019	RM	Policy sets out desired outcomes and guide to help make decisions. The policy and procedures communicates to employees the desired outcomes of the organisation.	
<b>4.3</b>	<b>Implement the new access to the PRA initiative. Draft a project plan drawing on the mobilisation plan presented to the MHCLG. Set up a project group to oversee the implementation of the project.</b>				
	Form Project Team and appoint project manager (web).	April 2019	LT	Project team with responsibilities defined and set up. Regular meetings and monitoring mechanisms established.	
	Scope out functionality for website.	April 2019	MRH	Specification document produced for SAAS including MVP (minimum viable product) and Information Security details	
	Research web / software developers.	April 2019	MRH	List of at least 3 potential suppliers identified.	
	Appoint web developer.	May 2019	MRH	Software developer appointed who can create solution within budget and on time appointed.	
	Develop Web solution.	June 2019	MRH	Web solution designed to GDS standards developed that meets MVP functional requirements in specification document and roadmap for future improvements drafted.	
	Form Project Team and appoint project manager (operations).	May 2019	LT	Project team with responsibilities defined and set up. Regular meetings and monitoring mechanisms established.	
<b>4.4</b>					
	Set clear actions and objectives for staff. Ensure compliance with the Annual Business Plan.	April 2019	Team Managers	100% of appraisals contain objectives aligned to the business plan.	
<b>Goal 5. Build a culture of high performance</b>					
No.	Key Milestones/Activity	Event/Responsibility End Date	By Who	Measure of Success and Outcomes	RAG Rating
<b>5.1</b>	<b>Develop a 'people strategy' that attracts high calibre candidates and retains employees</b>				
	Identify employee training needs and meet agreed corporate training priorities.	June 2019	Team Managers	100% of employees completed core training within 8 weeks of employment. 100% of appraisals have learning and development needs identified.	
	Develop and implement a 'rising stars programme'.	March 2020	LT	Programme agreed and ready for applications.	
	Maintain an effective absence management framework and promote health and well-being.	March 2020	Team Managers	Target sickness days lost 1.85 per employee. Target cost per employee £300 per annum. Reduction in reported lost days due to stress to 3%.	
	Review Encompass's Pay and Reward scheme and make recommendations.	October 2019	LT	Pay and reward scheme reflects outcome of consultation, is competitive in comparison with neighbouring authorities, improves recruitment process by a reduction in advertising rounds by 50%. Target company wide turnover 10% (excluding redundancies).	
	Review Encompass appraisal scheme and make recommendations to the Board.	October 2019	LT	Appraisal scheme reflects outcome of consultation and stated outcomes within project brief. 95% of staff say they understand the appraisal process.	
	Set clear actions and objectives for staff. Ensure compliance with the Annual Business Plan.	April 2019	Team Managers	100% of appraisals contain objectives aligned to the business plan.	