

Action Homeless



3 Year Plan

2009-12



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Introduction

This document replaces all previous plan documents for Action Homeless. It presents a new, high level strategic plan covering 2009-12 in support of the vision, values and strategic aims of Action Homeless.¹

Everyone working for Action Homeless has contributed to the development of this plan. The Trustees, Chief Executive and Senior Management Team would like to thank colleagues from across the organisation for their valuable contributions to this document.

The document has been placed in full in the shared directory in the folder entitled *Strategic Plans* where it can be accessed by colleagues at any time.

Background

Action Homeless is a well established local charity with a strong reputation for providing high quality services for homeless people in Leicester.

The charity has a wide range of housing projects in the city which provide specialist support for homeless people with different support needs, including women escaping domestic violence, people with mental health problems, people with learning difficulties and those with drug and alcohol dependency.

It also has a well established tenancy support and resettlement service which provides advice and guidance to enable people to maintain their own tenancies once they have left the environment of supported accommodation.

There have been a number of important achievements over the past 3 years that have enabled the charity to build a strong foundation for the future.

- We established the Residents' Actively Participating (RAP) Group as a user-led forum (with its own budget) which is responsible for organising activities and events for other Action Homeless service users.
- We were delighted to welcome a former service user onto our Board of Trustees, meaning that for the first time in the charity's history, service users are now represented at the highest level of decision making within the organisation.
- We have increased annual organisational turnover to just over £1.6 million, which represents a 44% increase since 2003.
- We have been able to develop a strong reserves policy, resulting in the charity having free reserves amounting to almost £600K as at the end of March 2008.
- We have transformed virtually all of our current housing projects into self catering accommodation, offering greater choice/empowerment for service users.

¹ See appendix 1 for Vision and Values and Strategic Aims of Action Homeless.

- We have improved the quality of our services, confidently anticipating that we will have lifted the charity from a level C to a level B quality award when the results of our latest Supporting People inspection are finalised.
- We have introduced the Outcomes Star System as a comprehensive new tool for measuring the outcomes of our work with homeless people.
- We have invested in a new IT system, creating the platform for enhanced communication and data capture / transfer across the charity's different offices and remote sites.
- We have created a new Operations Directorate and recruited Karen Purewal as our new Director of Operations to lead work on improving the quality and reach of our services.
- We have launched a new project in partnership with Leicestershire Aids Support Service, creating opportunities for ex-service users to train as mentors and befrienders.
- We have been actively involved in the work of Leicester's Supporting People Provider's Forum and continue to be the voluntary sector's representative on the Supporting People Core Strategy Development Group.
- Last but not least, we have ensured that the charity is ready for the new procurement processes being implemented by local authorities across the country, including Leicester City Council.

Despite these achievements, there are a number of important issues that the charity will need to address during the life of this 3 Year Plan.

- We continue to be heavily reliant on Supporting People funding. This leaves the charity particularly vulnerable in the current procurement environment and gives us few opportunities to broaden the range and reach of our services.
- We have not invested in our fundraising base, meaning that the charity currently has no specialist resources in place with which to diversify and increase its income streams.
- We have an extremely low public profile within Leicester. Our relationships with the press and broadcast media are undeveloped and this has a negative impact on our ability to increase funds and raise awareness of homeless issues.
- We undertake little work (outside established Supporting People fora) to influence policy on behalf of homeless people in Leicester. As one of the biggest homeless charities in the city, we need to take advantage of the opportunities in this area.
- We currently spend only 2.5% of our budget on prevention and resettlement. Whilst supported accommodation will continue to be the key part of our business operation over the next 3 years, we need to address this underinvestment in order to help break the cycle of homelessness in Leicester.
- We need to make a more conscious effort to evidence the quality of our work to commissioners, funders and the general public. Whilst the Supporting People inspections provide us with valuable data, they are insufficient on their own to demonstrate the efficacy of our work to the full range of our stakeholders.

The Board of Trustees has already made a commitment to address the low levels of investment in fundraising and has backed the recruitment of a new Senior Fundraiser post to grow our fundraising base and lead the development of fundraising activity at Action Homeless over the next 3 Years. The new post holder will be in place at the start of this 3 Year Plan, which also sets out further deliverables for growth in our fundraising infrastructure over the next 3 years.

The key theme of this 3 Year Plan is *transforming lives*. In January 2009, Trustees agreed a new vision and values for Action Homeless² which puts the transformation of homeless people's lives at the heart of the charity's activity over the next 3 years. We believe that the best way to end the cycle of homelessness is to give people the confidence and skills they need to live as independently as possible and also to enable them to achieve their potential – and in so doing make a valuable social and economic contribution to the community. Therefore, everything we do over the next 3 years will be geared toward achieving these goals.

In realising our aspirations for homeless people over the next 3 years, we will also be looking to make a number of important cultural changes within the charity.

The first of these focuses on *empowering* service users. We want to avoid providing services that are focused purely on rescue and doing things for people. This approach, which is easy to fall into, tends not to leave a legacy which service users can learn from and build on to better support themselves in the future. So we want to work to better empower our service users so as to leave a legacy that will enable them to live successfully long after leaving Action Homeless accommodation.

Another key focus will be on *valuing our colleagues*. Over 75% of our expenditure goes on salaries so, in a very real sense, people are our most precious resource. We want to create a culture of openness within Action Homeless where colleagues feel able to voice their opinions and contribute to the successful development of the charity. Just as importantly, we want to enable colleagues to excel against their strategic objectives. This is a new way of working for Action Homeless that will take time to develop. It is nonetheless crucial to the successful delivery of this plan. We will therefore take the time over the next 3 years to develop the skills, systems and attitudes needed across the charity to truly value and recognise the contributions made by our colleagues.

Last but by no means least we will be looking to develop a more *person-centred approach* to our work with service users. We want to be able to meet the needs of service users wherever they live. So, if someone has a drug or alcohol dependency we want to be able to reduce that dependency whether they live in Mayfield House, Oakfield or Daneshill, for example. We also want to develop a new approach to key working, where service users can benefit from having the same key worker throughout their stay in Action Homeless accommodation. Above all, we want to enter into a new dialogue with service users – one which is based as much upon achieving their aspirations and potential

² See appendix 1 for Vision, Values and Strategic Aims of Action Homeless.

as it is about managing their risk. We realise that this is a big challenge for the charity and will be working with colleagues to meet it over the next 3 years.

The Senior Management Team has looked at where we believe our strengths, weaknesses, opportunities and threats lie as we start off on this new 3 Year Plan and the budgets and actions we have put together have been designed to focus on improving our weaknesses, dealing with the threats and maximising our opportunities. Please see the SWOT analysis in appendix 3.

Summary of Objectives 2009/10

The following section provides a summary of the key objectives for the first year of this plan. Each objective is developed in greater detail in the subsequent sections of this document.

In 2009/10 we will:

Supported accommodation

- Develop new move-on accommodation for women and their children to better support women who have been through Action Homeless accommodation transition back into independent living.
- Pilot a new rotation system whereby colleagues working in supported accommodation will spend a period of time working in each of the different Action Homeless projects, giving them the chance to build up their knowledge and skill in relation to working with different types of service users.
- Develop and introduce a new approach to service user induction and key working, linked to the Outcome Star System, which focuses not only on mitigating individual risk but which looks to challenge service users to identify their life goals and work towards their aspirations.
- Establish a training centre at Mayfield House, which will be used to deliver training courses (and activities) for all Action Homeless service users.
- Commence a rolling programme of improvements to our existing housing projects. Senior managers have worked with their teams to identify the priorities for refurbishment and these have been built into the budget.
- Provide specialist accommodation for people with alcohol dependency, enabling them to reduce their dependency and play an active and meaningful role in the community.
- Retain as many of our existing Supporting People-funded contracts as possible and take advantage of the new procurement environment to grow our supported accommodation provision.
- Implement the recommendations of the Action Homeless lone working policy and practice review group, making provision, for example, for CCTV security cameras at those projects where a need has been identified.
- Identify the actions that need to be achieved in order for the charity to secure a level A award at our next Supporting People inspection. We will commence work on these actions as soon as they have been agreed to ensure that work towards achieving this quality standard starts as early as possible.
- Undertake a Resident Satisfaction Survey in November to identify areas for celebration and improvement with an action plan drawn up to address any areas of underperformance.

Preventive services

- Expand and develop our range of information and support materials, for example by creating a *Moving On Resource Pack* to help people move into and maintain their own accommodation and a guidance pack for schools to help them support young people who are at risk of homelessness.
- Ensure that all resources and information materials are available via our planned new website.
- Complete our funded work with Harborough District Council to deliver awareness raising support for young people through schools in South East Leicestershire.

Resettlement

- Undertake a strategic review of resettlement to establish how we can build on the existing strengths of the service and deliver the most effective support possible for service users in the future.
- Successfully complete the pilot of the Mentoring and Befriending Project with Leicestershire Aids Support Service and establish the project within Action Homeless.
- Develop a *Moving On* (pre-tenancy) training course which provides practical information and advice about independent living which service users can take up should they wish to before moving out of Action Homeless accommodation.
- Raise awareness and increase usage of the new IT suite at 6 St James Terrace, linking this to IT training for service users, where necessary.
- Enhance the efficacy of drop-in sessions at 6 St James Terrace, both as an opportunity for peer support but also as a time for meaningful engagement with service users and a spring board for them to find out about and undertake training and employment opportunities.
- Create a dedicated space on the new website to provide information and support for people who have left our accommodation and moved into their own homes.

Service user development

- Appoint a Service User Development Officer to lead our work in this area.
- Invest more significantly in RAP, making available £5,000 for it to spend on service user activity and events in the first year of the plan.
- Create an inspiring programme of activities and events for all service users, including team building events, outdoor pursuits, arts and sporting activity.
- Develop an internal service user training programme. During the first year of the plan we will prioritise the development of life skills and pre-tenancy training courses.
- Develop a bi-annual Action Homeless Magazine, which will be compiled by a team of colleagues and service users from across the organisation.
- Strengthen our partnerships with organisations such as Leicestershire Cares who are able to link service users with training and employment opportunities.

Fundraising and PR

- Recruit a new Senior Fundraiser to maximise income from a range of different sources and lead the planned expansion in our fundraising activity.
- Raise £90,000 in charitable income.
- Engage a part-time press / PR consultant to support the Chief Executive in raising the profile of the charity among key stakeholders and the community.
- Identify and recruit a number of patrons who can help to raise the profile of the charity and assist us in achieving our goals.
- Launch and maximise the impact of our new website as a key vehicle for raising awareness of the charity's services and impact in the community.

Central Services

- Achieve the key deliverables set out in the Environmental Action Plan to ensure that the charity remains on track to achieve EMAS accreditation by December 2010.
- Implement a new performance management system, which provides a clear process for setting individual work plans and for strengthening performance.
- Address areas of concern and underperformance identified by the Colleague Opinion Survey 2008.
- Recruit a part time Human Resources Officer as maternity cover for Tammy Bolton.
- Implement a new budget monitoring system with managers and their teams required to complete quarterly forecasts against their different budget lines.
- Complete a formal review (with Trustees) of our investment and reserves policy.
- Review and improve our existing Trustee reporting methods to ensure that Trustees can clearly track progress against the deliverables set out in this plan.
- Undertake a review of our management information recording and reporting systems with the aim of generating regular performance data which serves as a useful aide to decision making.
- Complete and document a training needs analysis for the entire organisation which prioritises training requirements for the year.
- Achieve the key deliverables set out in the Equality Action Plan.
- Hold the AGM and conference in November on the theme of *Transforming Lives*.
- Organise a Colleague Away Day in April to give everyone working for the organisation a chance to review and discuss delivery of the 3 Year Plan.

Supported Accommodation

Supported housing has been Action Homeless' primary business activity for the past 30 years and it will continue to be the foundation stone of the charity's work over the next 3 years. During the life of this plan we want to enhance the efficacy and reach of our supported accommodation, address some of the gaps in our existing provision and ensure that, as a charity, we concentrate on the needs of *people* not *projects*.

Priorities for the charity in 2009/10 will be to:

- Develop new move-on accommodation for women and their children to better support women who have been through Action Homeless accommodation transition back into independent living.
- Pilot a new rotation system whereby colleagues working in supported accommodation will spend a period of time working in each of the different Action Homeless projects, giving them the chance to build up their knowledge and skill in relation to working with different types of service users. If the pilot is successful, we will be aiming for a full roll out in year 2 of the plan.
- Develop and introduce a new approach to service user induction and key working, linked to the Outcome Star System, which focuses not only on mitigating individual risk but which looks to challenge service users to identify their life goals and work towards their aspirations.
- Commence a rolling programme of improvements to our existing housing projects. As part of the budget setting process for the year, senior managers have worked with their teams to identify the priorities for refurbishment and these have been built into the budget.
- Establish a training facility at Mayfield House to provide a focus for service user training and engagement. We want to create a positive space where service users feel comfortable to undertake courses such as pre-tenancy and parenting skills training. We will also be able to use this space to provide training to external professionals during the life of this plan.
- Provide specialist accommodation for people with alcohol dependency, enabling them to reduce their dependency and play an active and meaningful role in the community. At the time of writing, we have tendered to deliver the housing support element of a new wet hostel being commissioned by Leicester City Council. We will also be looking at other ways to enhance our provision for entrenched drinkers over the next 3 years.
- This year we will be required under new procurement legislation to tender to continue providing support services at our existing Leicester City Supporting People-funded housing projects. This will be both a significant challenge and opportunity for the charity. Through the tendering process we will look to retain as many of our existing housing projects as possible, taking the opportunity to identify improvements which we feel can be made to our existing service offerings. We will also take advantage of the procurement process to grow our supported accommodation provision so as to extend the reach of our services and achieve even greater economies of scale in the future.

We are concerned as a charity about the lack of provision in the city and county for people who are long-term homeless. Part of the reason for this lack of provision is that existing statutory funding streams for supported housing are time limited – focused on moving people on into their own accommodation within 2 years. Whilst this goal is entirely appropriate for the vast majority of homeless people, there are a small number who need a greater period of time in which to have their needs met and to develop the confidence and skills needed to live more independently. During the life of this plan we will be working to unlock the funding and accommodation necessary to make provision for this important group of people. In doing so, it is our intention to promote independent living – our goal is to enable long term homeless people to achieve and maintain independent living, not to reinforce outdated stereotypes of institutional accommodation.

An important recurring theme from our consultations with service users is that they want to have greater continuity of key working support throughout their stay in Action Homeless accommodation. At the moment, service users often have several key workers as they progress through the various Action Homeless housing projects. This causes great frustration as the same experiences and information needs to be repeated to each new key worker before progress can be made. We will therefore review our existing key working system during the life of this plan with a view to ensuring that service users retain the same key worker throughout their stay in Action Homeless accommodation.

In addition to achieving greater consistency in key working we want to lift the knowledge and skill levels of everyone working in our supported accommodation schemes. Our aim will be to ensure that wherever you live in Action Homeless, there will be staff available with the competencies needed to help deal with whatever issues you may have, for example alcohol dependency or parenting concerns. If successful, the rotation system we intend to pilot and roll out during the first 2 years of this plan will give colleagues experience of working with different client groups. We will strengthen this experience through the provision of enhanced training in key support areas, primarily: alcohol and drug abuse, mental health, learning difficulties, teenage parents and domestic violence.

As the needs of some of our service users become more acute, so the safety and well being of colleagues working in many of our more high risk housing schemes comes into sharp focus. We will be going into this 3 Year Plan on the back of a thorough review of our lone working policy and practice, which is currently being led by Tricia Wright. The recommendations of this review will need to be incorporated into the overall supported accommodation deliverables for year 1. It is likely that one of the recommendations will be the need to install CCTV security cameras at a number of our housing schemes and we will therefore look to implement this recommendation where the need has been identified.

One of our key objectives over the life of this plan is to achieve a continuous improvement in the quality of our supported accommodation services. At the time of writing, the charity is working hard to implement an action plan agreed with Supporting People to achieve the level B Supporting People accreditation award. This will be a very positive achievement but it is only a start. We want to be in a position to achieve a level A award at our next inspection in 3 years time. Our work towards this goal needs to start

immediately to avoid some of the mistakes and pressures that have been made in the past and to give us the best chance of success.

Achieving and maintaining a level A award at future Supporting People inspections is a very important goal for the charity. However, Supporting People inspections come around only once every 3 years and we need to make a greater effort to assess our qualitative performance in between these visits. Therefore, for each year of this 3 year plan, Action Homeless will undertake an annual Resident Satisfaction Survey (of all residents)³, which will seek to identify areas for celebration and improvement. The findings from these surveys will be reviewed by Trustees and the Senior Management Team and an action plan will be drawn up to reinforce the strengths and address the weaknesses that have been identified. Achievement of these action plans will support our overall Supporting People quality assurance and inspection goals.

In October 2008, Trustees took the decision to take advantage of the new procurement environment to explore and seek opportunities to expand our supported housing provision into other parts of the East Midlands. Action Homeless is constituted to work across the East Midlands so this decision looks to directly take forward the charity's Memorandum and Articles of Association. Whilst the charity is keen to make clear that the people of Leicester and Leicestershire remain our primary objective, we will undertake work over the next 3 years to explore ways of growing the geographical range and spread of our supported accommodation services across the East Midlands. In addition to exporting a very successful model of supported accommodation this has the potential to enable the charity to achieve even greater economies of scale in the future.

Budgeted costs: Supported accommodation

2009-10	2010-11	2011-12
£1,325,025	£1,302,812	£1,356,303

³ Resident Satisfaction Surveys will be undertaken in November for each year of this Plan. The findings will be reviewed by Trustees at the following January trustee meeting and an action plan put in place ready for implementation in April.

Preventive Services

Prevention is by far the most effective way to tackle homelessness. As a charity, our role must not be restricted to helping people to transform their lives once they have become homeless. We want to prevent people from becoming homeless in the first place.

This approach fits in with the policy drive coming out of central government as set out, for example, in the Homelessness Act 2002 and Homelessness Code of Guidance 2006.

At present, we undertake only a limited amount of prevention work. We are currently delivering a project funded by Harborough District Council to deliver awareness raising support for young people through schools in South East Leicestershire.

We want this work to be just the start of our prevention activity. Therefore, during the life of this 3 Year Plan, we will be looking to create a new team within Action Homeless to take forward our prevention work. The focus of this new team will be to:

1. Provide information and advice to homeless people and, importantly, those at risk of homelessness.
2. Undertake outreach work to raise awareness of homelessness and sources of support across the local community.
3. Work in partnership with other agencies to ensure that people at risk of homelessness get the support they need as soon as possible.

Information and advice

We want to build an effective information and advice service that people who are homeless and who are at risk of homelessness can contact for help and support. The service will seek to add value and not compete with other relevant information and advice services that may be accessed by people affected by homelessness in the city and county.

The service will include a telephone helpline which people can call to get the advice they need. We will make available a range of factsheets and information materials which seek to provide guidance to people who are worried about homelessness.

We will also provide regular drop in sessions where people who are affected by (or at risk of) homelessness can come for information and advice.

Action Homeless is in the process of developing a new website and we will be using the new site as one of the primary delivery mechanisms for our information resources. We also want to provide information in a range of other media forms, including DVD.

We will use the first year of this plan to develop our website and start the process of expanding our range of information materials. In particular, we will be looking to provide guidance and support to schools to help them in working with young people who are at risk of homelessness, including where they can go for help.

We have budgeted to recruit 1 FTE Information Worker in year 2 of the plan to lead and take forward the development of this new service – including content management of the website. The helpline service will be launched only once this new worker is in post.

It is our intention to involve current and former service users in the delivery of our information and advice service (once it is up-and-running), for example in developing the content of our website and, with proper training, as volunteers on the telephone helpline.

Outreach work

In addition to the development of an information and advice service, we intend to re-establish an effective county-wide outreach service at Action Homeless.

This will primarily be a mobile service which works to raise awareness of homelessness in the community (for example in schools and community groups) and provide advice and practical support for anyone who is at risk of becoming homeless.

Whilst the service will work to support all those who are at risk, we particularly want to focus on those groups and communities that are known to be at a greater risk of becoming homeless without support, especially: young people, people living in assured short hold tenancies, women experiencing domestic violence and ex-offenders.

During the life of this plan we will recruit 2 FTE Outreach Workers to take forward this area of our work. We have scheduled the first of these posts to be recruited in 2010/11 with the second post coming on stream in the third year of the plan in 2011/12.

It is our intention that the Outreach Workers will work closely with the Information Worker as part of a wider information and advice team. The three members of staff will be based in the same location and managed as a distinct division of Action Homeless.

In addition to their community-based activities, Outreach Workers will be an integral part of the information and advice team, for example by contributing to drop in sessions and being available to support people via the helpline.

Effective multi-agency working is crucial if we are to tackle some of the underlying causes of homelessness.⁴ As part of their brief, our Outreach Workers will therefore work to encourage and support the development of new multi-agency strategies designed to tackle some of the root causes of homelessness in Leicester / shire, e.g. joint school/ education and family support strategies to address homelessness among young people.

Budgeted costs: Preventive services

2009-10	2010-11	2011-12
£5,000	£58,473	£88,887

⁴ See Appendix 5 for key facts and figures about homelessness

Resettlement

Action Homeless has an established resettlement service which works to enable people to maintain independent living once they have moved out of supported accommodation.

The service currently has 1 FTE Tenancy Support Worker and a dedicated base at 6 St James Terrace which operates as a drop in centre, where people are able to attend for ongoing advice (e.g. tenancy, employment and training advice) and peer support once they have left Action Homeless accommodation.

The resettlement service has had some notable successes in the past year, for example in creating work placement opportunities for service users through Leicestershire Cares and in establishing a new Mentoring and Befriending Project in partnership with Leicestershire Aids Support Service (LASS). The service is also beginning to successfully use a number of former service users as volunteers and has established an IT suite at 6 St James Terrace, which people can use to take up learning, leisure and employment opportunities.

Despite these achievements, the service remains relatively small scale. Action Homeless currently spends only 2.5% of its budget on resettlement, meaning that it is able to provide resettlement support services to only a small proportion of the overall number of people leaving Action Homeless accommodation.

As a charity, we see resettlement as a key service in enabling people who have been homeless to transform their lives as it prepares them for independent living and provides them with an ongoing source of support and encouragement once they have moved into their own accommodation. We want everyone who leaves Action Homeless to have the opportunity to access our resettlement service should they need it. *We therefore intend to triple the capacity of our resettlement service during the life of this 3 Year Plan.*

Priorities for the charity in 2009/10 will be to:

- Undertake a strategic review of resettlement to establish how we can build on the existing strengths of the service and deliver the most effective support possible for service users in the future. The review will identify the priorities for growth in the second and third years of the plan. We will seek to actively involve resettlement colleagues and service users in the review.
- Successfully complete the pilot of the Mentoring and Befriending Project with LASS (ensuring that all required deliverables are achieved) and firmly establish the service within Action Homeless – using former service users to provide peer mentoring and support to our current group of residents.
- Develop a *Moving On* pack and accompanying resources to support people leaving Action Homeless accommodation move into their own homes. We also want to develop an accompanying *Moving On* (pre-tenancy) training course which provides practical information and advice about independent living which service

users can take up should they wish to before moving out of Action Homeless accommodation and into their own homes.

- Raise awareness and increase usage of the new IT suite at 6 St James Terrace, linking this to IT training for service users, where necessary. Having made the investment in this resource, we want to see it utilised as fully as possible.
- Enhance the efficacy of drop-in sessions at 6 St James Terrace, both as an opportunity for peer support but also as a time for meaningful engagement with service users and a spring board for them to find out about and undertake training and employment opportunities. We will continue to work with partners such as Leicestershire Cares in the content and delivery of these sessions.
- Create a dedicated space on the new Action Homeless website to provide information and support for people who have left our accommodation and moved into their own homes. We intend for this space to become a more dynamic and interactive on-line resource as the life of this plan progresses.

In the second and third years of the plan, we intend to substantially grow the resettlement service – our objective is to achieve a year on year growth. We have therefore budgeted for an additional 2 FTE members of staff to increase the reach of the resettlement team during the life of the plan. The first of these posts is in the budget for 2010/11 with the second post coming on stream in 2011/12. The exact nature and remit of these posts will be defined by the review that is scheduled to take place in year 1 of the plan. However, we are sufficiently committed to the growth of the resettlement service to ensure that these additional staff resources are included at this stage of the planning cycle. This level of growth will achieve a threefold increase in the capacity of our resettlement service.

Colleagues and former service users currently involved in delivering the resettlement service have put in a great deal of effort over the past 12 months to developing the Mentoring and Befriending Project. It is their commitment and inspiration that has got us to where we are today. However, as this project grows it is likely that we will have to move the management and support of mentors/befrienders and the associated training programme to a different part of the organisation to ensure that we have the capacity to make it a success. Those involved in setting up the project know this and will continue to play an important advisory role in the ongoing development of work in this area.

Finally, we want to increase the number of former service users who are involved in a voluntary capacity in the delivery of the resettlement service, especially the drop in sessions we run for service users. It is crucial however that we match the requirement for volunteers to the needs of the resettlement service. We therefore intend to make this one of the key issues that we examine as part of our strategic review of resettlement. The review will look to make recommendations on the future use of volunteers in the resettlement service. We will deliver these recommendations during the life of the plan.

Budgeted costs: Resettlement

2009-10	2010-11	2011-12
£32,917	£56,353	£81,152

Service user development

If we are to truly transform the lives of homeless people, then service user development work needs to be at the heart of Action Homeless' activity for the next 3 years.

We want to create meaningful and rewarding activity for service users that enables them to learn new skills and start working towards their aspirations. We also want to enable service users to unlock the social, learning, employment and career opportunities that will enable them to go on and play a full and active role in the community.

Much of this work we will be able to achieve ourselves, but we will also need to work in partnership with other agencies to ensure that service users have the best possible opportunity to rebuild their lives and achieve their potential.

Last year, the charity launched the RAP (Residents Actively Participating) Group. This is a user-led forum, with its own budget, that is responsible for organising activities and events for other Action Homeless service users. It is a terrific initiative which we will look to support and grow over the life of this plan.

But RAP is, in itself, just the start of the work that needs to be done in relation to service user development. Over the next three years, we want to dramatically increase opportunities for service user engagement right across the charity, and beyond.

We also want to ensure that we have dedicated staff resources in place to help us take forward this important area of our work. Too often in the past, service user development has been seen as an adjunct to people's existing roles within the organisation. Whilst some great work has been done, people always have other jobs to do which means that service user development tends to play second fiddle. We will therefore ensure that there is sufficient capacity within the charity to move forward our service user agenda.

Priorities for the charity in 2009/10 will be to:

- Appoint a 0.5 FTE Service User Development Officer to lead our service user development work. We will look to increase this to a 1 FTE role during the life of the plan.
- Invest more significantly in RAP, making available £5,000 for it to spend on service user activity and events in the first year of the plan.⁵ Our intention is to create an inspiring programme of activities and events for all service users, including team building events, outdoor pursuits, arts and sporting activity. The emphasis of these activities and events will be on creating a range of opportunities for meaningful service user engagement during the course of the year.
- Establish a training centre at Mayfield House, which will be used to deliver training courses (and activities) for all Action Homeless service users. In time,

⁵ This represents a fivefold increase in the RAP budget when set against 2008/9 figures.

- this may also prove to be a suitable venue to offer training to external professionals and organisations, for example on using the Outcomes Star System.
- Develop an internal service user training programme. During the first year of the plan we will prioritise the development of life skills and pre-tenancy training for service users. We will also continue to work with external partners, such as Sure Start, Parenting Information and Pregnancy Support and Embrace to provide a range of other training opportunities for our service users.
 - Develop a bi-annual Action Homeless Magazine, which will be compiled by a team of colleagues and service users from across the organisation. It will be professionally produced and provide opportunities for service users to take on (trained) roles as photographers, reporters and editors. It will be a magazine that is as much for the local community as it is for Action Homeless and will serve as a great vehicle for promoting the charity's work. Whilst printed copies of the magazine will be produced, the primary model of delivery will be via the website.

Over the life of this plan we intend to invest even more significantly in RAP. We want to achieve a year-on-year growth in the number and range of activities and events we provide for service users. Therefore, we will aim to increase the RAP budget to £10,000 in 2010/11 and £15,000 in 2011/12, giving RAP a total spend of £30,000 over the course of this strategic plan.

It is crucial that this investment goes on supporting *meaningful activity* for service users. Many of our existing service users complain that a lack of activity acts as a barrier to them taking up wider learning and work based initiatives. There is clear evidence to show that engagement in activities such as sport, the arts, team building and outdoor pursuits leads to increased take-up in learning and employment. So in providing these additional resources we are giving RAP the challenge of delivering activities which inspire service users to re-engage with their talents, interests and goals. With the dedicated support of a Service User Development Officer, we believe that this is a challenge they will pass with flying colours!

The new Action Homeless Magazine will provide another opportunity for meaningful engagement. We really want service users to be at the heart of developing the magazine, which will start off life as a bi-annual publication but which could develop into a more regular production within the life of this 3 Year Plan. Many of our existing service users have artistic and writing talents and we will be looking to provide training in media skills to enable them to harness these talents to the delivery of the magazine. The magazine's editorial committee will include both colleagues and service users who will be charged with producing a high quality magazine that raises awareness of Action Homeless' work and reports on key issues and events for the local community. We want it to be a magazine that service users feel proud to produce and which serves as an excellent publicity vehicle for Action Homeless' work.

During the second year of the plan we will look to develop proposals for a number of new social enterprise initiatives which put service users at the heart of delivering services for the local community.

Our initial thinking includes the development of coffee shops – linked to information and advice centres – and community gardening initiatives which will be run by service users, after receiving proper training. We do however need to take the time to consult properly with service users to explore what kinds of ideas and motivations they have for the development of social enterprise initiatives within Action Homeless. Such initiatives (and the training that will go with them) will provide an excellent opportunity for service users to develop the confidence, skills and references they need to go on and secure further employment.

Therefore, it is our intention to consult widely with service users during the second year of the plan to establish and agree the priorities for social enterprise development. We also intend to recruit 1 FTE Social Enterprise Manager towards the second year of the plan to lead and take forward this work. The recruitment of this post will be crucial to the development and delivery of successful social enterprise initiatives at Action Homeless.

As a charity we want to be able to better support service users come to terms with the emotional and psychological impact of homelessness. Colleagues from across the organisation provide really valuable support for service users in this area. However, they don't have the specialist skills needed to perform the counselling role that many service users need. We therefore intend to recruit a 0.5 FTE Counsellor during the third year of this plan so as to be able to provide specialist support for our service users in this area.

In the previous section it was highlighted that the Mentoring and Befriending project that has been established by the resettlement service would need to be moved elsewhere within Action Homeless to ensure that it is managed effectively. As soon as the new Service User Development Officer is in post, we will expect them to take on budget and (volunteer) line management responsibility for this project. The post holder will be based with the resettlement service at 6 St James Terrace, providing us with an opportunity to achieve continuity of support and direction in relation to the running of the project.

During the life of this 3 year plan, we intend to strengthen our relationships with organisations such as Leicestershire Cares and Working Links who are able to link service users with training and employment opportunities in the city and county. These relationships are incredibly important when it comes to giving training, employment and career direction to our service users. We will therefore work to create an even more effective relationship with these agencies as we set out to deliver this strategic plan.

Budgeted costs: Service user development

2009-10	2010-11	2011-12
£18,659	£37,957	£81,312

Fundraising and PR

One of the major challenges for Action Homeless is to diversify and increase its income base to achieve the deliverables set out in this plan.

The charity currently has no dedicated fundraising resource and is heavily dependent upon income from statutory contracts in order to deliver its services.

Whilst working hard to retain (and indeed grow) these contracts will enable us to strengthen our existing services, it will not provide us with the income necessary to develop the services and initiatives that are set out in this plan.

We therefore intend to significantly increase our investment in fundraising over the next 3 years. For the first year of this plan we will have in place 1 FTE Senior Fundraiser who will be responsible for our initial phase of income generation and then for overseeing the development of a fundraising team. The recruitment of this post was approved by the Trustees in November 2008.

In the second year of this plan we will add a second fundraiser to the team. We then intend to extend our fundraising resources further still in the third year of this strategic plan by appointing a third FTE fundraiser.

It will be the responsibility of the fundraising team to generate the additional funds necessary to deliver this strategic plan (as well as cover their own salary costs). In particular, we will be looking to generate funds from unrestricted sources, primarily through direct dialogue and individual giving, although we will seek to use corporate, grant, contract and lottery funding strategically to grow the new areas of work outlined in this plan. Consideration will also be given to the feasibility and desirability of running charity shops as a additional source of income generation.

Our current targets for charitable income generation are as follows:

- Year 1 = £90,000
- Year 2 = £200,000
- Year 3 = £350,000

In addition to the costs of recruiting a Senior Fundraiser, we have made an additional £10,000 available to support the development of fundraising activity during the first year of the plan. We will review the level of investment given to the fundraising team in each year of this plan, based on our aspirations and the previous year's performance figures. If the fundraising team are unsuccessful in achieving their targets we will have to review the overall deliverables set out in this 3 Year Plan.

There is a clear message emerging from other local charities in Leicester / shire that good quality press and public relations goes hand in hand with effective fundraising. As a charity it is unlikely that we will be able to generate the funds we need without an

increased public awareness of the work of Action Homeless. This is a critical issue for Action Homeless as its public profile is currently highly underdeveloped.

The Senior Management Team has agreed that a key focus for the Chief Executive over the next 3 years will be to raise the profile of the organisation externally.

We have set aside £5K in each year of the budget to engage a part-time press / PR consultant to support the Chief Executive in raising the profile of the charity among key stakeholders and the community.

This will involve establishing a visible press and broadcasting media presence and ensuring that the organisation's policies and positions on key homelessness issues are more prominent within the local community.

To date, the charity has maintained a very low public profile when it comes to homelessness issues. We want to change this during the life of this 3 year plan, ensuring that the charity campaigns to raise awareness of homelessness issues and works to influence public policy in relation to homelessness in Leicester / shire. This will be another key objective for the Chief Executive over the next 3 years.

In the first year of the plan, we will be looking to identify a number of high profile patrons who can assist us in raising awareness of the charity and taking forward our goals and aspirations over the next 3 years.

Finally, we will be looking to maximise the impact of our new website during the life of this plan and see the web site as a key vehicle for raising awareness of the charity's services, impact and achievements in the community.

We will develop a PR / Campaign Strategy to underpin our external relations work during the first year of the plan.

Budgeted costs: Fundraising and PR

2009-10	2010-11	2011-12
£54,591	£90,577	£126,488

Central Services

The Central Services team provides leadership and administrative support for the charity. There are a number of significant priorities which the team will be looking to address during the life of this 3 Year Plan.

Environmental management

Organisations such as Action Homeless have an important responsibility to manage the impact of their operations on the environment.

This is going to become an increasingly important issue for Action Homeless, especially as organisations which deliver services using public money are having to demonstrate their competence in environmental management as part of new local authority tendering and procurement processes.

Action Homeless has recently developed its first ever Environmental Management Action Plan and the central services team will be responsible for ensuring that the charity achieves the deliverables set out in the action plan during the life of this plan.

One of the key deliverables in the plan is to achieve EMAS⁶ accreditation by December 2010. Accreditation with EMAS will give us an important framework to strengthen our environmental performance and an external quality mark with which to evidence our competence in relation to environmental management.

The Environmental Management Action Plan has been placed in full in the shared directory in the folder entitled *Environmental Management* where it can be accessed by colleagues at any time.

Colleague development

People are central to Action Homeless' business. We currently spend 75% of our resources on employing people to work with our clients and therefore need to make the most of this investment.

During the first year of this plan, we will develop and implement a new performance management system across the organisation, which provides a clear process for setting individual work plans and for monitoring and reviewing colleagues' performance during the course of the year. As part of this process we will be looking to introduce new individual learning plans so that colleagues have the opportunity to develop the skills they need to excel against their strategic objectives.

In December 2008, we carried out a Colleague Opinion Survey, the results of which are reproduced in appendix 6. The survey results highlight key areas where the charity needs

⁶ EMAS - the Eco-Management and Audit Scheme, is a voluntary initiative designed to improve companies' environmental performance.

to improve, for example in ensuring safety in the workplace and in enhancing the ways in which we communicate with our colleagues across the organisation.

We will be looking to improve on the areas of underperformance highlighted by the survey during the first year of the plan. We will repeat the survey at the end of 2009/10 to establish whether we have improved and to identify the priorities for future action. There will be an opinion survey carried out for each year of the plan and our aim is to achieve a year-on-year improvement in the results.

In year 2 of this plan we will start working towards the Investors in People award. We believe that this will provide the charity with a valuable framework to strengthen the way in which we manage and support people. It will also provide independent evidence of our achievements in this area of work. We will aim to have achieved accreditation with Investors in People by the end of 2010/11. Work to achieve this target will be led by our Human Resources Manager and we will also look to involve colleagues from across the charity in achieving this award.

At the start of the first year of the plan, we will be recruiting for a 0.5 FTE Human Resources Officer as temporary cover for Tammy Bolton who will be going on maternity leave. The costs for this post have been built into the budget for the first year of the plan.

Finance

The finance team at head office do a superb job in managing the organisation's finances. But their work is often undertaken in isolation from the rest of the organisation.

During the life of this plan we therefore intend to work to install a greater degree of budgeting understanding and rigour across the rest of the organisation.

For the first time, managers were fully involved in setting the budgets for 2009/10. This was a great start and we will be looking to achieve an even more effective level of engagement from colleagues when we set the budgets for 2010/11.

From the start of this 3 Year Plan we will be requiring all managers to work with their teams to complete quarterly forecasts against each of their budget lines. As a result, we intend to be much smarter as an organisation in dealing with budget variances.

We understand that some of our colleagues find the area of financial management difficult. Therefore, we will look to support people move up the financial learning curve through a mixture of on the job coaching and training, where appropriate.

Last but by no means least we intend to complete a comprehensive review of our reserves and investment policies during the first year of the plan. The Board of Trustees have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets ("the free reserves") held by the charity should be six months of the resources

expended. We want to ensure that this policy is still fit for purpose and that our investment strategy is sound in the current economic climate.

Trustee reporting

Given the volume of work we want to deliver through this 3 Year Plan, it is essential that Trustees receive a high standard of information in relation to the charity's business. The quality of our reporting to Trustees is however currently poor.

Therefore as an urgent priority at the start of this plan, we intend to review and improve our existing reporting methods. In doing so, our aim will be to give Trustees a clear and honest line of sight when it comes to tracking progress against the deliverables set out in the plan.

We will aim to be in a position to provide a range of improved reports to Trustees at the full Trustee Board meeting in May 2009 and will continue to work with Trustees during the life of this plan to ensure that our reporting meets their requirements.

Management information

Linked to the issue of effective Trustee reporting is the fact that the organisation is not producing much by way of useful management information – apart from the Performance Indicator Workbooks we are required to produce for the Supporting People team.

We will therefore prioritise undertaking a review of our management information recording and reporting systems during the first year of the plan. Our aim will be to generate regular performance data which serves as a useful aide to decision making.

In particular we want to be able to measure 3 key aspects of our performance:

1. The length of time former service users sustain independent living once they leave our accommodation
2. The levels of satisfaction service users have with the services they receive
3. The extent of transformation in service users lives achieved through their involvement in Action Homeless – measured through engagement with social, cultural and learning opportunities and work.

We will prioritise the development of recording systems which enable us to monitor and report on our progress against these 3 key performance indicators.

Premises

Action Homeless' head office in Wigston is a perfectly suitable base for Central Services at this moment in time. We envisage that it will continue to be so, certainly for the first year of this 3 Year Plan.

However, we are nearing the limits of our capacity for new office space. Therefore, if the targets for growth set out in this plan are achieved, it is likely that the charity will need to seek alternative accommodation towards the end of the second year of the plan.

We therefore intend to review our accommodation needs and options during 2009/10 so that we are in a position to take these forward during the second year of the plan. At this time, the budget for Central Services is based on the cost of renting our existing offices in Wigston. Future iterations of the plan will need to set out the cost implications of any move to new accommodation.

Equality Management

Over 40% of the people living in Leicester are from ethnic minority communities. Leicester has the highest population of ethnic minority residents of any city outside of London. The number of ethnic minority people living in Leicester is set to increase further over the next 3 years.

Therefore, one of the key priorities for the Central Services Team over the life of this plan will be to ensure that our key service offerings are accessible to the full range of people and communities living in the city. Action Homeless has recently developed its first ever Equality Action Plan which we will aim to deliver during the life of this 3 Year Plan.

The Equality Action Plan has been placed in full on the shared directory in the folder entitled *Equality Management* where it can be accessed by colleagues at any time.

Trustees

The Trustee Board is keen to ensure that it is as effective as possible in supporting and overseeing the delivery of this 3 Year Plan.

A key priority for the first year of the plan will be to recruit a number of new Trustees to the Board. We particularly want to recruit new Trustees from a financial, service user, fundraising and HR / leadership background.

Throughout the life of this 3 Year Plan we will also look to provide training and development opportunities for Trustees to support them in their roles and to enable them discharge their wider governance responsibilities.

Budgeted costs: Central Services

2009-10	2010-11	2011-12
£230,082	£236,011	£244,348

Sundry significant expenditure

Expenditure against the following significant items will be controlled centrally by the Chief Executive.

Training

Training is a crucial investment in our people and we have therefore budgeted **£40,443.29**⁷ over the life of this plan to support training and development among our colleagues. We will carry out a detailed training needs analysis for all employees in year 1 of the plan. Monies will not be released from the budget until the analysis is completed and documented. Priority will be assigned to providing colleagues with the training they need to fulfil their current roles and to meet our strategic priorities to the standards required. Attendance at conferences and ad hoc training events will take a secondary priority.

Information technology

The charity has recently made a significant investment in a new fully networked IT system for all Action Homeless sites. We have entered into a 12 month support contract with Bramatt Computing Ltd to ensure the effective maintenance and running of the system during the first year of the plan. We have budgeted **£13,840.32**⁸ over the life of this plan to cover the costs of this maintenance and support contract. We will however review our provider arrangements annually to ensure that the charity is receiving the best possible IT support service.

Publications and subscriptions

Publications and subscriptions are important if the charity is to retain a high level of awareness of the external environment. We have budgeted **£15,070.57**⁹ over the life of this plan to cover our publications and subscriptions costs. We will however undertake a thorough review of our publications and subscriptions expenditure during the first year of this plan to ensure that we are maximising our investment.

AGM and conference

We have budgeted **£9,227**¹⁰ over the life of the plan to cover the costs of our annual AGM. The budgeted costs for this event are higher than in previous years as we want to combine the AGM with an annual conference to raise awareness of Action Homeless and advance discussion and debate on aspects of homelessness within Leicester/shire. The topic for the 2009/10 annual conference will be *Transforming Lives*.

⁷ Training costs have been apportioned across each of the different cost centres, with an average planned training spend per member of staff in year 1 of £243.

⁸ IT support contract costs have been apportioned across each of the different cost centres

⁹ Publication and subscription costs have been assigned to the Central Services cost centre

¹⁰ AGM and Annual Conference costs have been assigned to the Central Services cost centre

Colleague development day

There is a budget of **£3,075**¹¹ over the life of this plan to enable us to bring colleagues together from across Action Homeless for an annual development day. The development day will be held in the spring of each year of the plan, starting in April/May 2009.

The purpose of the day will be to celebrate the successes in the organisation from the previous year, discuss plans for the coming year and to have guest speakers to talk on issues that are of relevance to our work.

Festivals / celebrations

There is a budget of **£5,075**¹² over the life of this plan to support the celebration of religious and cultural festivals, relevant to our service users and the communities they live in. In previous years, this money has always been spent on Christmas celebrations. Our service users from different faiths and cultural traditions have rightly requested that similar attention be paid by the charity to other religious and cultural celebrations. We have therefore asked RAP to determine how this money should be spent both to celebrate Christmas and other festivals which are relevant to our service users during the course of this strategic plan.

¹¹ All staff development day costs have been assigned to the Central Services cost centre

¹² Festivals / celebration costs have been assigned to the Charity Budget cost centre

Appendix 1: Vision and Values of Action Homeless

Who we are

Action Homeless is a Leicestershire based charity dedicated to tackling the causes and consequences of homelessness.

We provide supported accommodation and resettlement services which seek to enable people who are homeless to rebuild their lives.

We also undertake preventive work in the community to stop homelessness from occurring, especially among groups of people who are particularly at risk.

Action Homeless believes that people who are homeless have the potential to transform their lives. We will support them in every way we can to develop the confidence and skills they need to achieve independent living and realise their goals.

Vision

Our vision is to empower homeless people to transform their lives.

Values

- Everyone has the right to live as independently as possible and we will do everything we can to ensure people affected by homelessness achieve and maintain independent living.
- Those affected by homelessness have the potential to transform their lives through support and education to enable them to achieve their aspirations.
- People at risk of homelessness have the right to expect timely and clear information and support to ensure that they do not become homeless.
- Everyone affected by homelessness has the right to expect good standards of accommodation and we will work to ensure that our housing projects are of high quality.
- Everyone using our services has the right to have their say in how these services are run and we will work to ensure that they have a voice in the running and development of the charity's activities.
- Our colleagues are the key to Action Homeless' success and we will work to create a culture which values and supports the people that work with us.

Strategic Aims

- To empower people who have become homeless to rebuild their lives and achieve and maintain independent living.
- To create opportunities for meaningful engagement for our service users, which provide a spring board for them to identify and realise their goals and aspirations.
- To provide a high standard of supported accommodation that promotes positive aspirations for independent living.
- To ensure that our colleagues have the necessary skills and experience to support the individual needs of our service users and empower them to rebuild their lives.
- To ensure that anyone affected by (or at risk of) homelessness has access to high quality information and support which prevents homelessness.
- To ensure that people who have been affected by homelessness are included and valued by society.

Appendix 2: Planned recruitment schedule 2009-10

Recruitment Year 1 2009-10 (start month)	Feb 09	Mar 09	Apr 09	May 09	Jun 09	Jul 09
Senior Fundraiser						
Human Resources Officer (Maternity Cover)						
Service User Development Officer						

Appendix 3: SWOT Analysis

<p>STRENGTHS</p> <p>Strong reserves</p> <p>Committed colleagues</p> <p>Good reputation among stakeholders</p> <p>Specialist knowledge about homelessness</p> <p>Good standards of accommodation</p> <p>High levels of commitment and vision</p> <p>Variety of service options (housing)</p> <p>Service user consultation and involvement</p>	<p>WEAKNESSES</p> <p>Fear of change / risk averse</p> <p>Dependency on existing income streams</p> <p>Very low public profile</p> <p>Colleagues working in project silos</p> <p>Limited service offerings beyond supported accommodation</p> <p>No <u>evidence</u> of quality beyond SP</p> <p>Limited management information to support decision making</p> <p>Poor working environment in some projects</p>
<p>OPPORTUNITIES</p> <p>Improve services for minority communities</p> <p>Colleagues highly motivated by strategic involvement</p> <p>Achieve fundraising potential</p> <p>Growth in prevention / resettlement</p> <p>New procurement environment – opportunities to achieve greater economies of scale</p> <p>Attainment of quality marks to provide external evidence of quality provision</p> <p>RAP and increased opportunities for service user engagement</p> <p>Better communication through new IT system</p> <p>Social enterprise initiatives</p>	<p>THREATS</p> <p>New procurement environment</p> <p>Loss of projects through tendering</p> <p>Colleagues de-motivated if not brought into vision/strategic plan</p> <p>Not able to secure sufficient alternative funding to deliver the plan</p> <p>Insufficient people resources to manage growth effectively</p> <p>Too much too soon –colleagues find it difficult to manage the volume of change</p>

This SWOT analysis captures a moment in time and we will need to continually review this as the plan rolls out. We believe that the plan set out in this document addresses the challenges identified by the SWOT analysis and we look forward to our successful delivery against that plan.

Appendix 4: Key strategic risks

The Senior Management Team has recently worked to review the risks that are inherent in our current strategy. This is neither a comprehensive nor a fixed listing of all the risks we will face throughout the life of the plan but a summary of the strategic risks that could undermine the plan over the next 3 years.

Risk	Consequence	Control
We are unable to generate the funds needed to deliver the plan.	Lack of confidence in the strategy. Reduction in the scale and scope of our ambitions for homeless people.	Appoint Senior Fundraiser. Performance targets for fundraising team. Trustee reports and meetings.
Our investment doesn't lead to a reduction in homelessness or transformation in lives.	Charitable resources not spent appropriately Withdrawal of investment and reduction in size of activity. Negative impact on service users well being.	Ensure effective <u>impact</u> reporting. Obtain feedback from service users. Trustee reports. Finance and Operations Sub Committee.
Service users don't engage effectively with us.	Reduced credibility of service developments and external relations. RAP is unable to meet the ambitious agenda that has been set out for service user engagement. Impairs decision making in that we cease to become user-led.	Appoint Service User Development Officer. Actively involve service users in strategy and service development. Create attractive opportunities for activity and engagement that create demand.
Too much too soon – colleagues find the scale and pace of change difficult.	Colleagues become demotivated / disengaged Key deliverables not achieved. Focus is on internal worries rather than service users.	Opinion Surveys. Actively involve colleagues in strategy and service development. <u>Supportive</u> performance management.

<p>New areas of work may fail to have desired impact</p>	<p>Reduced credibility among stakeholders.</p> <p>Negative impact on service users well being.</p>	<p>Exit strategies developed for new services</p> <p>Trustee reports and meetings.</p>
<p>Failures in tendering reduce our capacity to deliver during the life of the plan.</p>	<p>Loss of valuable projects and services.</p> <p>Fewer service users to engage with and consult.</p> <p>Impact on colleagues' morale and the morale of the whole organisation.</p>	<p>External training and consultancy support.</p> <p>Library of past tenders to inform work.</p> <p>Good communication with colleagues about progress of tenders.</p>
<p>Higher public profile changes our relationship with commissioners.</p>	<p>Action Homeless loses some of its good reputation among professionals.</p> <p>Impact on our delivery to retain / generate contracts.</p> <p>Removes a lever in our attempt to achieve wider change for homeless people.</p>	<p>Development of PR / campaign strategy.</p> <p>Trustee reports / meetings</p> <p>Work with LAs to tackle issues of joint concern.</p> <p>Operate as a critical <u>friend</u> to statutory services.</p>
<p>Existing organisational knowledge inadequate to deliver elements of the plan.</p>	<p>Failure to effectively deliver new service ideas e.g. social enterprise.</p> <p>Delivery and impact of deliverables not sufficiently monitored and evaluated.</p>	<p>Appoint specialists to key roles i.e. Information Worker and Social Enterprise Manager.</p> <p>Increase knowledge of new work areas on Trustee Board.</p>
<p>We don't currently have the management information or evaluation tools to assess the impact of the plan.</p>	<p>Lack of confidence in the strategy</p> <p>Withdrawal of investment</p> <p>Inability to ensure services are appropriate to need</p> <p>Impairs decision making</p> <p>Difficult to set targets for funders and for internal performance monitoring.</p>	<p>Develop a suite of management information reports to outline progress in relation to the key performance indicators set out in the plan.</p> <p>Move from measuring activity to measuring impact against the plan.</p> <p>Trustee reports / meetings.</p>

During the life of the plan we will work to create additional risk registers covering all aspects of the charity's work, including financial and operational risks. Crucially, we will also examine what additional risks we take on as we expand our direct services to people affected by homelessness and the policies and controls that will be required to manage those risks.

Appendix 5: Homelessness facts and figures

Leicester's population

289,700 people

40% of population = ethnic minority background

Due to increase by 12,700 by 2012

(source: Leicester's homelessness review)

Leicester and deprivation

Leicester is ranked 20th most deprived authority nationally out of 354. (DCLG 2007 index of multiple deprivation)

Leicester and housing

c.122,500 dwellings in Leicester city, more than 25% of which were built pre-1919.

59% owner occupied, 12% private rented, 19% rented from local authority, 8% rented from housing associations, 3% other rented.

There has been a substantial reduction in the number of Council and Housing Association lets since 2002/03. (3,040 in 2002/3, 2,125 in 2005/6 and 1778 in 2007/8).

11% of all Leicester's households are overcrowded, compared with 7% nationally.

There is a shortage of 2 and 4+ bedroom affordable accommodation in Leicester.

There is a shortage of adapted affordable housing.

Leicester and homelessness

Homelessness applications and acceptances have fallen over the last 5 years

Those declared statutory homeless have more than halved between 2003/04 and 2006/07.

Non-statutory homeless also decreasing (but less quickly)

About half of people referred by the local authority's outreach service were initially turned away from direct access hostels due to lack of bed spaces.

Repeat homelessness is falling – from 23 in 2004/5 to 1 in 2007/8.

Main reasons for homelessness in Leicester

Loss of assured shorthold tenancy (26% of total homeless approvals)

Violence (including domestic violence)

Parents no longer able / willing to accommodate

Other relatives / friends no longer able / willing to accommodate

(source: Leicester City Council Adults & Housing department)

Profiles of statutory homelessness in Leicester 2007/8

37% (76 cases) aged 16-24

55% (111 cases) aged 25-44
8% (16 cases) aged 45-69
48% (95 cases) white ethnic background (Leicester total white population c.60%)
17% (33 cases) asian ethnic background (Leicester total asian population c.31%)
27% (53 cases) black ethnic background (Leicester total black population c.8%)

This means that:

Black people the most over represented group when you look at the proportions for the total population of Leicester.

Non-statutory homelessness in Leicester

Difficult to quantify – hidden and transient.

c.1370 single people have used hostels each year over the last 3 years.

These are mainly single males.

Proportion of women has grown from 28% in 2004/5 to 38% in 2007/8

Proportion of young people has grown from 32% aged under 24 in 2002/3 to 57% in 2007/8.

Ethnic profiles have remained stable since 2002/3 (in 2006/7 white = 77.6% asian/asian british = 9.8%, black/black british = 7.3%, mixed = 3.9%, Chinese = 0.1%, unknown = 1.3%).

In 2007/8

33% of service users on job seekers' allowance, 31% on income support, 10% on incapacity/disability benefit.

For male service users, c.17% have alcohol problems (significant upward trend of drug related issues)

For female service users, significant upward trend of learning disabilities, reduction of those with drug and alcohol problems.

40% of service users refer themselves

40% of Dawn Centre service users stay less than a week.

People with no bedroom = 920 singles and 81 childless couples (15/8/08)

Rough sleepers – 5 in March 2007 (count). Number relatively stable, but estimate on average 10 rough sleepers in Leicester.¹³

Leicester and alcohol

Leicester has numbers higher than the national average for:

Alcohol specific mortality

Chronic liver disease mortality in men

¹³ This is an official statistic published by Leicester City Council. Other surveys (Community of Grace, The Bridge) have indicated a much higher figure, with up to as many as 50 people rough sleeping at any time.

Hospital admission rates related to alcohol (men and women)

(source: Pat Hobbs, Leicester City Council/Rod Moore NHS
Leicester City)

Alcohol related hospital admissions have doubled for men and women in the past 5 years

Other facts

75% of offenders most likely to re-offend had a housing need

Teenage Pregnancies

- The UK has the worst record on teenage pregnancy in Europe with teenage birth rates more than twice as high in Germany, more than three times as high as France and more than five times as high as in the Netherlands (based on 1998 figures).
- Each year 40,000 under 18 year olds in England became pregnant
- 8,000 of these conceptions are to under 16s
- England has the worst record for teenage pregnancies in Europe – the teenage birth rates are twice as high as Germany, three times as high as France and six times as high as the Netherlands.

Source www.nhs.co.uk

<http://www.ukyouth.org/howeare/Facts+and+Figures.htm>

Young people and Homelessness

- Between 36,000 to 52,000 young people are estimated to have been ‘found homeless’ by local authorities in England in 2003
- It can be estimated that 1 in 8 of those homeless young people (up to 6,700) may have recent experience of rough sleeping
- In 2004 9% (10,930) of those accepted as statutory homeless and in priority need by Local Authorities in England was due to them being a ‘Young Person’
- It is likely that several thousand young people experience homelessness without having any contact with local authorities in England each year

Sources (*Centrepoint homelessness Youth Index, 2004*)

<http://www.ukyouth.org/howeare/Facts+and+Figures.htm>

Older people and homelessness

How many older people are unofficially homeless in England and Wales?

Based on the statistical information outlined above we can roughly estimate that up to 42,000 older people are unofficially homeless in England and Wales (Pannell and Palmer).

How many older people homeless people are 'officially' accepted as homeless by their local authority?

In the year to April 2003, 4,420 households were accepted as statutorily homeless in England because of vulnerability related to old age. This represented 3% of all acceptances in England (ODPM 2004). However, guidance to local authorities suggests that 'old age' should be defined as people aged 60+, although some local authorities may consider people aged 50+. This means that most older people over 50 may not be accepted as homeless due to old age depending on the interpretation of individual local authorities (Crane 1999).

National statistics on rough sleeping

Rough Sleeping

Knowing precisely how many people sleep rough at any time is complex: people move about, hide away or travel all night on buses. Others who claim they are sleeping rough may actually have somewhere to stay. In the 1990s, the voluntary sector and the Government agreed a way to measure rough sleeping consistently, to show trends and patterns. This helped to allocate resources fairly and measure their impact. The 'street count' methodology only counts people actually seen 'bedded down' by local teams during a short period at night and street counts are not conducted in every local authority area. The methodology therefore reveals the absolute minimum level of rough sleeping rather than the full extent.

The total number of people found rough sleeping by local authority street counts has fallen by nearly three quarters - from 1,850 in 1998 to 483 in 2008

England

- Last year, 74 street counts were carried out. They found a total of 483 people sleeping rough in England on any given night, a reduction from the previous year's figure of 498.
- The total of local authority street counts in London last year was 238 (49% of the total for the whole of England).

Over 9,000 people have been helped off the streets of London since 2005.

87% male and 13% female

62% were between 26 and 45. 30% were over 46. 7% were under 25.

50% were 'white British' and 14% were 'black or black British'. Eight percent were white Irish and 4% were Asian or Asian British.

61% were UK nationality, 11% were of recent EU nation states.

Of those whose support needs are known, 41% had drug problems, 49% had alcohol problems and 35% had mental health problems. (People may be counted in more than one category). Fifteen percent had neither drug, alcohol or mental health problems. These proportions have remained consistent over the last four years.

(Source: homeless link <http://www.homeless.org.uk/policyandinfo/facts/rskeystats1>)

Hidden homeless

The New Policy Institute in their research for Crisis in 2003, estimated that there are between 310,00 and 380,000 hidden homeless people (Note that this figure includes people in hostels, who are not "hidden").

Sources

Leicester's Homelessness Strategy 2008-13 (draft), Leicester City Council 2008

Bevan, P. and van Doorn, A. 2002. **Good Practice Briefing on Multiple Needs**. Homeless Link.

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Keyes, S. and Kennedy, M. 1992. **Sick to death of homelessness. An Investigation into the links between homelessness, health and Mortality**. Crisis.

ODPM Homelessness statistics 2003/2004.

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St Mungos. **The Big Survey 50-50**. November 2004.

Appendix 6 Colleague Opinion Survey 2008/9

The number of people who responded = 23 out of 41 colleagues. 56% Response rate

	Definitely Not	Its Unclear	Sort of	Yes It's Clear	Not Answered
Do you have an understanding of the strategic direction of Action Homeless?	4.35%	13.05%	39.13%	43.47%	0%
Do you have a clear understanding of the strategic direction of your project?	0%	13.04%	39.13%	47.83%	0%
Do you have an understanding of Action Homeless' aims and objectives?	0%	8.69%	34.78%	52.18%	4.35%

	No	Rarely	Irregular	Yes Regularly	Not Answered
Do you have regular supervision meetings with your line manager?	0%	0%	4.35%	86.95%	8.70%

	No	Yes	Not Answered
Do you receive notes from your supervision meetings?	0%	100%	-
Did you have an annual appraisal?	13.05%	73.90%	13.05%
Do you have a copy of your annual appraisal?	21.73%	65.22%	13.05%
Do you have a set of objectives for 2008/09?	47.83%	30.43%	21.74%
Do you have an agreed training & development plan?	69.56%	17.39%	13.05%
Do you have a job description?	4.34%	95.66%	-
Are your job responsibilities clear?	34.78%	65.22%	-

Please indicate the level of satisfaction or dissatisfaction with the following

	Very Satisfied 1	2	3	4	Very Dissatisfied 5	Not Answered
The morale of the people you work with?	8.69%	21.74%	34.79%	30.44%	4.34%	-
Your own morale?	21.75%	26.09%	26.09%	21.73%	4.34%	-
The level of encouragement & praise you receive?	21.75%	30.43%	26.09%	17.39%	4.34%	-

Please indicate the level of satisfaction or dissatisfaction with the following

	Very Satisfied 1	2	3	4	Very Dissatisfied 5	Not answered
The level of constructive feedback you receive to help you improve your performance	17.39%	30.43%	39.13%	4.35%	4.35%	4.35%
The level of opportunities for upward feedback	13.05%	21.73%	39.13%	8.69%	4.35%	13.05%
My current job	26.09%	21.73%	43.48%	4.35%	0%	4.35%
My current compensation	21.73%	21.73%	34.80%	13.05%	0%	8.69%
The people skills of my manager	47.83%	30.43%	8.69%	13.05%	0%	-
The level of support received from my Manager	39.13%	39.13%	17.39%	4.35%	0	-
The level of support received from my colleagues	21.73%	43.48%	13.05%	13.05%	8.69%	-
The team spirit within my project	39.14%	21.74%	8.69%	13.05%	8.69%	8.69%
The team spirit across Action Homeless	8.69%	13.05%	34.79%	26.08%	17.39%	-

The level of communication across Action Homeless	4.35%	13.05%	30.43%	30.43%	21.74%	-
The level of communication between you and your manager	30.44%	43.48%	17.39%	8.69%	0	-
The level of communication within your project	34.78%	34.78%	13.05%	17.39%	0%	-
The level of your involvement in decision making	21.73%	26.09%	26.09%	13.05%	8.69%	4.35%
The knowledge & understanding you hold about the roles of the Trustees	21.73%	13.05%	26.09%	34.78%	4.35%	-

	Excellent	Good	Fair	Poor	Very Poor
Overall, how would you rate Action Homeless as a place to work?	17.39%	43.48%	39.13%	0%	0%

What 3 things are brilliant about working for Action Homeless?

1. Superb colleagues who are mostly very committed to the charity and the cause
2. The chance to make a real difference
3. RAP – let’s make more of it
4. Accommodation standards
5. Dedication of some team members
6. Clients feedback on services and moving on with their lives
7. The amount of annual leave we receive
8. The say staff have within the company, our views are asked for re: most operational discussions
9. The service we are giving within the homeless sector
10. The support and care given to residents
11. The staff
12. Being consulted and having your ideas listened to and being put into practice
13. Commitment and loyalty of staff

14. Now have direction to move the organisation forward with new visions and leadership
15. Varied and challenging work
16. Small organisation everyone knows everyone
17. Care passionately about service users
18. Friendly colleagues
19. Being able to help people
20. People I work with
21. Amount of annual leave days
22. Job satisfaction of seeing residents progress in their lives
23. Working in my team
24. Creating therapeutic relationships with residents
25. Worthwhile progression, being able to make a difference
26. Good flexi hours
27. Good chance of progression (career wise)
28. Pay increases that reflect my workload
29. Head office flexible with shifts, allowing appointments etc
30. Most staff are reasonably and generally accommodating
31. Seeing positive outcomes for residents
32. Feeling that we can make a difference
33. Feeling part of something worthwhile
34. Helping residents move on with their lives in a positive way
35. Meeting interesting people and learning about their issues
36. Going on useful courses
37. Helping homeless people
38. Moving forward – wider support
39. To be part of a team (when morale improved)
40. Flexibility
41. Future plans
42. Homely projects for our residents we provide
43. Working with outside agencies and getting involved with specialist help.
Seeing the good work that is done in helping residents
44. Standard of most training
45. Seeing residents improve their lives and moving into independent living
46. Caring, compassionate, friendly, unique, in our understanding of homelessness and also do our best to help and support the requirements of each person as an individual resident and staffs well-being equally.
47. Recognises staff potential when training needed to enable staff to give a good service to the resident. Help them become independent and recognise resident full potential.
48. I enjoy working with my colleagues on a daily basis and residents as the days are quite diverse and try to have happy environment. I feel Action Homeless is understanding and fair to all. I feel I could approach managers, trustees, admin staff and domestics as we are all part of a team. Hope they feel the same.
49. I have a supportive manager and enjoy working for my client group

50. I feel more confident and motivated towards the future after hearing the strategic plans and vision of the new Chief Executive
51. I am pleased to say that Action Homeless have been fair and equal to meet my needs and concerns
52. The genuine caring attitude of the staff when dealing with residents problems is second to none
53. Having the ability to take in homeless people and provide food and shelter for them at a very reasonable rent and seeing people go forward to a home of their own.
54. I personally have learned tolerance with other unfortunates, I have made hundreds of friends over the years most of them ex-resident
55. Colleagues
56. Variety in work
57. Good working conditions
58. The work the charity does
59. The staff team
60. The locality

What 3 things does Action Homeless need to better?

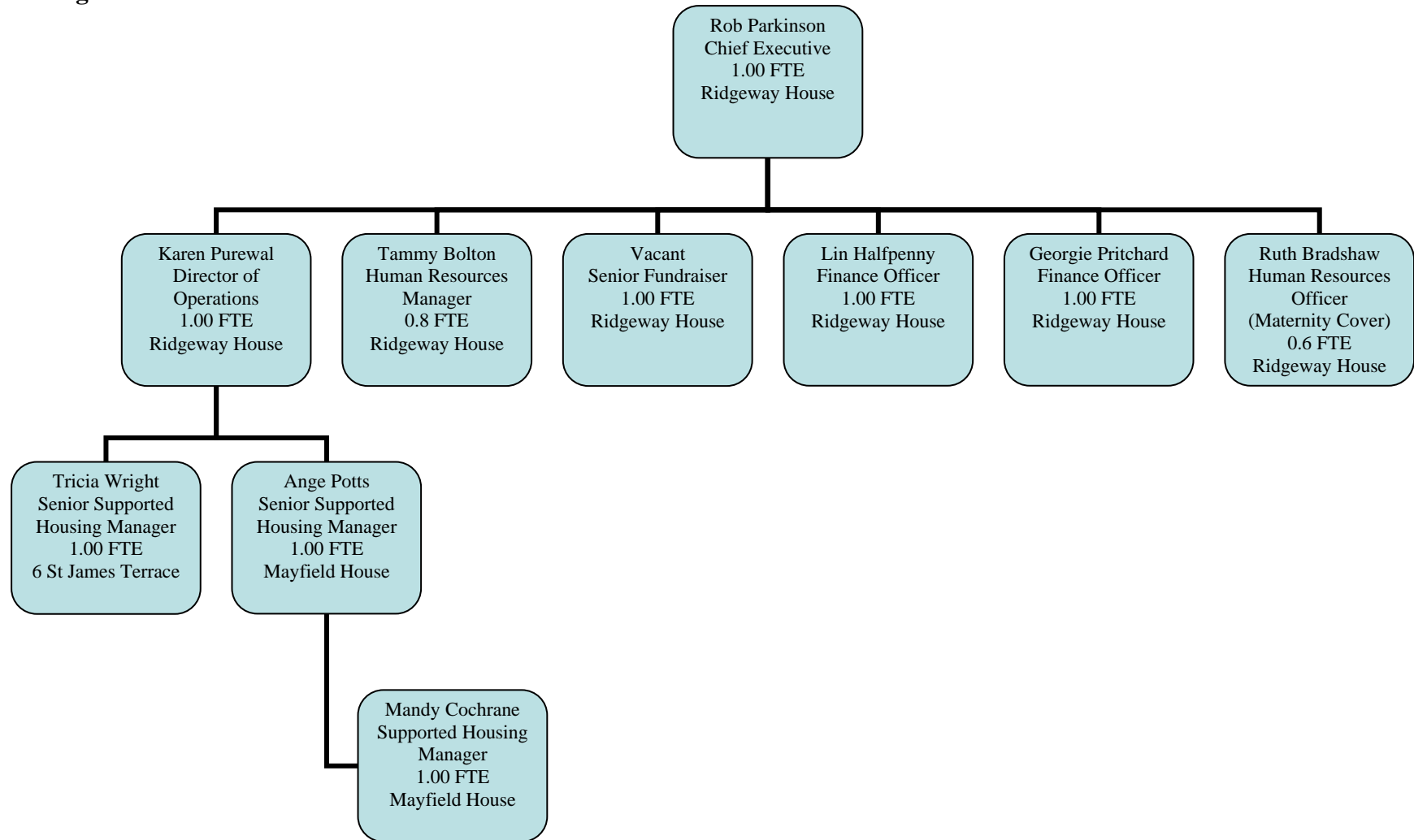
1. Value staff better
2. Manage performance more effectively
3. Be much more ambitious in its aspirations and in its inspirations for homeless people
4. Staff working environments
5. Team competencies / culture
6. Position in the market place
7. Better safety for staff, CCTV
8. Better working environments, equipment
9. To allow staff at individual projects to have more say regarding residents. We have to work with them on a day to day basis. We are the ones taking the risk with residents not managers.
10. Would like Action Homeless to adopt an anti-bullying policy across the organisation for staff, managers and residents.
11. Induction and training – better communication between staff members
12. Would like to see staff motivation days once a month to work alongside staff in the different projects including head office and tenancy support.
13. Staff views – majority of changes are faced with negativity rather than looking at the positive it may bring. This makes it difficult for the organisation to move forward when people dwell on past events.
14. More consideration should be given to the needs of the organisation / services instead of staff focusing on personal needs and objections to be voiced appropriately not to external agencies.
15. Communicate and consult more effectively
16. Provision for women, 2nd stage supported housing prior to independent living / work with partners / father of child

17. Larger resettlement staff team, or allow project workers time to continue support once left a project into independent housing.
18. Buy own buildings to convert to projects to avoid tendering and possibly loss of projects in the future.
19. More networking
20. Management to interact more with all workers explaining what's happening within the company
21. Sessional workers to get feedback about their role
22. Communicate – each scheme has its own bank of knowledge that isn't shared around. We don't have a broad vision across schemes.
23. Increase services – lease buildings for female resettlement and families
24. Activities – should be a major part of helping residents to progress
25. Old school thinking (cliques)
26. Staff led ethos
27. Us against them attitude
28. Working relations between Mayfield and smaller schemes
29. More training
30. Consistent paperwork across schemes, improve company morale
31. Keeping people informed in early stages i.e. staff to prevent rumours and stress – total honesty be it good or bad – it shows respect, regardless of position.
32. To be able to rely on things being kept confidential
33. Staff safety, staff knowledge i.e. in firing line daily, trust staff views as they are the people doing the job, paperwork is fine, hands on is totally different.
34. Communicate with the staff better, don't leave us in the dark with decisions that affect us
35. Understand that staff face challenging situations daily and be more supportive and ensure we are safe.
36. Be more active with people that leave the service to ensure they sustain their tenancies
37. Improve morale (happy staff work better)
38. Communication
39. Involvement
40. More professionalism with some staff
41. Outside funding – more money
42. Consistency and Structure
43. Look at and understand the risks that staff face each day and try to reduce all lone working
44. Communicate and let staff know more of what's going on rather than Chinese whispers starts rumours and stresses staff
45. Involve staff in decisions and get input from staff before making decisions and changes
46. On-going improvements. Action Homeless more recognition outside
47. Update original buildings, incorporate all outside spaces which are available and use them for small practical work. In-house training for

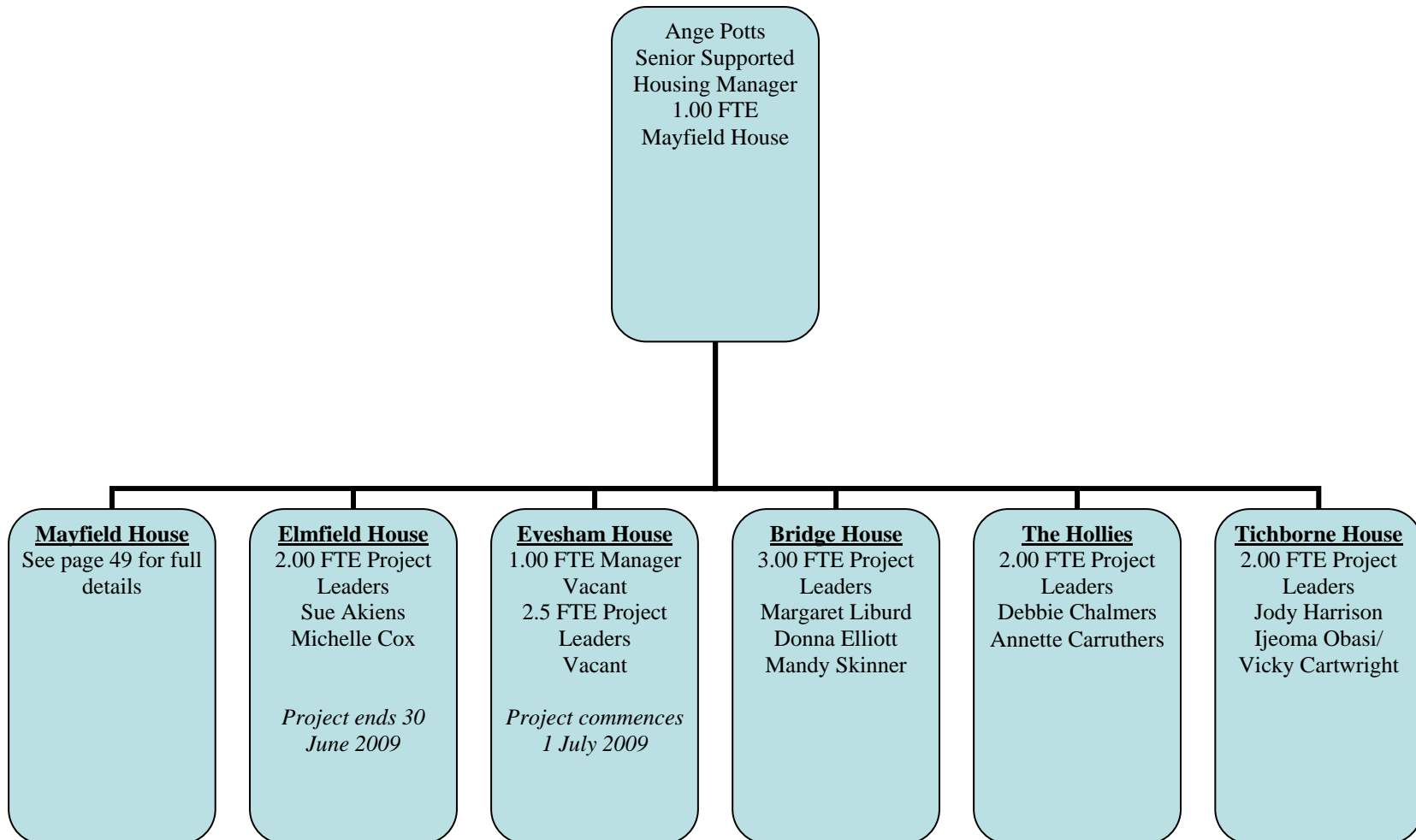
- residents and staff and encourage more outside bodies to use which would support and benefit everyone's needs
48. All staff should be diverse and capable of working at all projects. Hours at small projects should be 2 shifts as people's lives are not Mon to Fri 9-5; weekend can be lonely for some. Even 1 hour could make a difference. Cliental changing not always for best, some staff should learn to deal with this instead of avoiding it as if we have no residents then there are no jobs.
 49. A structure of better planning from head office to projects to meet the needs of our residents
 50. A more pro-active role from staff projects to support their residents at RAP activities and enjoying what they do.
 51. To make Action Homeless project staff on full time contracts as other staff to make more responsible for their projects and benefit them, which would manage covering projects better during annual leave.
 52. Have a better understanding of what drug addiction and alcoholism involves for the user and the fact that it is NOT easy to JUST STOP
 53. Be a bit more tolerant with residents who are a bit late for meals, some residents miss meals if they arrive late after 9pm. Night staff could easily have the time to reheat in microwave rather than throw meals out
 54. Look at increasing wages for a staff member who works long hours, are dedicated people, who are underpaid considering the pressure they all work under – head office staff included
 55. Communication
 56. Feedback
 57. Appropriate training
 58. Communication
 59. Make people feel valued and respected
 60. Be more supportive of colleagues

Appendix 7: Organisational charts

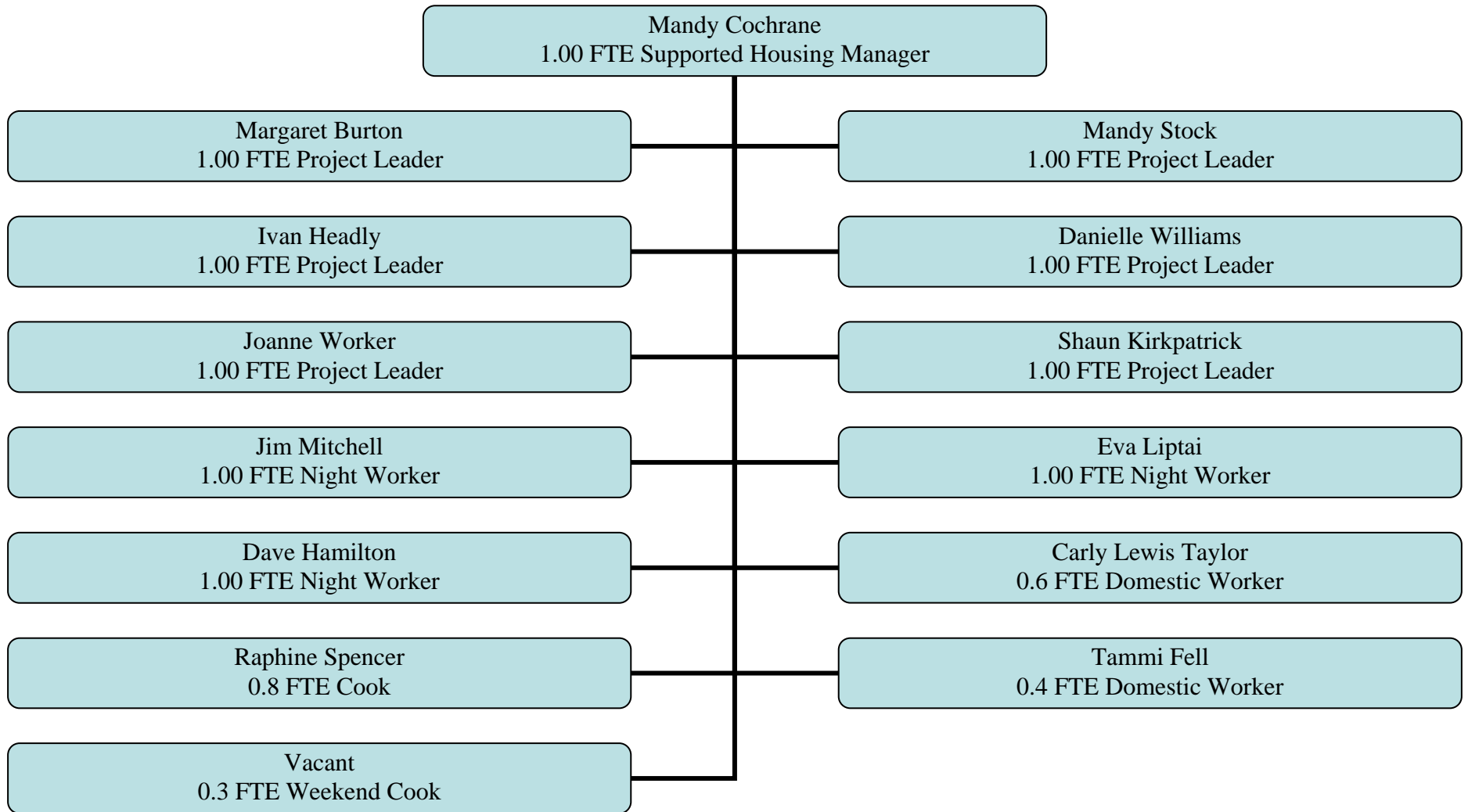
Management Team:



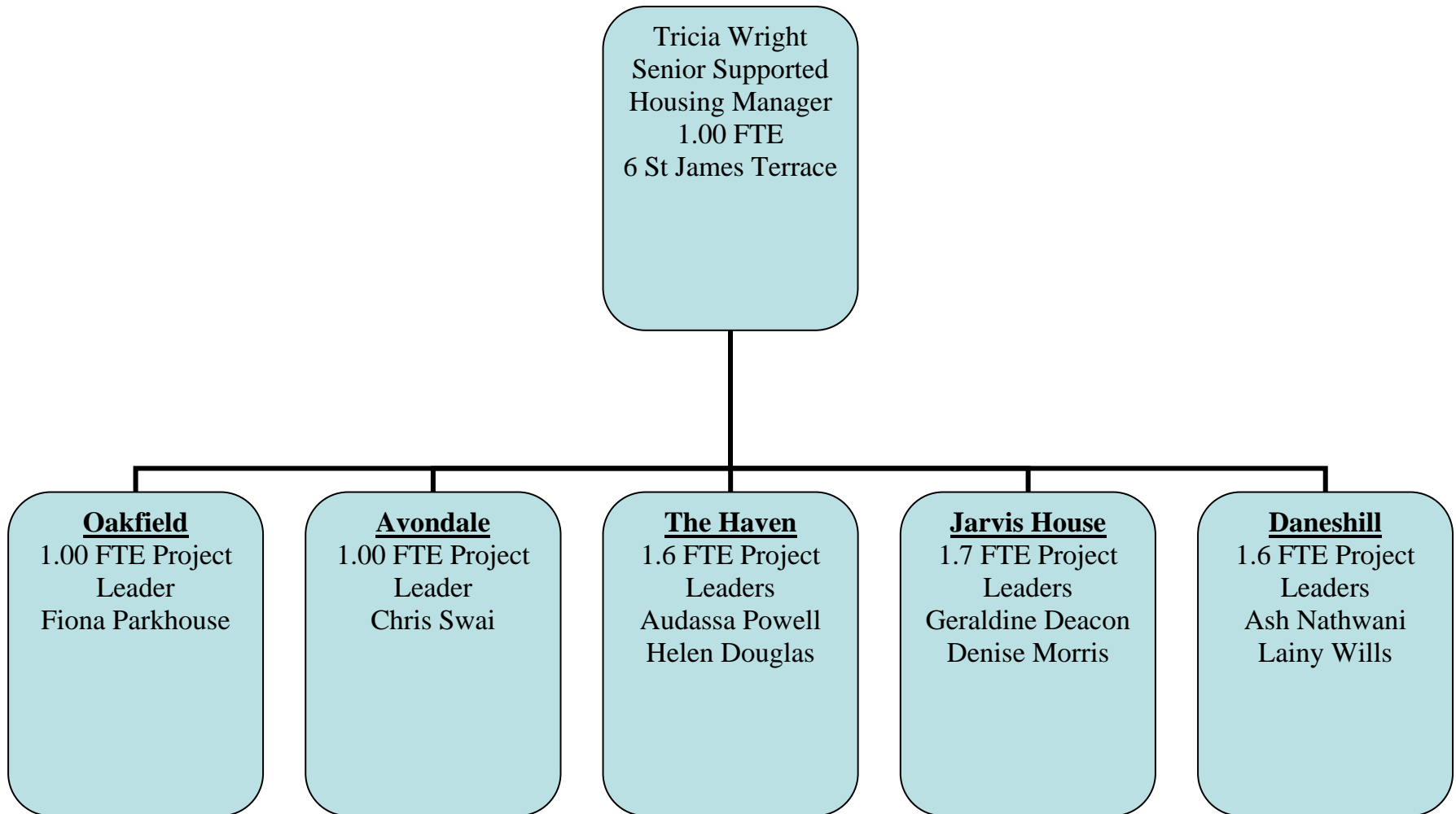
Supported Housing Division (1):



Mayfield House:



Supported Housing Division (2):



Resettlement service:

Tricia Wright
Senior Supported Housing Manager
1.00 FTE
6 St James Terrace

Vicky Brooks
Tenancy Support Worker
1.00 FTE
6 St James Terrace

Human Resources and Peripatetic / Sessional Team

