

Doorstep Homeless Families Project.

**Business Plan
2018 – 2023**

***“Everything a family needs under
one roof and more.”***

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Abbreviations

LBC: London Borough of Camden

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EXECUTIVE SUMMARY

1. This Business Plan aims to set out a shared sense of direction for Doorstep, allied with a clear strategic and operational focus. It sets out key tasks, financial and other projections for a five-year period from October 2018.

2. Doorstep has achieved significant successes in delivering a range of services and activities for homeless families.

3. The prime concern of Doorstep is to secure the resources to build on and develop services to meet the needs of existing and new service users and the local community. To do this the organisation needs to raise its profile and secure the resources needed by demonstrating the value of the organisation's vision and objectives.

Doorstep's Vision.

"To provide homeless families, living in temporary accommodation in the London Borough of Camden, with access to services and the practical and emotional support that adults, children and young people need to feel secure and underpin a good quality of life. Doorstep will work to both create opportunities for families and to support families to make the best use of any opportunities which arise."

Objectives.

- To be aware of how national and local government may impact on homeless families and react accordingly.
- To develop and deliver a range of services that improve the quality of life for adults, young people and children.
- To provide activities that promote skills and new experiences for adults, young people and children.
- To involve families in the design and delivery of services that promote health and wellbeing.
- To bring homeless families and members of the surrounding community together through a range of activities and events.
- To raise the profile of the organisation, demonstrate the value of its work and provide progression routes for service users.
- To ensure the long term sustainability of the organisation through the generation of income, succession planning and the development of collaborative working.

4. The projected expenditure for Doorstep that will be required to deliver this plan is outlined in Section 7 of the Business Plan.

5. The plan will remain under continuous review with a clear focus on the wider policy environment and developments in income generation. This may lead to periodic reordering of priorities. Performance against key indicators and targets will be reviewed biannually

1. INTRODUCTION

1.1 This Business Plan has been developed through involving and engaging the staff, management committee members, volunteers and service users.

1.2 The Business Plan sets out key tasks and financial and other projections for a five-year period from October 2018.

1.3 Section 2 sets out Doorstep's vision and objectives and the current service offer.

1.4 Section 3 details the governance, management and current income profile of the organisation.

1.5 Section 4 sets the policy environment within which Doorstep sits and operates.

1.6 Section 5 sets out the demand for a homeless families project by reviewing previous consultation and summarising consultation with stakeholders undertaken through the business planning process.

1.7 Section 6 identifies the major risk factors that the organisation will face and how these may be managed.

1.8 Section 7 details the monitoring and evaluation framework to be adopted.

1.9 Section 8 provides a summary of the 5 year financial forecast detailing the resources that will be needed to achieve the Operational Plan for 2018 – 2023.

1.10 Section 9 details provides a high label summary the Operational Plan for 2018-2023.

1.11 Section 10 contains the appendices to the report.

2. Vision and Objectives.

2.1. Doorstep's vision statement:

“To provide homeless families, living in temporary accommodation in the London Borough of Camden, with access to services and the practical and emotional support that adults, children and young people need to feel secure and underpin a good quality of life. Doorstep will work to both create opportunities for families and to support families to make the best use of any opportunities which arise”.

Doorsteps key objectives are:

- To be aware of how national and local government may impact on homeless families and react accordingly.
- To develop and deliver a range of services that improve the quality of life for adults, young people and children.
- To provide activities that promote skills and new experiences for adults, young people and children.
- To provide progression routes for service users in terms of better and stable housing, training and employment.
- To involve families in the design and delivery of services that promote health and wellbeing.
- To bring homeless families and members of the surrounding community together through a range of activities and events.
- To raise the profile of the organisation, demonstrate the value of its work and provide progression routes for service users.
- To ensure the long term sustainability of the organisation through the generation of income, succession planning and the development of collaborative working.

2.2. History

- Doorstep has been delivering support services to homeless families for 36 years and has developed considerable expertise in this field. The organisation provides support to families that are placed in Camden whether they are placed by Camden Council or not.
- Doorstep was set up as the Adelaide Road Project (ARP) in 1982 after a serious road accident involving a child. The child was living in temporary accommodation with no space or resources to play. ARP was set up by a steering group of concerned local people, specifically to provide practical support to 28 homeless families and children. The organisation operated under the umbrella of Voluntary Action Camden.
- In 1989, ARP was invited to move to premises in the Levine and Abbots Hostel to provide services to 45 families. The organisation was also renamed Doorstep. In 1990 Doorstep became independent of Voluntary Action Camden and set up as an independent charitable company.

- From 1990 to the present day, Doorstep has developed services in direct response to the expressed needs of children, young people and adults. During the 1990's a large proportion of service users were asylum seekers and/or refugees. The nature of the service provided changed with the introduction of the 'dispersal policy', which sent asylum seekers to other parts of the UK. The number registered with Doorstep dropped dramatically. Today the organisation rarely works with asylum seekers.
- The nature of the services Doorstep provides are influenced to some degree by the economic, social, political, legal and environmental climate that is in place at any point in time. When the current Director first joined Doorstep in 1990, some families were temporarily housed in bed and breakfast hotels. A change in policy turned away from bed and breakfast and introduced the use of Private Sector Leasing (PSL). This involved the council leasing properties in the private sector as an option for providing families with temporary accommodation. Rents were cheaper outside of central London so often families were placed further afield. This resulted in homeless families being scattered in areas where there were no support services or networks leaving families feeling very isolated. In response, Doorstep worked collaboratively with other organisations to provide mobile support, going out to families in isolated situations.
- From 2009, families were being encouraged to find housing in the private sector, a response to the dwindling stock of social housing. Doorstep does not class private lets as secure housing and has discretion to offer support to families in private rented accommodation with leases of 12 months or less. In the past five years, Doorstep has witnessed an increase in the use of private housing accommodation by Council's and as a result the organisation has provided support to an increasing number of families in this position.
- In the past few years, three new key factors have impacted on the environment in which Doorstep operates. The move to Universal Credit and the impact this has had on homeless families, the vote to leave the European Union and the impact this has on the position of EU nationals and large cuts in public spending, accompanied by the closure of services leading to an increase in demand on the services offered by Doorstep.

2.3. Future Programme.

In 2018 – 2023 Doorstep plans to provide the following services.

Programme for Children and Young People:

Friendly and safe environment.

- Network of friends.
- Crèches and drop-ins giving children the opportunity to take part in structured play, to socialise with other children of a similar age and to get a better start in preschool and school. Crèche times fit around school hours, trips and summer programmes.
- After school activity, in partnership with the American School in London (ASL).
- Access to outdoor activities in a safe space with age appropriate toys for toddlers and children.

- Summer programme.
- Trips out.
- Birthday cakes and gifts
- Healthy snacks and meals provided for activities.
- Themed events e.g., Christmas and Eid parties.
- Access to computers.
- Giving children opportunities and resources to develop to help them reach their potential

Programme for Adults.

- A safe space to meet which costs nothing and will welcome people without judgement.
- Creative workshops e.g. jewellery making, pottery, gardening and cooking.
- Exercise classes, e.g. Yoga and Pilates.
- Practical support, advice and information.
- Coffee mornings.
- Workshops and one to one support giving access to information about a wide range of topics such as the local area and available amenities, school admissions, managing difficult behaviour in children, childhood immunisation, managing debt.
- Employability workshops.
- Opportunity for parents to interact and provide mutual support and advice.
- Access to health visitors for support on issues such as contraception.
- Use of computers.

Programme for Families and the Wider Community.

- Special activities and outings during the summer holidays.
- Social and community events.
- Social network – space for parents to meet talk and have coffee, tea and toast.
- A weekly bazaar with access to free goods. Gently used children's clothes, toys, books, household goods, nappies and food bags all of which are donated by members of the local community.
- Free and daily access to laundry facilities, allowing children to go to school in clean clothes lessening the chance for stigmatisation and allowing funds to be spent elsewhere.
- Healthy snacks and meals.
- Support for mental health.
- Chance to meet with others and a respite from hostel living.
- Emotional support, having someone to talk to and a helping hand when things get tough.
- Relationship development and networks with other homeless families and members of the wider community.
- Bridge to other services.
- Voice for homeless families.

- Connector hub to local organisations.
- Support from people who have lived experience of homelessness “Experts by Experience”.
- Providing opportunities.
- Crisis intervention.

2.4 Summary of key achievements in 2016 – 2017/8.

- Doorstep provided access to a range of support services to forty five families per month.
- Doorstep has developed strong bonds and networks in the community with businesses, schools, women’s groups, statutory and voluntary agencies as well as individuals. This achievement is illustrated by 10 high school students and two teachers from ASL engaging in joint weekly activities with on average 86 homeless children each term.
- Doorstep has built bridges bringing together people from different cultural backgrounds, faiths and those who are at opposite ends of the social and economic spectrum by:
 - A series of Empowerment Workshops for women in partnership with Action 4 London.
 - A law practice provided all the materials and volunteers to undertake a complete refurbishment of one of the playrooms, at the request of the children, who chose the colours and all the furnishings.
 - Employees of the law practice undertook various projects to raise money for Doorstep including a 24 hour bike ride. They also purchased a large trampoline for the garden and made several collections for our bazaars.
 - Three schools have held events to raise money for Doorstep with one school completing four projects to collect food and toiletries for families.
- Sixty-four children attended the Summer Programme in 2017 with special activities on site and outings to London Zoo, Thorpe Park, Battersea Park, Oxygen Trampolines, two seaside locations, a multi sports event and a beach/fairground event.
- JW3 collected toiletries for our families for Mitzvah Day in November.
- Waitrose held an annual Christmas food collection in store for our families which ran for several weeks.
- The combined kindness of three schools, a local shopping mall, two individuals, a local trust and a global social media company provided new quality Christmas gifts for children and grocery vouchers for families.
- In 2017, fifty to sixty children and sixteen to twenty two adults attended Christmas parties.
- Free Cakes for Kids in Camden provided children with a personalised and home baked birthday cake.
- A ten week course of music workshops was run for children funded by the Margaret Cropper Trust.
- Doorstep’s Patron, local celebrity Victoria Coren Mitchell, bought items in bulk, for distribution to families providing food, toiletries, nappies, baby clothes, warm hats, books, fruit, Christmas treats and gifts. In the summer, Victoria negotiated free entry into some day trip venues and helped with the cost of coach hire.

- Doorstep provided the facilities required for children, young people and adults to regularly make and eat nutritious meals and fresh fruit. One hundred and forty three children benefited from this service.
- Doorstep provided access to free washing facilities for families. This service enabled families to ensure that all members of the family had clean clothes and enabled participants to spend money saved on other essential items to ensure a quality family life.
- In the past years, Doorstep consistently improved the quality of life for children. The statistics show that:
 - 75% experienced significant progress in reduced isolation.
 - 71% showed significant progress in increased confidence with learning activities.
 - 75% demonstrated significant progress in improved communication skills.

3. Organisation and Management

3.1. Management Committee.

Doorstep's management committee meets once every 6 weeks. Its primary role is to oversee and steer the development of the organisation by:

- Developing the overall strategy of Doorstep.
- Ensuring funding obligations are met.
- Monitoring the financial management of Doorstep.
- Monitoring and review the development of Doorstep.
- Ensuring that policies and procedures are in place and ensure compliance.
- Addressing all employment and personnel matters.

The Management Committee members are elected annually at the AGM and some are recruited during the year. Details of the members of the current Management Committee membership are set out overleaf.

Name	Position	Background/Experience
Alpona Banerji	Chair	Alpona joined Doorstep in 2017 and lives locally in north west London. Her career has focussed on risk management and financial services.
Phoebe Stamford-Kamps	Vice Chair	Phoebe joined Doorstep in 2017 and worked as a professional musician for many years before retraining. She brings a professional secretarial knowledge of the law, finance and strategy.
Gabriel Brooks	Treasurer	Gabriel lives in north west London and joined Doorstep in 2017. He is a physician currently directing studies to reduce the risk of heart disease.
Jo Cunningham	Secretary	Jo joined Doorstep in 2015. She has worked as an IT professional in Investment Banking and lives locally.
David Hightower	Trustee	David worked in banking and investment management in the USA, Africa, Asia, Middle East and the UK before retiring. Since then he has worked with a number of UK charities chiefly in an accounting and finance capacity.
Sara Katchi	Trustee	Sara joined Doorstep in 1999. Since that time she has been a member of the human resources and fundraising sub committees. She is a free-lance Public Service Interpreter with 16 years' experience of working in the voluntary sector.
Swetha Ramachandran	Trustee	Swetha joined Doorstep in 2015 and brings her experience from her professional background in financial and asset management.
Leanne Dimant.	Trustee	Leanne, lives locally and has studied Public Health and worked for several years in the charity sector. She then trained as an editor and moved into filming.
Ellen Murphy	Trustee	Ellen lives in northwest London and has a PhD in neuroscience and does consulting for pharmaceutical companies.
Alexa Brummer	Trustee	Alexa joined Doorstep in the summer of 2018. Qualified as a barrister, she has worked in compliance and anti-money laundering in the gaming industry since 1998. She lives practically on Doorstep's doorstep in North West London.
Kate Gaertner	Trustee	Kate joined Doorstep in 2018 and lives around the corner from the Charity. Kate's investment banking career has been focused around helping corporates raise financing in equity capital markets – a skill set she is hoping will benefit the Project's fundraising efforts.
Lesley Adams	Trustee	A trained Company Secretary Lesley also worked for a time with Relate. She volunteered at a local school doing voluntary reading and literary skills. She is also a member of the Tricycle theatre Development Committee and lives locally.

3.2. Staff and Volunteer Profile.

Doorstep has the following staffing and volunteer profile.

- One full time Director
- Two part time children's workers
- One part time admin support worker
- One part time housekeeper
- 10 sessional volunteers weekly
- Approximately seventy occasional volunteers per year

There is a weekly staff meeting that focuses on operational matters e.g. supporting staff, inform them of developments, prioritise tasks and ensure that the team's activities are running as planned. There is also an on-going dialogue between staff about service delivery and the individual support needs of each family. Additional formal planning meetings are also held around specific events and activities, e.g. the summer programme.

3.3. Current Funding Profile.

In 2017-18, Doorstep's expenditure was £103,386. This included:

- Staff: £83,139
- Administration: £14,712
- Building costs: £5,535

The sources of funding in 2017/18 are detailed below. The figures below include funds that were received during 2016-2017 but were for 2017-2018. Some funds are restricted for specific projects/purposes and some are unrestricted.

StreetSmart	10,000
Xander Lily	8,500
Evening Standard Dispossessed Fund	17,583
BBC Children in Need	11,246
Reel Fund	7,000
Royal London	4,000
Small grants & donations	32,557

4. The Policy Context.

Public Spending. Over the past five years, there has been a significant reduction in public spending. The central government grant to Camden Council has been reduced by 54% in the years 2010/11 – 2018-19 and the London Borough of Camden must save a further £40 million by 2022. The financial landscape for the Camden Clinical Commissioning Group is also challenging with a £26 million efficiency saving in 2018/19. This scale of cuts will inevitably mean cuts in services and potentially even greater demand for the services provided by Doorstep. This highlights the need for Doorstep to have a robust income generation strategy in place and possibly the need to give more thought to how the organisation can respond to increases in demand.

BREXIT. The uncertainty surrounding Brexit in turn creates uncertainty for organisations, including those that provide services to homeless families. For Doorstep there is the uncertainty around peoples' continued right to work, access to benefits and housing. At present there are no answers to the questions that have arisen and so it is difficult to plan. Nevertheless, to protect the quality of service offered to homeless families Doorstep needs to keep itself well informed of developments and plan accordingly.

Public Sector. The scale of the reduction in public spending is such that the nature of the post war relationship between the state, individuals and communities is being challenged and the traditional service provider, service user model is beginning to change. The focus now is increasingly to see people and communities as assets that public sector bodies need to work closely with. "Our current system draws people into statutory services rather than building independence and resilience. Our ambition is to support people to live healthy, active and independent lives for longer. We plan to focus on what is most important to the person, to recognise their strengths and their networks and to help people to stay connected in their communities". Supporting People, Connecting Communities. Camden Council Adult Social Care.

In the context of the NHS, there is also a renewed focus in getting to know the local community and supporting the development of community based service to reduce the demand on acute services. This focus on individual and community resilience and the need for public sector agencies to work with local people and communities is again evident in Camden council strategy paper, "Camden 2025 sets out the vision for the borough, a place where everyone contributes to our shared goal of achieving a safe, fair, creative and active community".

Voluntary and Community Sector. The shift in the service paradigm is further evident in the London wide review on the role of the voluntary and community sector. "The Way Ahead. Civil Society at the Heart of London". Civil society is a phrase that includes the voluntary and community sector, mutual aid, social action, self-help, social businesses and volunteering. The focus again is individuals and communities as opposed to organisations and there is a

work stream on voice and influence. A theme continued in the new approach adopted by the Big Lottery and a number of other key funders. To secure funding from the Big Lottery an organisation now needs to demonstrate that it is meeting one or more of the following priorities.

- Bringing people together and building strong relationships in and across communities.
- Improving the places and space that matter to communities.
- Enabling more people to fulfil their potential by working to address issues at the earliest possible stage.

This shift in the service paradigm to individual and community resilience and the focus on voice and influence fits well with Doorsteps vision and may provide future opportunities for funding and collaborative working.

Housing. In Camden, research has shown that people are under pressure from benefit cuts, the high cost of housing and stagnating wages. “We don’t like that housing is becoming more and more expensive. We are deeply concerned about people sleeping on the streets and the number without secure homes” Camden 2025. In Camden Council’s own plan it is stated “We will make sure that everyone has a sustainable roof over their head or is on a pathway to achieving this, minimising homelessness and roof sleeping” “We will do everything we can to reduce the number of households living in unsuitable accommodation. We will play an active role in shaping a private rented sector that works”. However, it is also acknowledged that the housing crisis is a London, as opposed to a borough, wide concern.

Benefits. In the past five years, there have been a number of changes to benefits. From April 2013, working age claimants of housing benefit who were considered to be under occupying received less Housing Benefit. The Benefit Cap which limited the amount of benefits a person could receive was also introduced. There were also changes to support for a third and any subsequent child. From June 2018 or December 2018, depending on postcode, people in Camden who are making a new claim will apply for Universal Credit. This replaces income based Jobseeker’s Allowance, Employment and Support Allowance, Income Support, Working Tax Credit, Child Tax Credit and Housing Benefit. To claim Universal Credit people have to have a bank account, apply online, be paid monthly and be responsible for paying their own rent. A number of Doorsteps service users are on benefit and the need to develop the advice and IT offer and be prepared to support families through the transition is going to be a challenging areas for Doorstep to take forward.

5. The Need for Doorstep's Services.

5.1. Doorstep is situated in the Swiss Cottage ward of the London Borough of Camden. The organisation has a Camden-wide remit, a borough that has a population in the region of 244,000.

The following tables show the number of Camden families and children who were homeless and living in temporary accommodation in 2017-18.

TA Type	Total households	<i>of which with children</i>	0-5	6-10	11-15	16-18
B&B	36	0	0	0	0	0
Annexe	221	140	85	102	106	52
Hostel (shared facilities)	37	24	21	16	9	4
Private sector leased by Camden	145	131	102	73	35	8
Private sector leased by RSLs	21	15	9	15	11	5
Private sector landlord	0	0	0	0	0	0
Camden permanent stock	16	9	5	8	10	3
RSL permanent stock	0	0	0	0	0	0
Total	476	319	222	214	171	72

PtVII Homeless households in temporary accommodation (excluding undecided, and s198 referrals to other LAs)

TA Type	Total households	<i>of which with children</i>	Children's ages			
			0-5	6-10	11-15	16-18
B&B	6	0	0	0	0	0
Annexe	165	113	57	89	97	46
Hostel (shared facilities)	23	16	13	11	5	2
Private sector leased by Camden	91	89	68	60	28	6
Private sector leased by RSLs	20	14	9	14	11	5
Private sector landlord	0	0	0	0	0	0
Camden permanent stock	15	9	5	8	10	3
RSL permanent stock	0	0	0	0	0	0
Total	320	241	152	182	151	62

5.2. Doorstep provides vital services to the homeless families in response to both the needs identified at a local level and in response to the wider agenda. The involvement of service users has been pivotal in the development of services and they have gained knowledge and skills that have enabled them to have greater influence over the planning of services and activities at a wider community level. A sign of the value service users place on the support offered by Doorstep is the number service users who continue to contribute to Doorstep once they have moved on.

5.3. At present space within the building occupied by Doorstep is used as creatively and flexibly as possible given the restrictions of the layout. Doorstep occupies the basement of three large terraced houses at Levine and Abbots Hostel which accommodates forty-five families. There are approximately one hundred children living in the Levine and Abbots Hostel, facilities where each family has one or two rooms and where the highest occupancy per unit is six people. Doorstep's facilities are used daily, Monday to Friday, by families living in the Levine and Abbots Hostel as well as by families from other hostels and private rented property in the area. Doorstep's physical space is comprised of two offices, one laundry room with industrial washing machines and dryers, two large playrooms, a kitchen/dining area, two children's and three adult's toilets, a variety of spaces and cupboards for storage and large landscaped gardens. It is set up and laid out in such a way that it provides a unique opportunity to experience a safe and "homely" environment, thus conducive to creating a nurturing community, essential to the welfare of service users. The laundry room is used to full capacity by the residents of the Abbots/Levine and some from England's Lane hostels. This means that other homeless families, whilst needing this resource, cannot be accommodated as the demand for laundry slots outweighs current capacity.

5.4. There are no specific facilities for homeless families in the area. There are seven schools, two geographically based community centres and one youth facility for children and young people. The families that use Doorstep find it difficult to access these services directly. They are often new to the area and not familiar with how to access a range of services. Doorstep acts as a provider of specific services for homeless families, described by one service user as a 'centre that alleviates isolation, like a home'. It is from the secure base that Doorstep provides that bridges and trust can be built up between the families and mainstream provision. This can cause tremendous difficulties for families already in transition many of whom are unfamiliar with the area and the resources available. Many service users are also not aware of the specialist help available.

5.5. Service Users' Perspectives.

Over the last 2 -3 years Doorstep has experienced an increase of more than 12% in the numbers of people registering and accessing Doorstep's services. The majority are of African origin followed by Bangladeshi, Black British, White British, Eastern European, Middle Eastern and other. Approximately 60% of service users are children and 80% of adults are women. The time they have spent in temporary accommodation ranges from a few months to 10 years.

The majority of families move into private sector housing when leaving the hostels, due to the chronic shortage of social housing. The private rented property can be far away from Camden meaning that families lose their local support networks and children once again have to change schools.

Some examples of feedback from service users:

"I was there for a year and I found the staff were amazing so friendly kind and helpful. My children benefited from attending and it helped so much, they had fun and enjoyed their time. Unfortunately, I didn't get chance to say a proper thank you or goodbye as I was moved away all of a sudden.

I loved the fact you could stay or leave and you could relax and chat with volunteers, staff and other mum's while kids were able to play with others in their age range.

I enjoyed the bazaar on Thursdays. It helped me find things to help my family and I found the washing facilities useful, until I was moved then had my own washing machine." CP

"Where do I start? You and Doorstep have been there for me since I became homeless. Unfortunately, as time goes past, things are not getting any easier. Especially, these last two years, when I have been torn between my young children, my critically ill father and my elderly Mum, who lives thousands of miles away, it has been extremely sad and difficult. I honestly don't know how I would have managed without the constant humble support from yourself and your staff. If only my low income allowed me to buy all you deserve in return, without a doubt, you would have known how much I appreciate all you've done for me and how grateful I will always be.

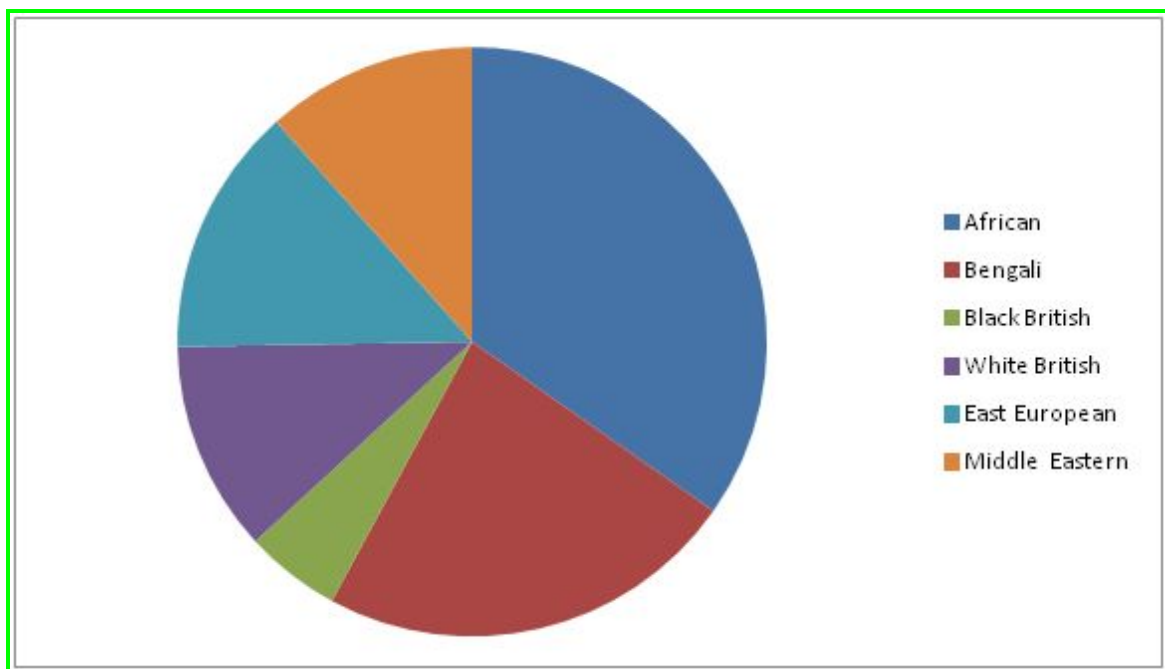
From the bottom of my heart, on behalf of my family, I would like to say the biggest THANK YOU ever." BM

"Doorstep have been my heroes. They helped me with practical things like food when I had no money, clothing for the children, laundry and activities for my child. But most importantly provided me with emotional support when I needed it most." KP

"Doorstep has everything a family needs under one roof and more." (Service Users at Business Planning Workshop)

5.6. Profile of service users. The survey data in April 2017 – March 2018 showed that:

- 234 people used Doorstep-an increase of 3% on last year
- Total adults-91
- Men-21
- Women-70
- Total Children-143
- Boys-71
- Girls-72
- Under- 5's-52
- Boys 30
- Girls-22
- Over -5's-91
- Boys-41
- Girls-50.



5.7. A Partners Perspective.

Doorstep works closely with a range of partners and values their feedback into the development of the service offer. In early 2018 staff made contact with key partners and asked them a series of questions. The key themes are set out in the table below.

Key Challenges Facing Families Facing Homelessness
Longer stays in hostel accommodation.
Emotional impact on children and family as a whole.
Making a home out of temporary housing is a challenge.
Location and affordability of accommodation.
Many clients are being re-housed in other boroughs where accommodation is more affordable.
Cost of housing, combined with less housing stock – there is no way out.
Government cutbacks.
Educational impact on children through having to change schools.
The loss of a community around the family when they are forced to move.
Changes in the Challenges Faced Compared with Five Years Ago?
The Council's allocation policy has had a direct impact on families.
Increase in private renting by homeless families.
Unscrupulous practice by some landlords.
Private landlords looking away from social tenants to "normal tenants".
Families staying in hostels for longer periods of time so they can remain in a community they are familiar with rather than taking housing in another area.
Location – not able to accommodate in Camden.
Benefit caps.
Impact of universal credit.
Families having a harder time getting on the housing ladder, due to decline in wages and cuts by employers.
Top Three Services Needed To Meet the Needs of Homeless Families.
Access to benefits and benefits advice.
Access to schooling.
Parents unable to secure places in oversubscribed schools.
Child care
Suitable accommodation.
Vocational support.
Help in finding a permanent home.
What About the Services that Doorstep Supplies?
Valuable services to the community.
Highly thought of services – laundry, donations, crèche, training programme, community rooms for children to play and adults to meet.
Amazing – somewhere that is lovely to be in, friendly faces, toys, company.

Lots of families speak positively about Doorstep.

Given the physical constraints, Doorstep does a very good job with the programmes it offers children. After school programme covers a very wide range making it harder to meet the needs of older children.

Future Services Doorstep Could Provide.

Budget classes and financial advice.

Legal advice.

As much information as possible.

How will you work with Doorstep in the Coming Years?

After school club

Possibly the provision of an Education/Employment Co-ordinator.

General Comments.

Doorstep provides a good service to the community, particularly activities for children.

Provides a really important service for disenfranchised children.

I wish there was one on the premises of all temporary accommodation.

6. Risk Analysis

This table sets out the principal risks identified to the project that could jeopardise achievement of this business plan.

Low Risk	Medium Risk	High Risk	Solution/Strategy
		Lack of funding.	Robust fundraising strategy.
	Loss of premises.		Written and signed documentation in place to underpin Doorstep's occupation.
		Over reliance on one member of staff.	Improving staffing levels to include A Family Advocate to work with adults and strengthening back room resources to support service development

7. Monitoring and Evaluation

A key operational requirement of Doorstep will be to record and evaluate the organisation's achievements. Doorstep will ensure its organisational aims are linked to local outcomes that relate to children, young people and families. The following different types of measures will be applied to measure and monitor the work of the Doorstep Homeless Families Project.

Type	How collected	Examples
Progress measures	Director to produce a draft one year organisational action plan and detailed annual budget. Progress report to each meeting of the management committee.	Action plans. Data base.
Volume or output measures Number of service users and activities attended.	All staff and volunteers collect attendance records and a profile of those attending activities and services. Standardised process to be put in place.	Registers. Data base.
Feedback from service users.	Formal and informal focus groups. Feedback forms.	Focus groups. Standardised feedback form.
Outcome measures Benefits services bring to users.	Feedback from service users. Use of an outcome star. Story books.	Focus groups. Feedback forms. Outcome star Time sampling observations of children
Impact measures Long term benefits services bring to users	Feedback from key local organisations to assess the impact of Doorstep on the lives of homeless families, children young people and adults. Story books.	Survey. Telephone questionnaire. Story books.

8. Budgets

A detailed 5 year Budget and expenditure plans are represented in Appendix One of the Business Plan.

9. Operational Plan

This plan has been approached on the basis that:

- Doorstep will remain in the current premises.
- Doorstep will secure the funds to build on and develop its existing services to meet the needs of children, young people, adults and families as a whole.

Topic	Action	Time Frame.	Who?
1. Clarification of catchment area.	<p>Catchment area to remain focussed primarily on Camden with aspiration to grow subject to the resources available.</p> <p>Some parameters needed for transition support. Support to remain in place for up to 6 months. Clear assessment process to be in place with transparent criteria with decision being conveyed to families. Priority given to families residents in Camden, with discretion to offer support to those in private accommodation.</p>	<p>Immediate after MC decision.</p> <p>Clear assessment of family need will require input of Family Health Advocate post.</p>	<p>Management Committee.</p> <p>Agreed to focus on Camden residents, transition period of 6 months for those who move out of Camden. Transition period of 1 year.</p>
2. Funding.	<p>Income generation strategy in place to include funding for a family advocacy work and other activities.</p> <p>Progress. 133K raised since March 2018. Now need to focus on multi year funding for staff posts.</p>	<p>Concerted bid writing to begin early 2018.</p> <p>First action to create schedule of Trusts to apply to.</p>	<p>Director– with support from Fundraising Sub Committee.</p>

Topic	Action	Time Frame.	Who?
3.Development of advice.	Explore Pro bono provision of advice sessions on issues such as housing and benefits.	Enquiries to be made as soon as feasible.	Director, MC & Admin
	CAB sessions once a fortnight	Liaise with CAB.	Director & Admin
	Council to be approached to set up fortnightly advice sessions on housing benefit. Council to be approached to work on information pack with Doorstep.	Contact Council to discuss feasibility studies in 2018.	Admin
	Workshops to be arranged on housing and universal benefits.	Look into the involvement of students and possibly CAB.	Admin
	Improving Doorstep's ability to sign people to other services.	Dependent on the appointment of the Family Advocate Worker.	Family Advocate Worker when appointed.

Topic	Activity	Time Frame.	Who?
<p>4. Voice and use of social media.</p>	<p>Awareness Raising. Raise awareness of situation faced by homeless families.</p> <p>Voice. Enable families to get their voice heard.</p> <p>Doorstep's Profile.</p> <ul style="list-style-type: none"> ● Local focus to increase level of support, financial and in kind to Doorstep. ● Develop closer link with Council officers and Councillors. ● Build up relationship with MP. ● Expand programme of talks at local schools and other ventures. ● Collect and publicise more case studies. ● Build on and develop relationships with existing partners. ● Reach out to CNJ and Ham and High. ● Set up digital and social media group. <p>Progress. The Director has appeared in print and on radio. Admin has stepped up use of social media for sharing content, set up Instagram.</p>	<p>To commence 2018.</p>	<p>Digital Sub Committee with input from Director.</p>

Topic	Activity	Time Frame.	Who?
<p>5. Succession Planning.</p>	<p>Director to retire in five years. Need for succession planning. Key points: Ideal to have someone who already has an investment in the organisation. Need to look at the organisation and what it needs. Need to identify skills set needed. Is there a need for 2 people? 1 person to do the day to day work and 1 person to fundraise? Is there a need for an administrative role?</p> <p>Agreed resources available to be linked to the proposed structure and that the Management Committee would take this forward. Sub Committee to be set up.</p>		<p>Management committee to formulate a plan linked to existing and potential resources.</p>

