



# BUILDING A COMMUNITY OF SUPPORT

**2019-2024**

**OUR FRAMEWORK FOR CHANGE**

 **PROVIDENCE ROW**

HELPING HOMELESS AND VULNERABLE PEOPLE SINCE 1860

# THIS IS OUR 5 YEAR FRAMEWORK!

"It was great to be involved in planning the future of our services. The way we want to move forward is really good and it's not just talk. That's why I am still here."

**Pete - Peer mentor and former service user**

"We were able to ensure that our strategic direction is informed by practical experience. This built confidence that our aims are realistic. It has been a very inclusive process."

**Macha - staff member**

"I've never done this before. It was great to be involved in an honest and frank process and to think together about what we are working towards."

**Sarah - staff member**

"Being involved in developing our framework has been a tangible example of inclusiveness. It gives me reassurance that we shall build a sense of community to really empower people and support them on their journeys to recovery."

**Nadia - staff member**

"We had people at grass roots involved in developing our framework. Everyone could speak out about what needs to be done. We all felt included."

**Sumanth - volunteer**

"I felt able to give a frontline perspective and add a practical dimension to strategic discussions."

**Frances - volunteer**

## OUR VISION

‘Everyone has a safe home and a community in which to belong’

## OUR 5 YEAR MISSION

- To support and accompany more people who are homeless or at risk of homelessness on their journey to recovery, especially those who are most vulnerable and least likely to access services elsewhere
- To offer a range of services that support people from times of crisis through to when support is no longer needed



## OUR VALUES

- Empowerment
- Inclusiveness
- Justice
- Compassion
- Respect



## THE CHALLENGE

320,000 people in the UK and 170,000 people in London are affected by homelessness\* including an estimated 4,677 sleeping on streets in England on any one night\*\*

### This is caused by:

- Isolation
- Substance misuse
- Relationship breakdown
- Criminal record
- Mental and physical health issues
- Lack of affordable housing
- Welfare reform
- Literacy and numeracy challenges

# OUR APPROACH

## Building a community of support

**To address the root causes of homelessness it is essential to ensure that people are connected to and belong within communities**

We shall build an inviting and welcoming community in which people experience acceptance and a sense of belonging. No one will be turned away. Ensuring this warm welcome will be core to all the services we offer. People will be supported to move on from our services when they are ready and will always be welcomed back and offered ongoing support.

Our community of support will help people to address the isolation and loneliness that can prevent their sustained recovery. We shall support them to participate in their current communities, to connect with new communities and to build confidence in their own talents and skills.

**People will indicate that their experience of being made welcome and belonging whilst accessing our services has been a significant factor in addressing their homelessness and achieving a sustained recovery**



# OUR PRIORITIES

- 1 Growing our services to meet increasing needs
- 2 Going out into the community to reach those in need and provide services
- 3 Working with the whole person and tailoring support to individuals
- 4 Complementing and working in partnership with other agencies
- 5 Inspiring excellence in our staff and volunteers
- 6 Building a robust infrastructure to support our work
- 7 Generating income to achieve our vision

# 1 GROWING OUR SERVICES TO MEET INCREASING NEEDS

When we know there is a need that is not being addressed elsewhere we will expand current services and develop new ones. We shall focus particularly on supporting and accompanying people who are most vulnerable. Service users will contribute to the growth and development of services.

Volunteers in partnership with staff will have an increasing role in the delivery of services.

## We shall achieve this by:

- Developing the flexibility to identify and respond to changing needs
- Ensuring that services are developed in collaboration with service users
- Implementing effective processes to assess the impact of our services
- Developing and implementing a new volunteering programme

## How we will know we have achieved this:

Significantly more people will be accessing our services including many who would not otherwise have received support





## 2

## GOING OUT INTO THE COMMUNITY TO REACH THOSE IN NEED AND PROVIDE SERVICES

We shall go out to meet people affected by homelessness who may not have approached us and we shall offer them services at locations appropriate to their needs. By approaching individuals we shall learn how best to accompany them on their path to recovery. On their own terms and by their own choice they will start a journey personalised to their needs.

### We shall achieve this by:

- Developing a clear understanding of local communities, being open-minded and flexible
- Identifying, developing and delivering the outreach services that are most needed with well-equipped teams of staff and volunteers

### How we will know we have achieved this:

New outreach services will be supporting people who would not otherwise have approached Providence Row or other service providers



## 3

## WORKING WITH THE WHOLE PERSON AND OFFERING TAILORED SUPPORT TO INDIVIDUALS

Our services will be tailored to reflect the fact that everyone is unique, with a range of gifts and talents as well as current needs and vulnerabilities. We shall be attuned to people's physical, psychological, social and cultural needs and we shall be respectful of people's expression of their faith and beliefs.

### We shall achieve this by:

- Designing, developing and delivering services that are demonstrably people-centred
- Ensuring our outcomes display awareness of, and sensitivity to, particular individuals
- Developing a specialised and trained team of staff and volunteers that is mindful of its own expertise and capacity

### How we will know we have achieved this:

Everyone who encounters our services will have an experience of being supported



## 4

## COMPLEMENTING AND WORKING IN PARTNERSHIP WITH OTHER AGENCIES

Our primary focus will always be on meeting people's needs rather than the development of Providence Row. This will enable us to build genuine and practical partnerships with other service providers ensuring the best use of resources and seamless support for those accessing our services and those of our partners.

### We shall achieve this by:

- Developing services that complement those of other service providers
- Referring individuals to external services and welcoming referrals from them
- Building strong relationships for collaborative working and developing robust service level agreements
- Empowering staff and volunteers to act as ambassadors, building new links with partner agencies

### How we will know we have achieved this:

We shall have a range of partnerships providing services that are demonstrably better than they would have been if we had worked separately



# 5 INSPIRING EXCELLENCE IN OUR STAFF AND VOLUNTEERS

We shall attract, support and retain an excellent team of staff and volunteers that reflects our values and is inspired to achieve our vision.

Everyone will receive the support, supervision and development opportunities appropriate to their role and to the challenging context in which we work.

Our team will reflect the diversity of the communities we serve, bringing a range of experience, skills and backgrounds in support of our services.

Everyone will be recognised and valued for the contribution they make.

## We shall achieve this by:

- Identifying clear expectations for every staff member and volunteer and providing the support for them to succeed
- Ensuring mutual support among team members, celebrating achievements and learning from challenges
- Developing robust and flexible approaches to the recruitment and retention of staff and volunteers, recognising the skills and aptitudes needed to deliver our services

## How we will know we have achieved this:

Staff and volunteers will be inspired to do their work well





# 6 BUILDING A ROBUST INFRASTRUCTURE TO SUPPORT OUR WORK

We shall develop an enabling environment to support all those who access our services or work at Providence Row.

Our buildings, systems, procedures and resources will be cost-effective, fit for purpose and have a positive impact on the delivery of our work.

## We shall achieve this by:

- Working with those who access our services to ensure our environment responds to the needs of the whole person
- Providing volunteers and staff with the right resources to fulfil their roles

## How we will know we have achieved this:

Staff and volunteers will be resourced to do their work



# 7 GENERATING INCOME TO ACHIEVE OUR VISION

Our approach to generating income will be driven by specifically identified needs to support and develop services. Our fundraising ambition will be defined by our ambition to support and accompany those who are most in need.

We shall invest in the development of a range of fundraising income streams to generate revenue and donations from individuals and organisations that share our values.

We will always strive to connect our supporters to our mission and the services we provide. They will understand the work we do and the difference we make. In this way we will develop a loyal base of supporters who know they are an integral part of the Providence Row community.

## We shall achieve this by:

- Actively seeking supporters who share our vision and are motivated to contribute to the services we know will make the most difference
- Working across the organisation so that the fundraising team is always connected to front line staff and volunteers and ensuring service users remain the focus of all our work
- Supporting everyone in Providence Row to understand and identify with the stories of those who use our services and the impact of our work on their lives, ensuring these stories are told with passion

## How we will know we have achieved this:

We will have a sustainable community of committed supporters that enables us to generate income to fund all our work

# YEAR 1: 2019-2020

## BUILDING THE FOUNDATIONS TO ACHIEVE OUR VISION

### Services

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- Reviewing the impact and effectiveness of current services
- Scoping and planning for the development of new services
- Responding to opportunities for service development

### Staff and volunteers

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- Developing our approach to the recruitment, support and development of staff
- Defining and beginning the implementation of a new volunteering strategy

### Infrastructure

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- Developing our IT and database provision
- Agreeing a 5 year buildings strategy
- Ensuring current buildings and facilities are fit for purpose

### Fundraising

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- Embedding the new fundraising team and ensuring they have the support and resources required to build their functions
- Understanding and re-engaging our existing supporter base
- Identifying opportunities for new donor acquisition
- Prioritising approaches based on value for money, long-term engagement potential and good stewardship of resources

# YEARS 2-3

## ESTABLISHING OUR COMMUNITY OF SUPPORT

### Services

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- Implementing plans for the establishment of our community of support and growth of services
- Demonstrating increased flexibility to adapt services to people's needs

### Staff and volunteers

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- Demonstrating best practice in the support, supervision and development of staff
- Significantly increasing the impact of volunteers on our community of support and on the delivery of services and fundraising

### Infrastructure

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- Developing and sustaining effective systems and resources to support the evolution and growth of services

### Fundraising

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- Attracting new supporters across income streams
- Growing individual fundraising functions and diversifying to add new ones

# YEARS 4-5

## ACHIEVING OUR VISION

### What will people be saying?

"I joined the Providence Row community at a very difficult time in my life. Knowing I was not alone gave me the courage to start a journey of recovery. I love my new home and I work for a Providence Row business partner. I enjoy going back to visit and encouraging others who are now on their journey to recovery."

**Service user**

"It's great to be one of the many businesses working together as part of the Providence Row community. We can really see the impact we have made with people who were on the margins of society and now have a safe home and some very supportive friends in their communities."

**Business partner**

"We work in close collaboration with Providence Row and have built a community of support across our organisations that offers seamless support to the people we serve. Our partnership has also led to savings in resources that have enabled us to develop new services."

**Homelessness charity**

"I first came across Providence Row when I was invited to become a donor. Since I gave my first gift I have felt part of a community that cares about people affected by homelessness and makes a difference. I am not just a donor to a charity. I tell others about my experience and our community of support is growing."

**Donor**

"I love being part of the Providence Row community. It's a great job but it's more than a job. We have changed so much in the last 3 years and we are supporting far more people than we used to. Some of the people who accessed services 3 years ago come back to tell us how things are going. It's great to see them."

**Staff member**

"I was immediately made welcome when I started as a volunteer with the Providence Row community. I belong to a great team and I know that my contribution is valued. I offer my time because I can see the impact we have on reducing homelessness and connecting people with communities. I have seen people flourishing and I have also learned so much about myself."





**Volunteer**



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