

St Johns Housing Trust Strategic Plan 2010—14

To reduce homelessness, vulnerability and social exclusion by providing support, accommodation and resettlement suitable to individual needs.

To give our clients and residents the best service we can deliver. To be a good employer. To improve our economy, effectiveness and efficiency. To consider all funding sources and develop new ones. To maintain our essential professional standards and ensure that we and other parties comply with our contracts.

<p>Sustaining Vision</p>					
<p>Strategic Vision</p>					
<p>Strategic Pillars</p>					
<p>Goals</p>	<p>Clients & Residents Understand and exceed client requirements through QAF Deliver a service with clear reporting structures Provide a service that meets client needs Innovate to meet emerging client needs Actively engage clients and residents in the provision of services Create a pleasant atmosphere Arrange ongoing post-settlement support Explore opportunities for prevention work.</p>	<p>Staff Empower staff to achieve appropriate results Attract, retain and develop talented people Inform, engage, communicate and consult with staff Recognise staff and their contribution based on performance as individuals, as teams and as part of SJHT</p>	<p>Performance Instil cost discipline Develop and greater profit and loss accountability Manage increases in costs and expenditure to prepare for economic uncertainty Manage the business for sustained profitable growth</p>	<p>Funding Sources Generate income to support core business Find alternatives to Supporting People Consider ALL funding sources Develop new sources of funding Develop systems for measuring Trust performance, effectiveness and efficiency</p>	<p>Commissioning Agents Satisfy their contractual requirements and hold them to theirs Maintain SJHT essential professional standards Recognise and be comfortable with any compromise</p>
<p>Operating Principles</p>	<ul style="list-style-type: none"> • Embrace continuous improvement • Act with integrity, honesty, courage and mutual respect 				

St Johns Housing Trust – Strategic Plan 2010 – 2014

‘Building for the Future’

Our Vision:

To reduce homelessness, vulnerability and social exclusion by providing support, accommodation and resettlement suitable to individual need

Our Mission:

To give our clients, residents and employees the best service we can deliver by –

- Being a good employer
- Improving our economy, effectiveness and efficiency
- Giving consideration to all existing funding sources and seeking to develop new ones
- Actively maintaining our essential professional standards
- Complying with our contracts

Our Core Operating Principles:

- Embrace continuous improvement
- Act with integrity, honesty, courage and mutual respect

Our Strategic Pillars:

Clients and Residents

Understand and exceed client requirements through Quality Assessment Frameworks (or equivalent)

- *We will actively maintain our Level A standard seeking to develop in line with new strategies, models and/or frameworks*

We will deliver a service with clear reporting structures

- *Operational structures will be reviewed on an annual basis*
- *Maintaining our Investor in People standard and seek other quality standards on which to improve our internal structures*

We endeavour to provide a service that meets client need, innovating to meet emerging need and actively engage our clients and residents in the continuing provision of services whilst creating a pleasant atmosphere for all

- *Client and Resident involvement and empowerment policies are in place*
- *Regular client and resident meetings are facilitated at all projects*
- *Communication structure is in place to allow client and resident feedback to be reported to staff, managers and Trustees*
- *Regular reviews are conducted of the needs of our communities based on economic, social, legal, political and environmental factors, with a view to monitoring individual need and to explore new opportunities for prevention*

Our service will remain committed to the ongoing post-resettlement support of all our clients and residents

- *Resettlement services are reviewed annually, in line with the changing needs of the individuals and the economic and social circumstances*



Staff

We aim to significantly improve our people and management skills by investing resources in the growth of our Training Department. 2009 saw the appointment of a full time Training Officer thereby making a substantial improvement in developing our own staff.

- *To empower staff to achieve results*
- *We will set targets to increase the range of training available, investing in teacher training for our tutors i.e. Training the Trainers, PGCE*
- *In 2010, we plan to introduce a comprehensive management training programme aimed specifically at those who are keen to progress within the Trust*

Our recruitment plans ensure that we make every effort to recruit from the local job market, using local publications, advertising on local radio and in the job centre. All staff will receive monthly supervision with the opportunity to identify career and personal life enhancing training that will be fully supported by the organisation.

- *We will set targets for post to be filled internally*
- *We will set targets to employ ex-clients*
- *We aim to recognise staff contribution based on performance as individuals, teams and part of the organisation as a whole.*
- *We will increase our range of organisational funded staff activities and these will play a big part in the internal supporting culture*

Inform, Engage, Communicate and Consult –

The organisation encourages the practice of 'Staff Representation' and every project or accommodation scheme has at least one Staff Rep. There is a quarterly newsletter as well as an organisational website that has access to a 'staff portal' which allows for enhanced and rapid communication.

- *We will invest in the training and development of our Staff Representatives*
- *We will maintain our Communications Policy in line with developing services*



Operational Performance

As an organisation we aim to instil cost discipline and greater profit and loss accountability.

- *All Project Managers are involved in the setting of their annual budgets and ownership of these plans is encouraged across the organisation*
- *Monthly management accounts are provided to each service*
- *Management will provide regular and appropriate financial reports to the Board of Trustees*
- *Trustees to be allocated specific projects, allowing for greater involvement in, and insight into, service provision at ground-level.*
- *Annual audited accounts will form part of our annual reporting processes and will act as a base for future budget developments*

In line with Political, Economic, Social, Legal and Environmental forces finances will be managed simultaneously to prepare for uncertainty and sustained profitable growth

- *Seek incorporation to become a 'Limited Company'*
- *Organisational policy on reserves currently in place*
- *Financial reviews undertaken quarterly*
- *Business cases will be presented to the Board of Trustees for each prospective new/altered service*
- *Payroll reviews conducted annually*
- *Charitable business charges are sought and secured from our banking services, reducing costs at every opportunity*
- *Investment/partnership opportunities are investigated thoroughly*
- *Organisational performance, effectiveness and efficiency are pursued through the process of Quality Assurance policies*



Funding Sources

As an organisation we recognise the need to constantly scan our environment for new sources of funding. We are actively seeking to reduce our reliance on Supporting People funding and increase our income through social enterprise activities.

- *We will consider all sources of funding, from both statutory and non-statutory agencies*
- *We will actively pursue the pathway of partnership working with a wide range of stakeholders, giving us greater potential in increasing our service provision*

In line with our operating principles of 'embracing continuous improvement' and 'acting with integrity, honesty, courage and mutual respect', the organisation will seek funding from reliable, sustainable and ethical sources and where possible allow finances to be ploughed back into our community.

- *A 3 year funding strategy and action plan will be completed during 2010. The plan will seek to expand the number of bodies from which the organisation applies for funding and to generate money to pay for core services. Part of the strategy will include reviewing expenditure and how the organisation manages its finances.*

Our organisation will ensure that management, staff and volunteers have the skills and confidence to make any changes in activity a success

Professional Development Reviews occur at least once every 12 months for each member of staff, paid or otherwise (including Trustees) and training needs are analysed and progress reviewed.



Commissioning Agents

We aim to satisfy all our contractual requirements with commissioners, whilst holding them accountable to theirs.

- *We will comply with the Compact and its Codes of Practice, which seeks to promote partnership working in order to achieve improved policies, programmes and services and ultimately increase public benefit*
- *We aim to meet 'Best Value' criteria whilst delivering fit for purpose and quality accredited services*

We recognise that the transition to commissioning at the local and national level is rapidly increasing however we will remain realistic in our approaches, understanding our role within the delivery chain and avoid devoting resources to unachievable contracts.

- *Decisions relating to commissioning and procurement form part of the executive management team reviews, reporting to the Board of Trustees as and when required*

As an organisation we will continue to play a part in the political arena of our business and will formally engage in assessment, planning and consultation processes.

- *We will remain members and continue our support of national and local 'umbrella' organisations, attending conferences and actively being involved in consultations.*
- *We will remain an active member of the Local Strategic Partnership and Local Area Agreement governance structures and will seek to influence funding and policy decisions in the field of supported housing locally, regionally and nationally.*

