



Business Plan 2011 – 2014

“supporting people towards
independence”

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2. CHADD's Vision and Mission Statement

Our Vision:

“supporting people towards independence”

Our Mission:

At CHADD we believe that every individual has a right to a home which is suitable for their specific needs, we put this belief into action by providing real homes and flexible support services to meet these needs.

We aim to provide high standards in the design, management and maintenance of our properties and in the care and support that we offer to individuals and to continually look for ways to improve our services.

In the best interests of our tenants and residents, we work closely with other agencies and organisations and with the local community.

At all times and in all that we do we value other people and treat each other with respect.

3. Introduction to our plan

When creating our business plans CHADD believes in strong stakeholder engagement to enable our trustees, staff, service users and other stakeholders, for example, volunteers, funders and partners to influence our future plans. In creating our new business plan for 2011 – 2014 CHADD held a business planning workshop as part of our Annual General Meeting (held in September 2010). This workshop was attended by over 30 people including Board Members, staff, some service users, volunteers and partner organisations. Subsequently staff held project level meetings to capture the views of the widest possible group of service users and an additional workshop followed in November 2010 for trustees and staff to reflect on the outcomes of the session held in September and to agree key components of the business plan for 2011 – 2014.

This document strongly represents the views of our stakeholders and explains how CHADD intends to:

- develop over the next 3 years
- take advantage of new opportunities; and
- deal with a rapidly changing environment.

CHADD recognises that as time progresses our plans will need to be reviewed and adapted accordingly to meet the changing environment in which we work. There may be further updating required as we make progress against our priorities and as the needs and aspirations of our residents and service users change. Therefore as this is not a static document and it has not been expensively printed. We invite comments, suggestions and contributions – it is only through feedback that our plans can be responsive to the needs of the people in this area.

For this business plan 2011 – 2014, CHADD has decided to develop an outcomes focused approach. Staff have undergone training on how to develop and monitor outcomes. For the purposes of this business plan CHADD describes outcomes as ***“the differences made as a result of our services”***, for example:

- increased independence and confidence of our service users,
- increased financial sustainability of our organisation.

This plan outlines what differences we will make over the next 3 years and how we will know we have made a difference.

Who is this plan for?

In the commercial world, and most housing associations are now operating in that world, a Business Plan is the document which presents the organisation to potential funders as a viable and attractive investment opportunity. That is not quite the world that CHADD operates in but nevertheless people invest heavily in us in other ways:

- ✓ our residents invest their future in us;
- ✓ our staff invest their time and energies with us;
- ✓ our partners and stakeholders invest their trust in our services and our integrity.

This plan is for all of them.

4. What do we do

CHADD is a small and highly specialist organisation that provides housing and related support services to vulnerable people within the borough of Dudley. These services include:

- ❖ A foyer project for up to 32 young people aged between 16 and 25 enabling them to gain independent living skills and be supported into training and work.
- ❖ Safe refuge for victims of domestic abuse and their children, accommodating up to 25 women and their children in a range of accommodation options. Some options exist for men who have suffered domestic abuse to be accommodated in dispersed units.
- ❖ Supported sheltered housing options for 45 older people in self contained flats at 3 locations.
- ❖ Partnership projects with specialist care and support providers to provide housing for people with mental ill health (37 places) and people with learning disabilities (40 places).
- ❖ An outreach team providing a skilled 'Floating Support' service delivering housing related support to service users living anywhere in the borough. This service has a particular specialty in supporting women who have suffered domestic abuse and there are members of the team who are fully trained and supervised counsellors and skilled in sign language. We are therefore able to meet a wide range of needs.

We employ the services of local contractors to provide a comprehensive repairs and maintenance service for all our properties with a planned maintenance and stock condition programme to ensure that they remain high quality homes.

Working with local statutory and voluntary organisations we are able to help to shape strategy to meet the future needs of the Dudley Community and through partnership working to support the delivery of those strategies.

5. Where are we now and how we got here

At our business planning workshop held during our AGM in September 2010 stakeholders were asked what CHADD meant to them or what CHADD represents. Here is what was said:

CHADD is an organisation that:

- Offers high quality, specialist, professional and person centred services;
- Has a strong, diverse, committed and skilled workforce;
- Offers life changing services;
- Is well known, respected and has a good reputation;
- Is caring and supportive to the needs of its staff and users;
- Empowers individuals;
- Is governed well and has good management support systems in place.

A small charitable housing association, CHADD was formed in 1979 by a group of Christian volunteers under the leadership of the Bishop of Dudley to meet special areas of housing need, which had been identified in the Borough. It has always received support and encouragement from Dudley Metropolitan Borough Council with whom we are happy to work in partnership in many activities.

A small but steady development programme meant that by 1988 CHADD was able to provide homes for 66 people and establish its own independent management office in Dudley. This facilitated a continuing new development programme in response to identified needs and a series of co-operative arrangements and mergers with other small organisations.

In 1989 a small local charity transferred to CHADD its older persons housing scheme, Neville House in Sedgley which we were then able to improve and extend over the next couple of years.

In 1995 we acquired the Medway House building to provide better accommodation for our staff team (previously housed in 2 rooms) and to offer similar facilities to other charitable organisations.

In 1996 Coseley Old Peoples Housing Association merged with CHADD and through that merger we acquired Neville House in Woodsetton which like the one in Sedgley we were then able to upgrade.

In 2000 Dudley MBC transferred ownership of the Glebelands care home to CHADD to enable funding to be accessed for its major improvement and remodelling.

In March 2007 Halesowen Women's Refuge formally merged with CHADD after having a longstanding partnership arrangement. This, together with the ongoing new development programme, brought the number of supported housing units in management up to 220.

We now employ around 53 people with a budgeted income for 2010/11 of over £2m.

Most of our staff team are project based and there is still only a small head office team. We hope to remain "friendly, small and caring" although we strive also to be professional and effective in what we do and efficient in how we do it.

CHADD has a significant involvement in the Supporting People programme in Dudley, which we embraced as an opportunity to enhance the standards and range of support services available in the Borough. As local specialists in supported housing we see our role not only as a provider but also a facilitator of services and work closely with Dudley MBC and other voluntary and statutory agencies to make this programme a success for the people who need it.

6. What we are trying to achieve - where we're going as an association.

CHADD's vision is to enable people to live as independently as they choose within the borough of Dudley. The motivation for the association's formation came from the Christian Churches of Dudley and our activities are guided by Christian principles. We do not discriminate, however, in who can receive our services or who is employed by CHADD.

Our mission explained.....

We believe that every individual has a right to a home which is suitable for their specific needs and as an organisation we put this belief into action by providing real homes and flexible support services to meet those needs.

By real homes we mean a home that meets not only the needs but also the aspirations of the individuals we house. In some cases this may be a short term solution to a crisis situation or a stepping stone to a permanent home. In others this will be a home for life or a means to remain independent for as long as possible. In any situation we aim to do the best we can to enable someone to live as they would wish to, or to gain the skills and confidence to do that in the future.

We aim to provide high standards in the design, management and maintenance of our properties and in the care and support that we offer to individuals and to continually look for ways to improve our services.

Although we are small we always try to give good quality in all that we do. We believe that it is an advantage being small as we can be closer to our residents and hear better what they want from our services and so try to continually improve what we do.

In the best interests of our tenants and residents we work closely with other agencies and organisations and with the local community.

Our purpose in enabling people to live independently does not necessarily mean that CHADD will provide the housing or the support or care services, we are motivated by the needs of individuals in the community and it is our mission to seek the best solutions to their needs whether that is by providing services ourselves, working in partnership with others or acting as facilitators or agents in helping appropriate services to be developed, delivered and accessed.

At all times and in all that we do we value other people and treat each other with respect.

This has always been at the heart of our work; it is the basic ethos of the association and drives all that we do. It is the key element of the Diversity and Equal Opportunities agendas, the basis of Valuing People and Social Inclusion; we see it as a basic Christian principle.

In the future we want to be able to respond to changing needs, to do this we must:

- ⇒ be aware of the needs, listening to people, being involved in local forums and community groups, and understanding how hopes and aspirations change with the times;
- ⇒ have the skills and human resources to meet changing demands and the ability to judge and manage risks;
- ⇒ have the financial stability to be effective, to invest in our properties and our people;
- ⇒ have a reputation for delivering quality services, for doing what we say we will do and for trustworthiness and good governance.

In the future we need to be able to take advantage of new opportunities and identify how we can overcome challenges that will be faced over the coming year with the current economic climate. The following opportunities and challenges were identified at the business planning workshop held as part of our AGM.

Opportunities

- Focus on floating support for Supporting People contracts
- Increase user engagement and involvement
- Review and try to respond to the needs and priorities of Dudley Council
- Identify and resource more training opportunities for residents e.g. confidence building to enable them to move away from abuse
- Establish stronger intergenerational links between our young and older residents
- Identify how we can expand some of our services e.g. the foyer project and domestic abuse services
- Partnership working to share resources and make efficiency savings
- Improve and expand our buildings and facilities e.g. self contained accommodation
- Big Society – how can CHADD contribute?
- Increase promotion of CHADD services
- Set up volunteer projects to increase capacity of activities and support volunteer experiences

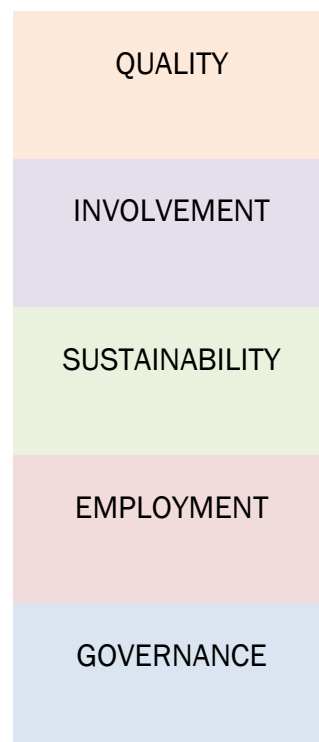
Challenges

- Funding cuts
- New Government agendas
- Possible mergers or increased need for partnership working
- Tendering for contracts

Our strategic aims 2011 - 2014

Over the next three years our **key aims** to enable us to work towards achieving our mission will be as follows. These aims describe why we do our work and the changes we intend to bring about.

- To maintain and improve the quality of our services and accommodation to ensure they meet the needs of CHADD service users in the Dudley borough
- To ensure that CHADD service users are involved in everything we do, are happy with our services and that they can make informed choices and influence our organisation
- To ensure that CHADD has the resources it needs to be able to increase its sustainability, independence and achieve its outcomes
- To ensure CHADD continues to be a good employer that empowers its staff and volunteers
- To ensure CHADD has good governance and financial systems in place and runs its organisation effectively and efficiently



Our expected outcomes 2011 - 2014

Over the next three years the differences that CHADD will make as a result of its services are as follows.

- ✓ Vulnerable people in the Dudley borough will:
 - ⇒ Have increased independence and choice
 - ⇒ Be empowered to improve their lives through having access to a wide range of high quality specialist housing related services
 - ⇒ Have increased access to high quality accommodation that meets their diverse needs
 - ⇒ Have improved confidence, stability, skills and abilities to be able to move forward in their lives
- ✓ Staff and volunteers will have increased skills, knowledge and confidence to help vulnerable people in the Dudley borough and will feel valued and supported
- ✓ CHADD will have increased financial sustainability and independence

6. Our action plan – how we will get there

AIM: To maintain and improve the quality of our services and accommodation to ensure they meet the needs of CHADD service users in the Dudley borough			
Objective	Outcome	Who	When
<p>Develop, implement and review improvement plans for all projects and accommodation</p> <p>Prioritise our development and improvement programme to meet identified needs and address issues of accessibility, cost effectiveness, repairs and maintenance, tenancy allocations</p> <p>Maintain properties, services and equipment to best possible standard within resources available</p> <p>Identify and review potential different models of support to service users</p>	<p>Improved service user satisfaction</p> <p>Improved standards and services that better meet current needs and expectations.</p> <p>Reduced risk to users</p> <p>Greater sustainability.</p> <p>Increased number and diversity of users - improved s/u outcomes.</p>	CEO and all staff	Yr 1,2 3
AIM: To ensure that CHADD users are involved in everything we do, are happy with our services and that they can make informed choices and influence our organisation			
Objective	Outcome	Who	When
<p>Develop, review and implement resident involvement plans</p> <p>Gather service user feedback through clear complaints procedures, engagement processes and through regular communication systems e.g. website, leaflets, meetings etc</p> <p>Encourage consistent service user involvement in CHADD e.g. users on Board, resident feedback etc</p> <p>Treat all tenants with fairness and respect and ensure barriers to involvement are removed or reduced where possible</p>	<p>Increased and more effective s/u involvement.</p> <p>Improved knowledge of s/u needs.</p> <p>Services better match s/u needs.</p> <p>S/us feel empowered and gain skills.</p> <p>Increased s/u satisfaction.</p> <p>Improved utilisation of services.</p>	CEO and all staff	Review annually

AIM: To ensure that CHADD has the resources it needs to be able to increase its sustainability, independence and achieve its outcomes			
Objective	Outcome	Who	When
<p>Review the financial sustainability of CHADD and identify methods of diversifying income streams (e.g. trading, grants, contracts, fundraising events etc)</p> <p>Apply for funding pots through different funding streams when required</p> <p>Develop trustee and staff skills in tendering for contracts</p> <p>Raise the profile of CHADD through achieving targets in marketing plan</p> <p>Identify potential partnership working opportunities as a way to save money and strengthen relationships</p>	<p>Increased independence, financial sustainability and diversification.</p> <p>Increased skills, confidence and knowledge of tendering for contracts.</p> <p>Increased opportunities for Income generation and partnership working.</p>	By end of yr 1, review annually	By end of yr 1, review annually
AIM: To ensure CHADD continues to be a good employer that empowers its staff and volunteers			
Objective	Outcome	Who	When
<p>Provide training opportunities for staff and volunteers and encourage them to empower service users rather than encouraging dependency</p> <p>Support the development of staff and volunteers through appropriate management, support, supervisions and good communication</p> <p>Provide staff and volunteers with the opportunities to influence CHADD services through meetings, away days etc</p>	<p>Increased skills, knowledge and confidence of staff and volunteers.</p> <p>Increased staff satisfaction.</p> <p>Increased influence of staff and volunteers on CHADD services.</p>	Board, CEO and managers	Review annually
AIM: To ensure CHADD has good governance and financial systems in place and runs its organisation effectively and efficiently			
Objective	Outcome	Who	When
<p>Provide training, support and information for Board members to enable them to carry out their role effectively</p> <p>Carry out governance reviews periodically, including reviewing the diversity of the Board.</p> <p>Provide good systems for communication between the Board and staff</p>	<p>Improved governance of CHADD (increased skills, capacity, communication, diversity and standards)</p> <p>Improved trust and empowerment of staff.</p>	Board and CEO	Yr 1,2 3, review annually

7. What resources do we need and how are we going to obtain them

Through careful stewardship and specific donations and transfers over many years, CHADD has been able to accumulate a level of reserves which will help to safeguard its activities through difficult times ahead.

It is important that these reserves should be used wisely to provide positive outcomes for vulnerable people in housing need in Dudley and it is the Board's aim to utilise the reserves to achieve long term sustainability of CHADD's services rather than meet short term funding deficits.

Over the first year of this business plan period we will be focusing on our financial sustainability and involving the whole organisation in this process.

What this will involve:

⇒ **Preparing annual budgets seeking efficiency savings wherever possible.**

⇒ **Identifying funding gaps and implementing a process to -**

- Challenge the way that services are delivered
- Reconfigure where it is felt appropriate to achieve sustainability
- Fundraise against specific service objectives

⇒ **Planning ahead towards financial sustainability to -**

- Ensure all services deliver Value For Money
- Be alert to changing economic environment and flexible enough to respond
- Seek funding opportunities and develop/buy in skills to respond quickly and effectively
- Develop a financial sustainability strategy encompassing
 - Reserves policy
 - Reconfiguration or restructure of projects &/or processes
 - Redundancy policy
 - Revenue maximisation

⇒ **Effectively managing processes, people and resources**

- Monitor and control expenditure
- Invest to achieve positive outcomes for future service users
- Take care of our assets – human and material.

8. What risks and obstacles lay in our path – how will we deal with them

Category of risk	How we will manage the risk
External influences – Supporting People funding changes, funding cuts etc.	Changes to the way Supporting People contracts will be funded is considered as a high risk. The senior management team will keep up to date with all proposals in respect of the funding, respond to consultations and seek to place our services in as secure a position as possible in relation to local priorities. CHADD has already made progress in developing tendering for contracts skills through the Building Blocks Toolkit. CHADD to seek support when tendering for the contracts.
Governance issues.	Ensure that despite being small we adhere to the good practice standards advocated by regulatory and trade bodies and that our board and senior staff has the skills and training to effectively lead the association.
Benefit changes.	Risk of increased arrears, evictions increased turnover, as a result of the proposed major changes to the benefit system – ensure that managers keep themselves fully informed of changes and are active in local and national debates and forums to work for the long term good of our residents.
Property Maintenance costs.	Monitor the costs of maintenance services, challenge the way that those services are delivered and benchmark costs against other associations. Supervise maintenance contractors to ensure value for money is achieved.
Changing needs/aspirations of residents/service users.	Undertake frequent challenging reviews of our services and seek honest feedback from users of our services. Ensure staff training reflects changing needs as does the building design and maintenance of our buildings.
Failure of tenancy support services.	Employ well trained staff and implement effective systems for delivery and monitoring of support services. Have in place effective monitoring of agencies managing schemes on our behalf. Keep up to date with all changes in legislation and standards affecting care and support services.
Disaster recovery / business continuity.	IT and business disaster plans to be in place for all work areas and kept up to date and practised so that they could be implemented smoothly in an emergency situation.
Loss of rent.	Ensure that all rent records are maintained up to date and effective processes are in place for the collection of rent and the recovery of arrears. Ensure that staff collecting rents are safe and that the collection method is secure and resistant to fraud.
Recruitment and retention.	Need to remain competitive in recruitment, staff to feel adequately valued (challenge where salaries are frozen).
Skilled staff.	Policy on training and method to ensure skilled staff are encouraged to remain and fully utilise their skills.
Contract management risks.	Risks associated with the development of relatively high cost new projects will be managed by utilising the services of larger associations as development agents and employing specialist consultants as and when necessary.
New business/project development.	Risk of high cost capital projects – develop senior management skills in project appraisal and costing. Difficulty in accessing capital for new projects is also recognised as an issue but not one that threatens the viability of the association.

9. How we will monitor and report on our progress.

Following the adoption of this overarching plan, each project will also devise its own Project Action Plan to contribute to the overall strategic aims of the association. These action plans will include the development of outcomes monitoring frameworks which will identify qualitative and quantitative outcome indicators, how these will be measured and how these will be used in reporting systems to the Board.

CHADD defines quantitative and qualitative outcomes as:

Quantitative outcomes – numbers of vulnerable people engaged in their services and the number and types of activities and services provided.

Qualitative outcomes – vulnerable people's feelings and perceptions of the services and activities provided and what differences it has made to their individual lives.

The senior management team will draw up a Management Action Plan through which it will plot the tasks and activities required over the duration of the Plan to make our aims a reality. This will bring together the 'Project' and the 'Business' actions into a single simple document.

Progress on this Management Action Plan will be updated and reviewed with feedback from the project staff at each senior management team meeting and the plan will provide an agenda setting tool for the year ahead.

The Board will receive progress reports on the action plans on a quarterly basis and will review the plan annually.

The Management Action Plan and the subsidiary Project Action Plans will be 'living documents', visible and used at each project. Each member of staff should be able to identify how their role is contributing to the achievement of these overall plans and their personal performance and development targets are related to them.

As with all plans, things change!

This plan will evolve as time goes on whilst our overall vision and mission remain constant, the annual review of the Management Action Plan will enable constant improvements and adjustments to be made to reflect the environment we work in and the needs and aspirations of our residents.