



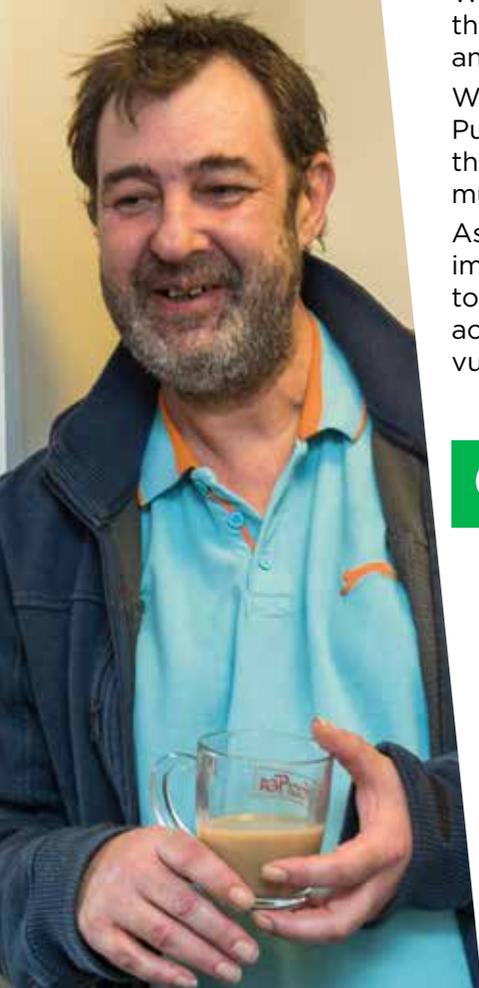
St Martin's

Strategic Plan 2019 - 2021

More than a home
for the homeless

Welcome

More than a home for the homeless



St Martins was founded in 1970 by Alan Webster, the Dean of Norwich Cathedral. We have since grown and developed our services based upon the philosophy that people who are homeless or at risk from homelessness need more than just a roof over their heads.

We work mainly across Norwich to support single homeless people and we deliver some services across Norfolk.

People become homeless for a variety of reasons and they need individualised programmes of care and support.

We work tirelessly to help people to turn their lives around, to live independently and to feel that they are valued by society.

We are living in times of great austerity. Public funding is being cut and it is often the people who have so little that suffer so much.

As a charity we know we have an important role to play and we are proud to work with partners and stakeholders across Norfolk to make a difference to vulnerable people.

Our mission

To maximise independent living and prevent homelessness in our community by offering a hand up - housing, support and care - to the most vulnerable.

To enhance understanding and compassion towards homeless people in our community through education and advocacy.

Our six key ambitions

- 1 ➤ **Prevent homelessness wherever possible**
- 2 ➤ **Deliver crisis support**
- 3 ➤ **Deliver sustained support**
- 4 ➤ **Continue to be an employer of choice**
- 5 ➤ **Continue to be well managed and efficient**
- 6 ➤ **Communicate clearly**



**St Martins has been a
lifeline for me.**

Dougie



Our Services

St Martins really is more than a home for the homeless. We recognise that people who are homeless or at risk from homelessness need a wide variety of support. We work hard to understand the needs of the individual and deliver the support that each person needs. The support we deliver includes:

Outreach

St Martins is proud to be the lead partner of **Pathways**, a project that delivers a wide variety of outreach services to rough sleepers and people with complex needs. We work alongside six other organisations to provide support, information and practical solutions to reduce rough sleeping and to help people to live independently and manage their own tenancies.

Hostels

Bishopbridge House is the main direct access hostel for people in Norwich who are homeless. The hostel's main purpose is to provide emergency, temporary accommodation with support for people who are homeless. We have 37 beds at Bishopbridge House and during the year we provide care and support to around 500 people.

Dibden Road Hostel is a male only move through hostel for 17 men. There are also 5 flats. At Dibden Road we provide short

term housing as part of a person's journey on to more independent accommodation.

Residential care

Highwater House is a 22 bed dual diagnosis care home registered with the Care Quality Commission (CQC). It is a 'wet' unit for single men and women with ongoing mental health and substance misuse issues aged 18 - 65. Everyone living at Highwater House will have been homeless or vulnerably housed, may have experienced abusive and traumatic events in their lives and been unable to cope with independent living.

Webster Court provides housing and care for 33 people aged over 50, many of whom are physically frail and have mental health needs such as dementia. The people living at Webster Court have all experienced homelessness at some point in their lives. Some people live independently in apartments whilst others require more comprehensive care which is delivered by our CQC registered homecare service.

Temporary Accommodation

We work in partnership with Norwich City Council to provide temporary accommodation for people

We are grateful for

to enable us to deliver services to

who are homeless. We have 19 temporary accommodation beds and our specialist workers provide support to help people to prepare applications for accommodation and to provide move on support, in conjunction with their Personal Housing Plan.

Community Living

St Martins leases a number of houses across Norwich which we use as move on accommodation.

People can stay in this accommodation for up to two years, depending on their individual situation. Everyone has a tailored support plan and meets with their housing officer on a weekly basis. This close contact enables the team to support the individual through the transition of gaining their own independent accommodation.

Independent Living

Our Independent Living team supports around 50 people living independently in the community, many of whom have previously used St Martins services. The Independent Living service enables people who have been allocated a personal budget by Norfolk County Council to receive a

wide range of support in their own homes. This service helps people to manage their own tenancies and helps to prevent them from becoming homeless.

We are also part of the Norfolk Integrated Housing & Community Support Services partnership (NIHCSS). Together we are transforming mental health services and preventing homelessness.

Learning & Development

Under 1 Roof is our learning and development centre. We offer a wide variety of support for people who are homeless or at risk of homelessness. These opportunities help people to develop the skills and knowledge that will help them to live independently within the community. We also deliver an accredited tenancy programme.

Bridges offers a drop in session for people who struggle with their mental health. Everyone attending Bridges has their own goals and ambitions. Maintaining good mental health helps to prevent homelessness.



the ongoing support of local people and businesses
people who are homeless or at risk of homelessness.

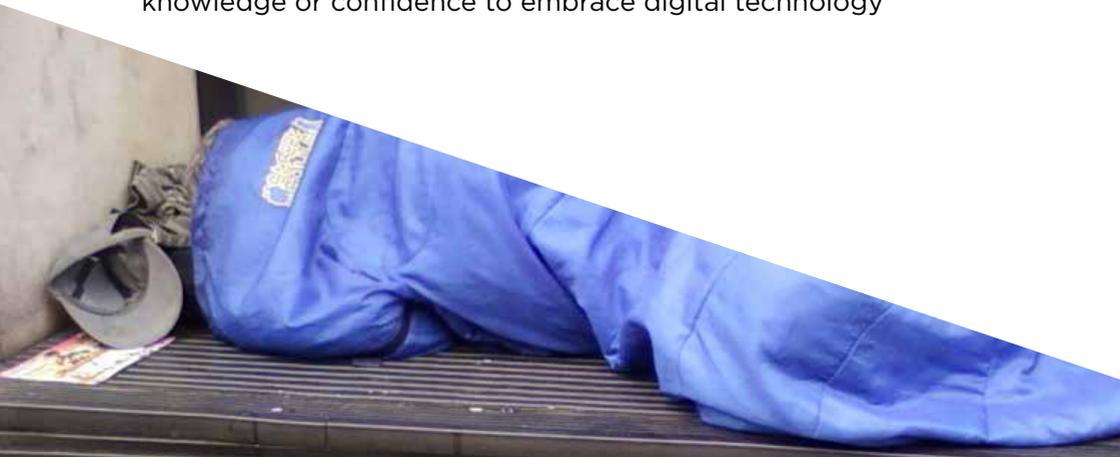
St Martins ambitions for 2019 - 2021

1 We will prevent homelessness wherever possible

Our Independent Living Service is critical to ensuring that people with complex and enduring mental health needs are able to maintain their independence and live in their own homes. Without this vital support many more people would be homeless and sleeping rough.

During 2019 -2021 we will:

- Work with our partners to deliver the Norfolk Integrated Housing and Community Support Services (NIHCSS)
- Develop the support we provide for people who are not eligible to receive services under NIHCSS contract
- Support the Norwich Clinical Commissioning Group (CCG) GP Pilot Scheme (engaging and supporting patients with Severe and Multiple Disadvantage within Primary Care)
- Ensure we provide clear signposting so that people who need support for drug and alcohol addictions receive the help that they need
- Support people who are staying in our temporary accommodation to find permanent housing
- Deliver the Bridges drop in centre initiative to help people to stay well and maintain their independence
- Develop our strategic partnerships to enhance awareness of our services and to provide a greater level of support for people at risk of homelessness
- Provide learning and development opportunities to respond to the needs of people who do not feel that they have the skills, knowledge or confidence to embrace digital technology



We will deliver crisis support



Crisis support means that we will get people off the streets. Every night spent rough sleeping is a personal disaster for someone which we want to avoid.

Typically, people who are rough sleeping have very complex needs. They need the specialist support that St Martins is able to provide to start their recovery journey. Sometimes this can take up to two to three years; we are committed to working alongside them for as long as we are needed.

During 2019 -2021 we will:

- Lead the work of the Pathways project which supports 2000 people every year
- Continue to provide specialist services at our direct access hostel (Bishopbridge House) for 37 people every night of the year
- Support the 22 people living in Highwater House, our Care Quality Commission (CQC) registered care home within a Psychologically Informed Environment (PIE)
- Maintain a CQC rating of good or above at Highwater House
- Commence a St Martins Housing First initiative which will provide 20 additional beds
- Continue to work closely with partners to deliver the Severe Weather Emergency Protocol (SWEP)



**St Martins really care.
They don't give up on
you.**

Beckie



3

We will deliver sustained support

As people with complex needs and chaotic lives receive the specialist support which St Martins provides, they start to need a different kind of assistance. This input helps them to rebuild their lives and work towards independence. The support St Martins provides ranges from move-on accommodation to helping people to acquire new skills and qualifications.

During 2019 -2021 we will:

- Review whether our group home model still meets the needs of the people we support
- Continue to support 22 men living at our hostel at Dibden Road
- Continue to provide Sheltered Housing accommodation for 33 people living at Webster Court
- Maintain a CQC rating of good or above for home care services delivered at Webster Court
- Continue to support the development of our Learning and Development unit (Under 1 Roof)

◀◀ **It's the little stuff
that makes all the
difference. St Martins
listened to me.**

Hayley





We will continue to be an employer of choice

4

We recognise that without our dedicated and committed team members we could not deliver the services which the people we support need.

We value all of our team members and we are committed to supporting everyone to deliver the very best services possible.

During 2019 -2021 we will:

- ▶ Demonstrate strong leadership
- ▶ Treat people fairly
- ▶ Continue to use the NJC payscale
- ▶ Continue to be a Living Wage employer
- ▶ Ensure all team members have a comprehensive induction
- ▶ Ensure all team members receive annual appraisals and regular, documented supervisions
- ▶ Ensure all team members receive the training that they need to deliver the best possible service
- ▶ Continue to develop a culture where every team member feels valued for the work they do



We will continue to be a strong and healthy charity

St Martins plays a very important role in reducing homelessness and rough sleeping. However we cannot deliver this service if we are not a strong and healthy charity.

We also recognise that we do not work in isolation; we are part of a rich and diverse range of services all working towards the same aim.

During 2019 -2021 we will:

- Always consult with the people we support and use their views to inform our strategic development
- Continue to maintain and develop our partnerships with key stakeholders
- Develop an Advisory Group to act as critical friends and challenge our thinking
- Value and develop our growing army of volunteers
- Review our fundraising processes and develop a new Fundraising Committee
- Embark upon a fundraising campaign which will enable us to provide 20 new beds through our designated funds and new fundraising activities
- Ensure that our support services (e.g. Finance, IT and Human Resources) are able to meet the needs of the charity
- Continue to monitor the impact of the implementation of Universal Credit on the people we support
- Ensure we retain reserves in accordance with our Reserves Policy
- Ensure that all aspects of the charity are regularly reviewed and scrutinised internally and externally

◀◀ **St Martins actually do what they say. That's really rare.**

Mark



We will always communicate clearly



We know how important it is to communicate clearly both externally and internally. We need to ensure that the general public know that people who are sleeping rough have access to support. We want our partners and stakeholders to know that we are flexible and approach everything we do with a 'can do' attitude. We also want to make sure that every member of our team understands the role that they play in delivering our strategic plan.

During 2019 -2021 we will:

- Be the leading and most authoritative voice in any public debate regarding the homeless in Norwich
- Ensure we speak openly and clearly about the work we do and the support that is available for people who are homeless or rough sleeping
- Develop a strategy which raises public awareness and provides information and support to the general public in relation to rough sleeping and homelessness
- Respond efficiently to requests for information
- Use online and offline communications channels to ensure we communicate our key messages effectively
- Communicate regularly and openly to all our team members and volunteers



St Martins

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for the homeless

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