

# Business Plan Summary 2016-19





*Thames Reach outreach teams work across London every night of the year*

## Business Plan 2016-19

### **Vision**

Thames Reach's vision is of a society where street homelessness is ended and nobody need sleep rough on the streets.

### **Mission**

In pursuit of this vision, our mission is to ensure that every Thames Reach service user is able to find and sustain a decent home, develop supportive relationships and lead a fulfilling life.

### **Business Priorities**

Thames Reach's business priorities will focus on:

- Core business areas where we have a strong track record in delivery
- Illustrating and consolidating the distinctiveness of our service offer
- Achieving a replicable delivery model that avoids becoming overly complex
- Being cost effective without risking our reputation for delivering quality services
- Working in partnership where it can be demonstrated that the partnership enhances the service offer and does not create organisational inefficiencies
- Identifying new areas of unmet need, in response to which we will provide effective solutions

## Core Business Areas

### Services for the multiply disadvantaged

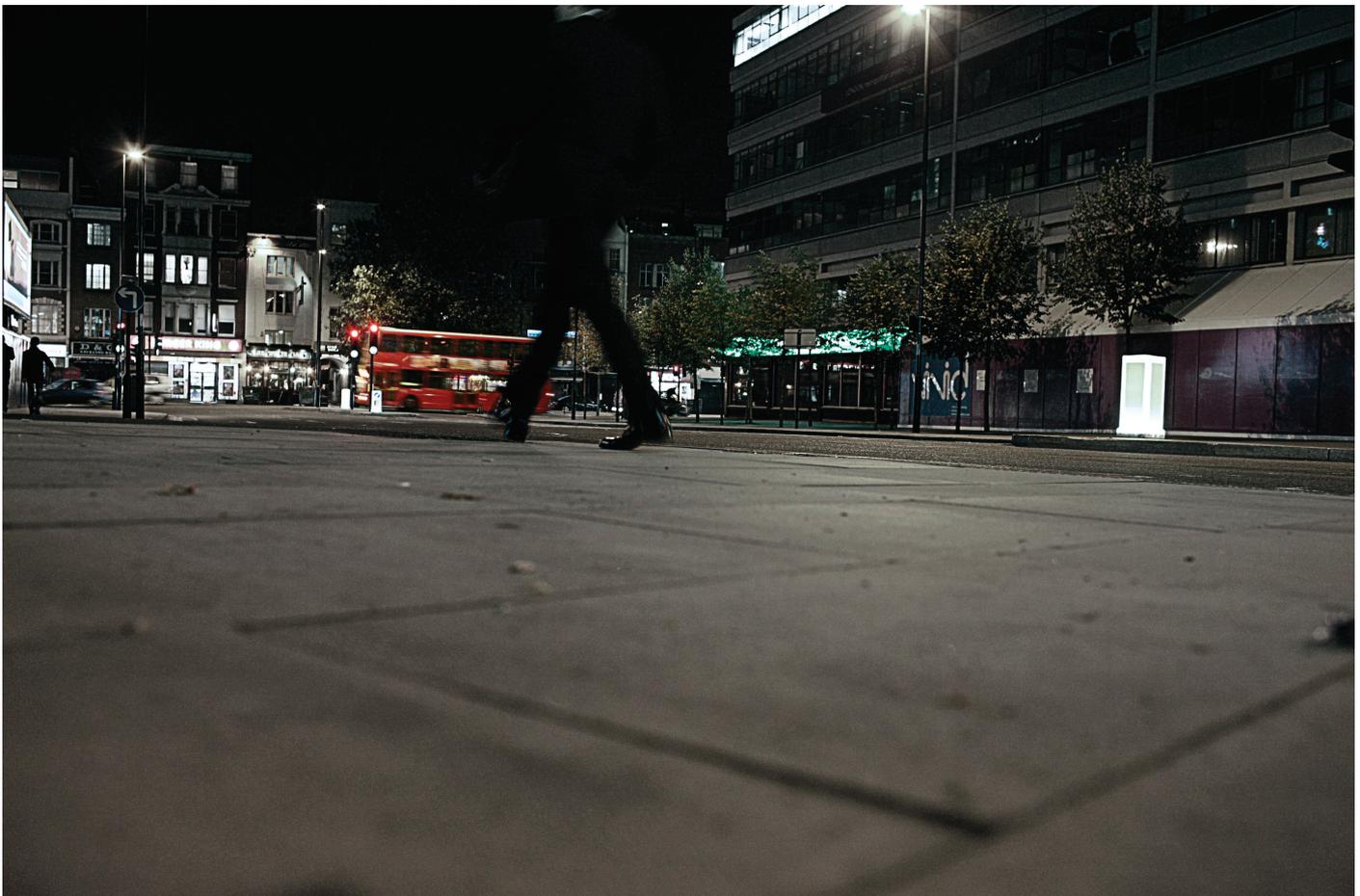
Work with multiply disadvantaged people who are homeless, at risk of homelessness or otherwise marginalised. We will build on our strong reputation for managing:

- Responsive street outreach services
- Hostels that can maintain complex individuals and help them address the underlying issues that have led to their homelessness
- Specialist accommodation for people with drug, alcohol and mental health needs
- Tenancy sustainment services to people with a wide range of needs and chaotic lifestyles

### Specialist health interventions

We will deliver specialist health interventions, usually as part of a partnership that build on our existing reputation to:

- Reach out to marginalised individuals to help them address a health issue such as diabetes or poor mental health
- Deliver effective social and practical support in collaboration with clinical services where we provide the 'mortar' binding together the range of interventions
- Work with health colleagues to disrupt the 'revolving door' scenario of repeat homelessness following treatment for a health problem



*Sleeping rough on the streets of London can be extremely dangerous*



*Service users on the Moving In Moving On painting and decorating skills course*

### **Community-based employment support**

We will continue building on our work helping people improve their skills to maximise their chances of finding employment and participate on an equal footing in community life by:

- Developing the Employment Academy to meet the needs of the local community and specifically to help those people most distant from the job market and socially excluded to increase their skills, confidence and self-esteem
- Working in partnership with other voluntary sector organisations, business partners and local authorities to increase employability and reduce social isolation

### **Preventative housing interventions**

We will develop our collaborative work aimed at ensuring that, wherever possible, people can avoid homelessness, and particularly rough sleeping, by:

- Developing models of intervention in partnership with local authorities, health colleagues, landlords and others that maximise people's chances of retaining their accommodation and ability to sustain themselves without needing continual interventions from specialist support agencies

## **Delivery Model**

### **Lead delivery**

We will usually deliver services to complex, multiply-disadvantaged people as the only agency or the lead agency, particularly where the presenting issues are rough sleeping or where the type of support required is housing-related support to a specific group; for example, people with mental health issues.

### **Partnership delivery**

In the areas of health, employment and housing prevention, we will usually work in collaboration with other organisations and this includes where the engagement is with a specific group such as young people or marginalised women.

### **Helping people to gain fair access to mainstream services**

Our approach will be to prioritise helping people gain access to the mainstream services that everyone is entitled to but which our service users are frequently denied. We will explicitly seek to reduce dependence on Thames Reach and avoid developing services that can unintentionally lead to exclusion from everyday life.

### **Social investment**

We will build on our success in engaging with social investors to provide working capital to deliver services and invest in accommodation for disadvantaged individuals. Attracting social investment in order to purchase properties will be with the intention of meeting specific project objectives, such as providing units of accommodation for people leaving hospital or residential care as part of a health rehabilitation programme. It is not an objective to build a large, generalist property portfolio.

### **Payment by Results (PbR)**

PbR is a funding mechanism that offers the opportunity of a more focused delivery approach than the more orthodox commissioning models allow and we will seek further PbR funding and encourage this approach where it is appropriate and the outcomes sought are of the type that help Thames Reach achieve its mission and vision. We will also explore other innovative funding mechanisms that emerge with the same commitment to developing new approaches as we have demonstrated with PbR models.

### **Geographic range**

We will continue to focus on London and on the boroughs where we have developed strong and enduring relationships, focusing on maximising our core business. Where we seek to extend our range of services to new boroughs within London and outside the capital we will focus on our core business areas. The exception to this could be where a partnership opportunity in a non-core area of service delivery arises, which enables us to progress towards achieving our mission and vision.

### **Service user engagement**

We will actively involve service users in designing, developing and delivering services, building into our systems ways in which their input can contribute towards the continuous improvement of services.

## **Strategic Imperatives**

### ***Extend the number of local authorities in which we provide our core services***

We will do this by systematically focusing on key boroughs which will be defined in the development plan, building on, for example, our London Street Rescue service and tenancy sustainment team which together cover strategically important boroughs.

### ***Robustly review current and future partnerships***

We will develop a partnership strategy that delivers transformational services for our service users. All potential partnerships will be assessed against the following questions:

Does the partnership:

- Enable us to achieve our mission and vision?
- Contribute to us meeting our business priorities?
- Complement the work of Thames Reach rather than duplicate?
- Avoid creating a significant drain on time and resources that negatively impacts on our work elsewhere?

And:

Are we confident that potential partners:

- Share our values?
- Can effectively deliver the services they are expected to?

### ***Strengthen the distinctiveness of our offer and raise awareness of our track record***

We will produce a series of learning briefings covering key areas of service delivery where we have performed impressively such as Housing First, Psychologically Informed Environments (PIE) and the Hospital Discharge initiative.

We will grow our peer advocacy services and evaluate their effectiveness so we can evidence the impact peer advocacy makes and continue to improve on the outcomes achieved.

### ***Develop new initiatives which align with our core business model***

We will undertake an organisation-wide investigation into areas of unmet need and seek funding from trusts and corporate supporters to address unmet need.

### ***Deliver on the Lambeth Integrated Personalised Support Alliance (IPSA) and contribute to the widening of the alliance***

We will continue to play a key role in the IPSA and connected services, such as the Living Well



*Support staff at Graham House hostel*

Network, in order to collaboratively provide responsive, community-based, person-centred support to people addressing mental health issues. We will contribute fully to the extension of the alliance with a focus on ensuring that it functions efficiently with effective governance, properly devolved management responsibilities and clear lines of accountability.

***Ensure that our community buildings generate income that can contribute to funding our service delivery***

We will focus on ensuring that the community buildings that Thames Reach owns (Elmfield and Hudson houses and the Employment Academy) generate income that provides the core funding for our community-based projects.

***Develop new housing models that enable people to live contented and settled lives***

We will:

- Continue to pilot shared accommodation models such as Peer Landlord London
- Review our approach to finding accommodation in the private rented sector to increase our access
- Seek opportunities to increase the availability of accommodation based on the Housing First model

***Build relationships with key Registered Providers***

We will focus on developing partnerships with Registered Provider partners that could include:

- Financial support to Thames Reach in the form of loans and grants
- Providing commissioned support (for example housing or employment focused) to the tenants of the Registered Provider
- The provision of pro bono support from the Registered Provider to Thames Reach in specialist areas



*Croydon Hospital Discharge Project link worker and service user*

