

Thames Reach Business Plan 2022-25



Thames
Reach

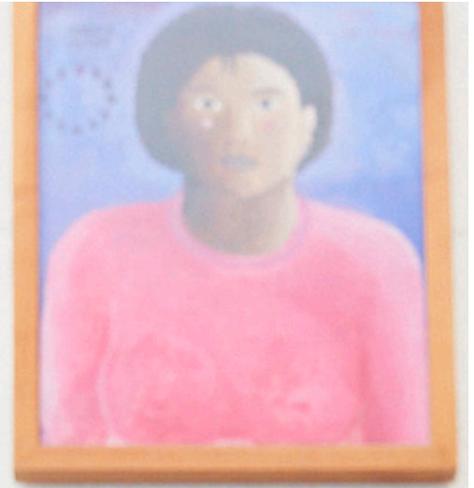
Thames Reach helps homeless and vulnerable people to find decent homes, build supportive relationships and lead fulfilling lives.

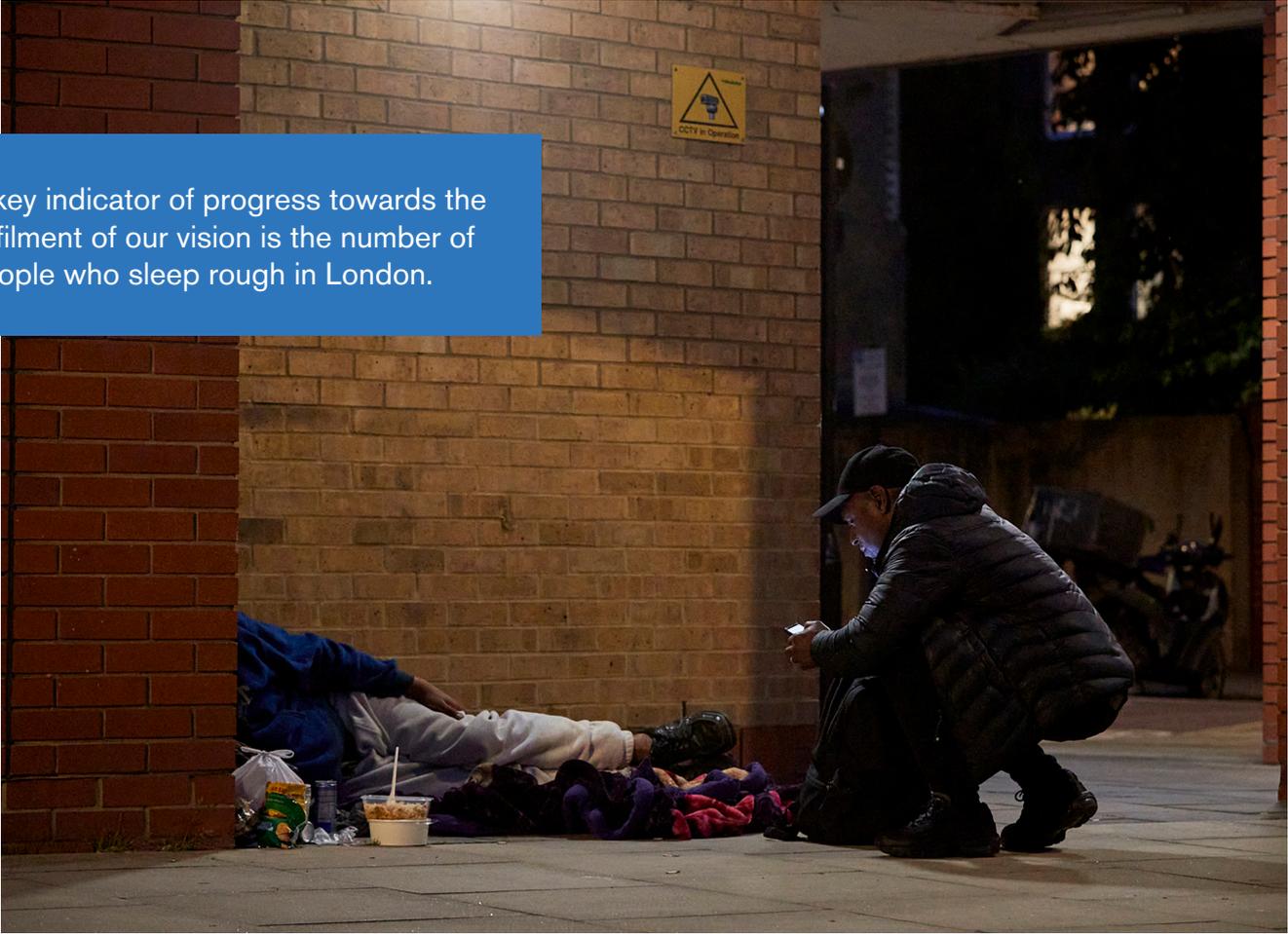
Our vision is of a society where street homelessness is ended and nobody need sleep rough on the streets.

www.thamesreach.org.uk

Thames Reach Business Plan 2022-25

Our vision





A key indicator of progress towards the fulfilment of our vision is the number of people who sleep rough in London.

Our vision

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

Our mission

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

What we will do

The government has committed to end rough sleeping 'by the end of the Parliament', with an emerging objective that rough sleeping is prevented and, if it does occur, that it is rare, brief, and non-recurring.

Thames Reach supports this commitment, which is closely aligned with our own vision, and we will work to support this ambition through our services, and by using organisational knowledge and practice to influence effective approaches to service delivery.

Over the financial year 2020-21, we worked across Greater London and East Surrey to help almost 2,000 people sustain their accommodation and avoid street homelessness; we helped 2,170 during April — June 2020 at the height of the first lockdown through our outreach teams; and our recovery services helped 1,769 people to move towards independence.

In the three years from April 2022 to March 2025, Thames Reach will focus on developing our core proposition, which is to support people who are homeless, or at risk of homelessness, and to build relationships to help maximise their security and resilience. These interactions may be brief — such as a single meeting and a referral to appropriate services — or longer term, but the focus will be on securing people's independence.

Our perspective is that of a generalist service, and we know that ending street homelessness requires us to work more broadly than the dedicated homelessness and housing fields.

We will seek to develop and grow partnerships in complementary areas that will allow us to increase our impact, and our ability to intervene to prevent



Our recovery services will support people to move away from street homelessness permanently. We will measure our effectiveness through the number of people successfully moving on from our services.

street homelessness. These partnerships will allow us to use our generalist skills to support other areas, for example mental health, housing provision, and work with people who have been through the criminal justice system. They will also ensure that specialist interventions are effectively co-ordinated and that barriers to progress are identified and removed.

We recognise that homelessness is often the product of trauma, followed by a history of system failure and exclusion, and that our people and services need to understand and respond to this trauma. Our partnerships can help us do this.

'Our prevention activity, and the impact of this activity, will at least double in size.'

We group our work into the categories of Prevention, Intervention, and Recovery, and we hope that, over period of this business plan, we will see a reduction in street homelessness and a growth in, and a greater focus on, the work that needs to be done to prevent it. This particularly applies to those people for whom statutory responses like the Homelessness Reduction Act are ineffective.

We will develop and disseminate new approaches to prevention, including the identification of people at risk, and ways of providing support without people becoming dependent upon it. We aim to become sector leaders in this area of work. We expect that this will mean that our prevention activity, and the impact of this activity, will at least double in size, and we will agree effective measures to record this.

A key indicator of progress towards the fulfilment of our vision is the number of people who sleep rough in London. We will continue to monitor this, drawing information from the pan-London CHAIN database, and identifying distinct groups on the streets, including those new to the streets, entrenched rough sleepers, and those returning to rough sleeping. We recognise that people will still end up on the streets, and that when they do, a quick response using resources like emergency accommodation is crucial.

The impact of street homelessness can be compounded by long periods spent in emergency accommodation, and by repeated unsuccessful stays in such accommodation. We will ensure that

our emergency accommodation enables people to move away from street homelessness, and that any housing breakdowns that result in a return to homelessness are minimised or eliminated.

Our recovery services will support people to move away from street homelessness permanently. We will measure our effectiveness through the number of people successfully moving on from our services.

Our business model

We believe that we can only end street homelessness with the active support and involvement of government. The vast majority of our services are delivered under contract to local and regional government, and we expect this to remain the case, although we also expect to increase the proportion of services that are initiated and developed in collaboration with partners and commissioners. Examples of this approach include the Lambeth Living Well Alliance, and our relationships with some commissioners and partner agencies.

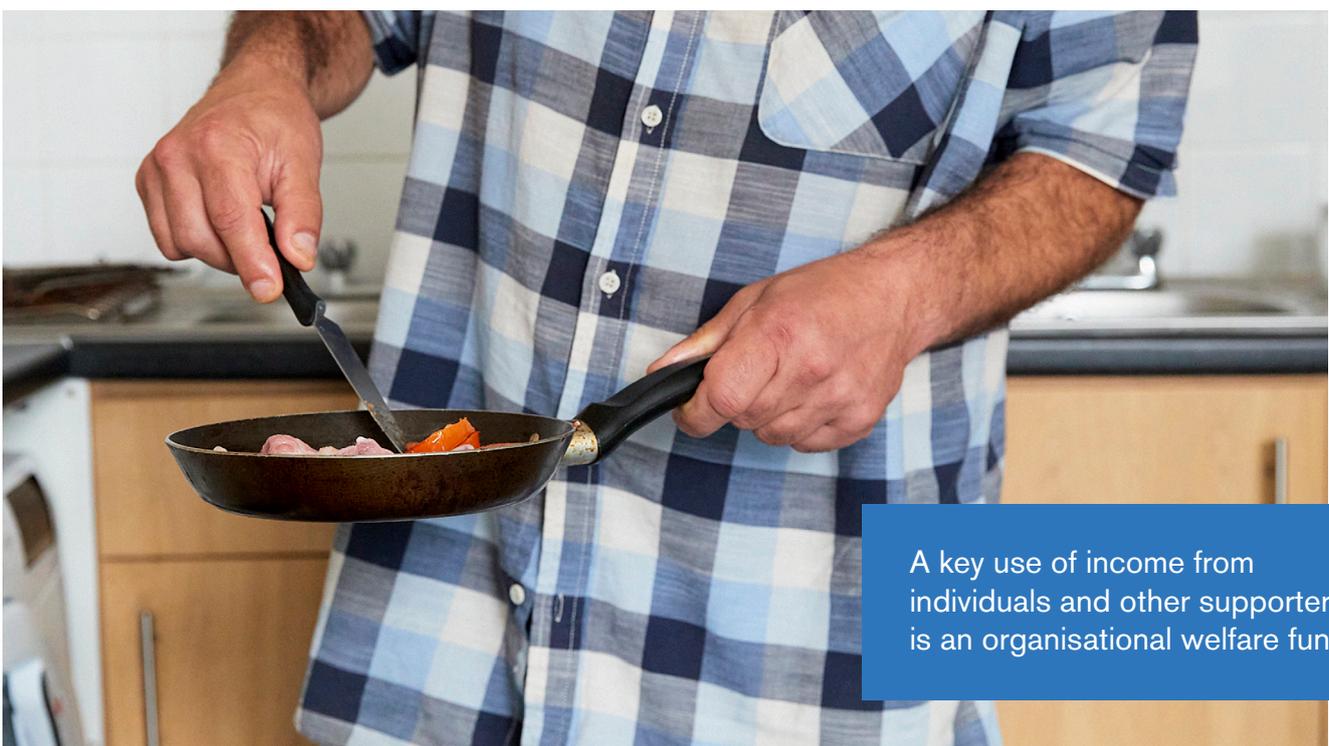
It is important that the price of our contracted services reflects the true costs of delivering them, including the costs of providing an organisational infrastructure that is proportionate to the needs and scale of the services that we provide, as well as the repayment of funds to our free and designated reserves.

Other services are funded by grant giving charities and foundations. Typically, these are services, such as our Employment and Skills team, which aim to enhance commissioned services by providing specialist support around literacy, volunteering, and employment.

Two other groups of services are: those where we decide to self-fund in order to trial a new way of working; or where we have an organisational commitment to maintain a service. In both cases, self-funding should be part of a clear plan that allows us to move towards a funded service, whether through commissioning, grant or trust funding, or generated income.

Our approach to fundraising is set out below, but a key use of income from individuals and other supporters is an organisational welfare fund. This is important because it can be used flexibly, in personalised ways, to remove barriers for people, such as when securing accommodation as part of a timely emergency response, or to buy furniture as part of a move into secure accommodation.

To ensure the best use of our property resources, we will bring together our properties and facilities teams under a focused property and facilities manager. In a similar way, a new head of fundraising and communications post has been created to focus on maximising income for services that are not commissioned, and for necessary infrastructural investment, both equally impor-



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tant to achieving our vision. We will not charge our facilities and fundraising costs to the operational teams, but work to make sure that these areas produce surpluses that can be invested to improve service offers and infrastructure. We will maximise returns on our investments and property assets, evaluating all potential options for improving value for money.

Service charge income from supported housing schemes, paying for housing functions including some staffing, is becoming a larger part of our funding. We will continue to monitor arrears and voids so that the returns are sufficient for achieving full cost recovery.

Where we will work

We support the increasing role of local authorities in responding to rough sleeping across London, as well as the role of London sub-regions as potential co-commissioners of services. We will aim to increase our engagement with this structure, and to have services commissioned in all sub-regional areas.

We recognise the value of the Greater London Authority (GLA), both in commissioning services like the Tenancy Sustainment Team and other pan-London services, along with their role in co-ordinating responses and setting standards for services across London. We will continue to work closely with the GLA to support their work and influence service development.

We believe that we have much to offer commissioners outside of London, both in terms of an innovative approach to service development and a focus on the management of effective good quality services. However, we also recognise that moves to provide significant services outside of London run the risk of diluting our existing offer, and we will look at opportunities outside the capital on a case by case basis, making decisions about whether to pursue these based on organisational capacity to deliver an excellent service, and on our service development criteria below.

Relationships

Our approach is underpinned by the need to develop and sustain positive and honest relationships with people and bodies who make deci-

sions about services. We recognise that these relationships are part of developing a shared view of responses to rough sleeping and how they can be improved. We are committed to investing time into these strategic relationships, at government, regional, sub-regional, and local levels, and to act as a critical friend to support the design and improvement of services.

'We will continue to work closely with the GLA to support their work and influence service development.'

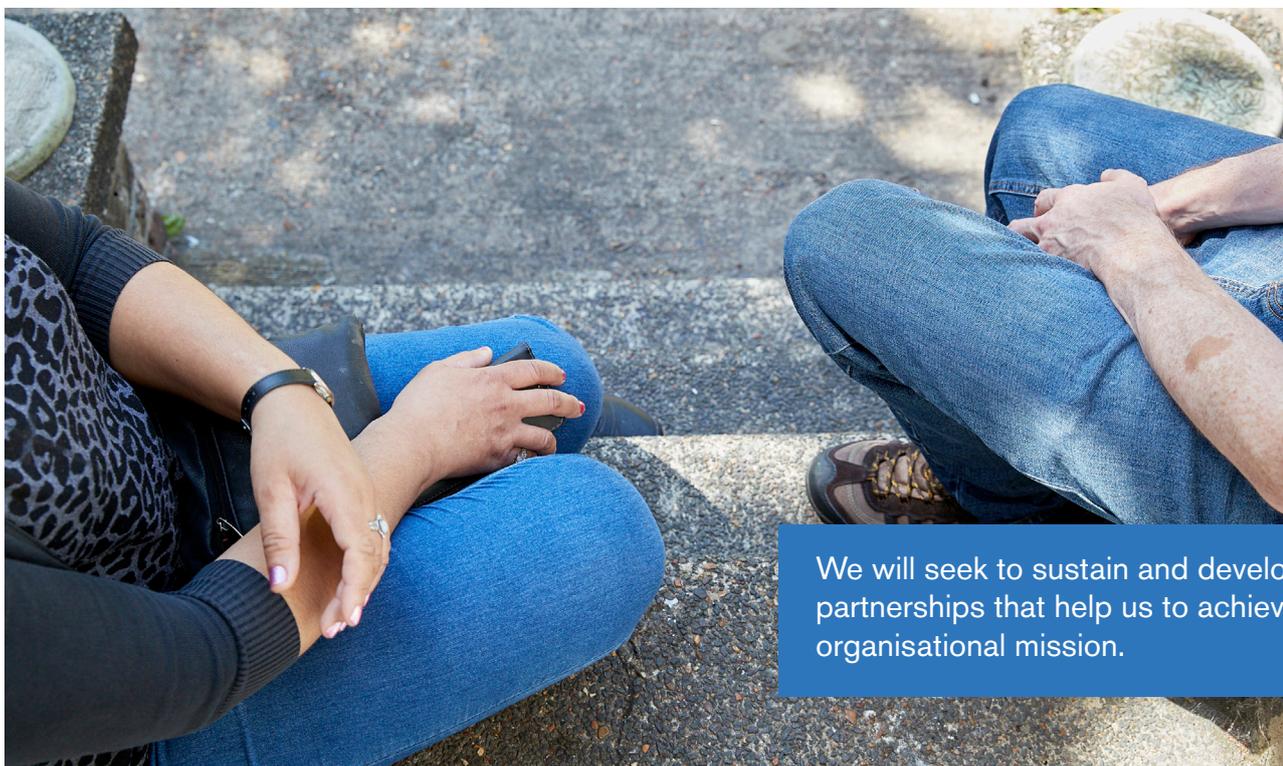
Partnerships

We will seek to sustain and develop partnerships that help us achieve our organisational mission. We will invest time in partnerships where we believe that the investment will be reciprocated and where a commitment to joint working is not superficial. This in turn will dictate the areas in which we work in this way.

Partnership areas could include:

Health and social care services: which would build on our longstanding participation in mental health services in Lambeth, most recently as part of the Lambeth Living Well Alliance. This collaboration with a range of statutory and voluntary sector providers and commissioners serves as a blueprint for such work elsewhere, both in terms of a collaborative development and design of service models, and by providing examples of specific service interventions that are effective and inclusive.

We will explore opportunities to develop aspects of this work, for example the contribution of our staff to improving health related services, both by involvement in direct service delivery, and by our understanding of systems and the management of risk in health settings. We recognise that our current involvement in the Alliance builds on a strong and deeply rooted partnership that has been developed over many years, and that the development of any new services will need to build on these existing relationships, or will require significant investment of organisational resources, particularly senior staff time. We will support this development work by using external reviews of our existing services to illustrate our role and effectiveness.



We will seek to sustain and develop partnerships that help us to achieve our organisational mission.

Housing

Access to a range of accommodation is an essential part of our response to street homelessness, and to support this we will work with:

Registered Providers (RP):

- As a source of hostel and supported accommodation, and to ensure that this accommodation is of a good quality and suitable for its role
- As a source of move-on accommodation
- As partners in tenancy sustainment services, floating support, and other tenancy support.

Private sector landlords:

- As a source of move-on accommodation and as landlords of property in which we provide support.

Potential investors in residential property:

- To support and help them to increase the supply of accommodation available to the people we work with.

Substance use and offending

Substance use and offending can lead into homelessness, and the consequences (for example, imprisonment) can be more severe for people who are homeless.

We will explore ways of working with probation and other criminal justice and specialist sub-

stance use services to prevent people with histories of involvement with the criminal justice system, or with substance use histories, from becoming street homeless, and to break cycles of homelessness.

We will work with substance use agencies to ensure that people who are affected by street homelessness get good access to appropriate treatment, particularly where they also have a mental health diagnosis.

Employment and Skills

Our Employment and Skills service requires us to build a range of relationships and partnerships, including benefits agencies, local authority employment services, employers, and training providers.

Mergers

Thames Reach has a track record of merging with other organisations, typically when a smaller organisation concludes that their business model is not sustainable in the long term. Our approach to merger opportunities will be based on the value of the service; its compatibility with Thames Reach's core vision and mission; and its potential for sustainable development. If these criteria are met, we will be prepared to invest resources in the short-to-medium term with the aim of working towards a sustainable service.

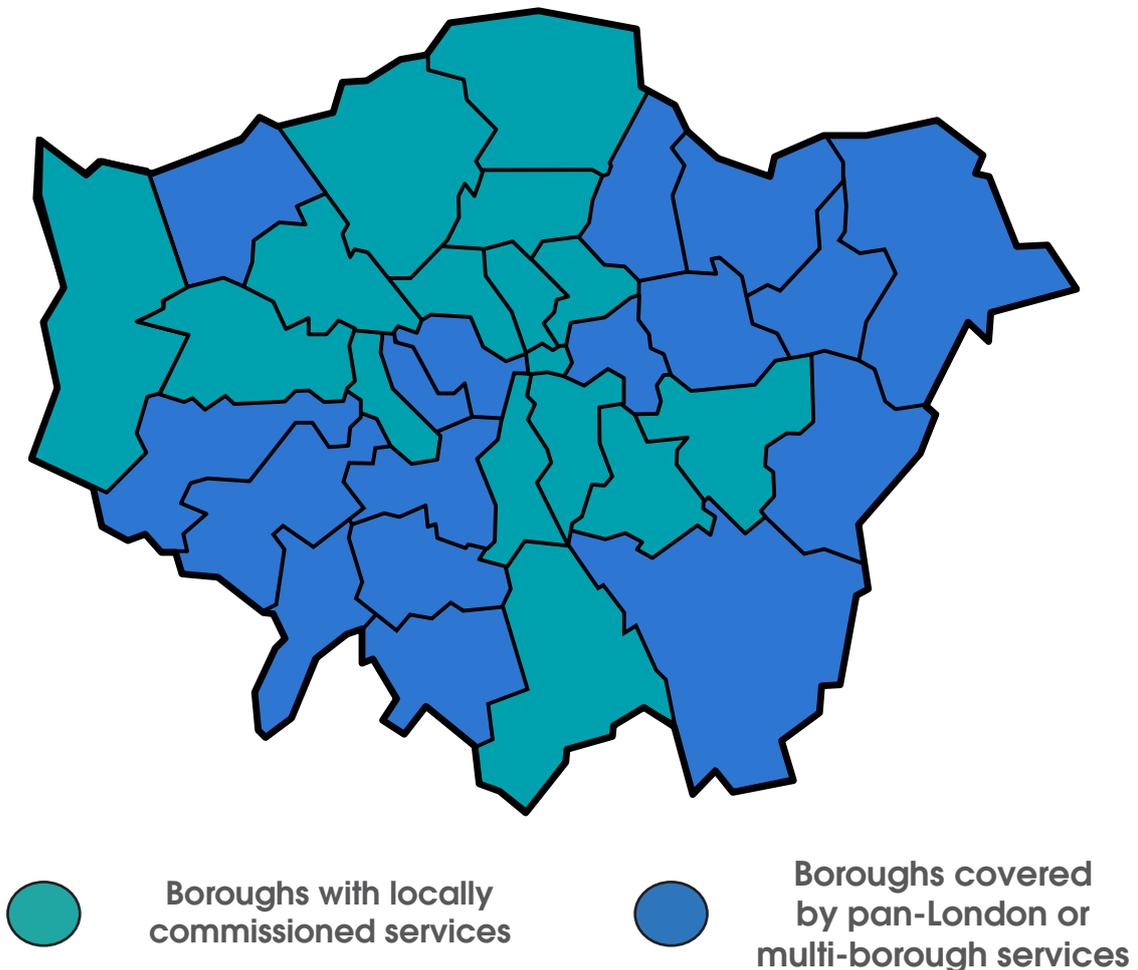
Our assets

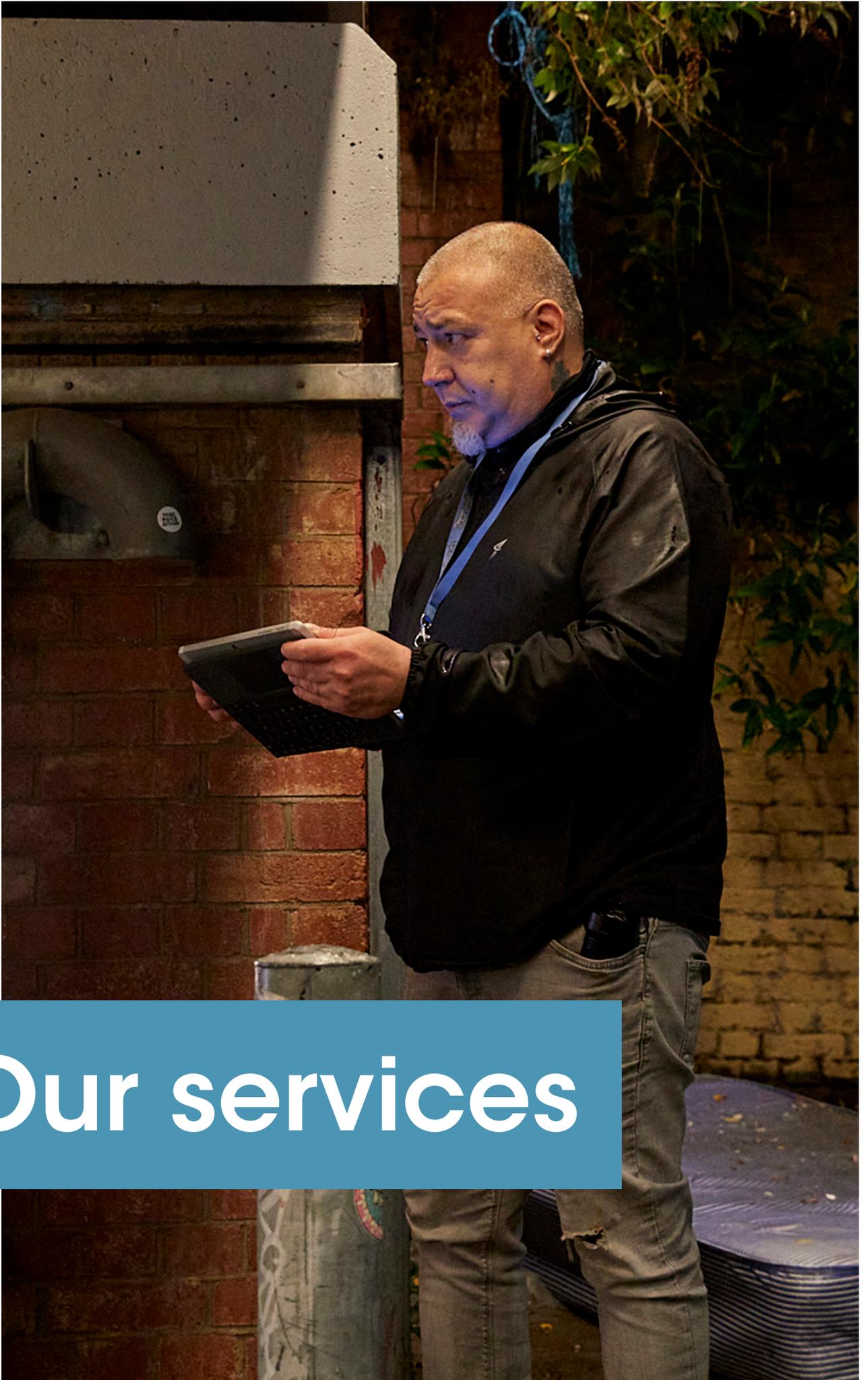
Prudent financial management over many years has meant that Thames Reach has a significant asset base. The majority of this consists of properties which we use to support our delivery of services. These include:

- Our Employment Academy and Stockwell offices, which provide organisational office bases, and which also generate income from external occupants. We will aim to maximise this external income in a way that is consistent with our organisational mission, and to use this income to support services that do not have dedicated funding as described above.
- While we do not see the provision of accommodation as part of our core proposition, we also own a number of residential properties that allow us to deliver support to some people more effectively. All these buildings represent a substantial investment of organisational reserves and it is important that they can generate an income that makes a contribution towards organisational costs, particularly for those services that are not

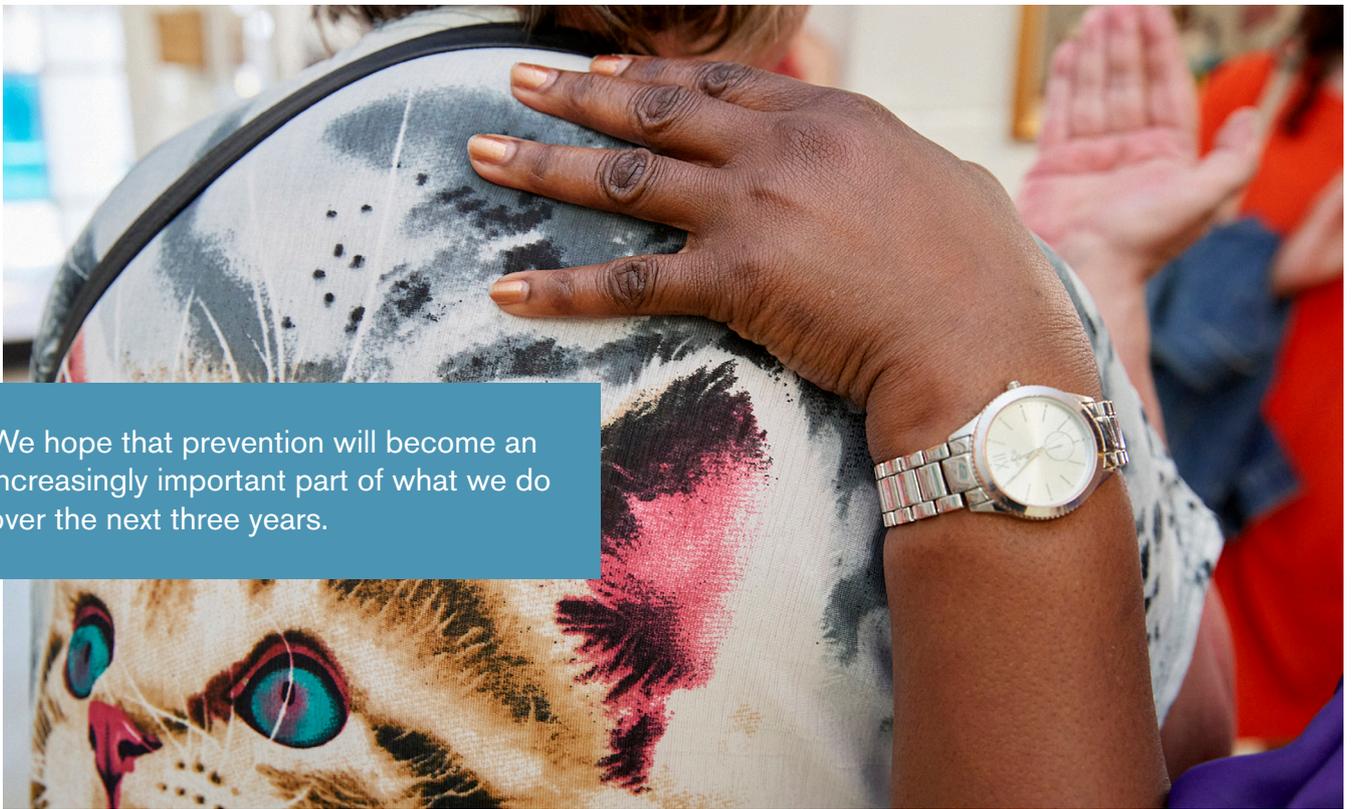
funded by contract income. Over the business plan period, we will evaluate the return on our use of the Peer Landlord properties and explore the use of the investment for other property schemes.

- The BRiL flats continue to provide an important part of our contribution to the Lambeth Living Well Alliance and we will expand this model to include leased properties so that additional support funding will flow to Alliance teams.
- We also own properties that do not have a long term use in support of service delivery, and we will aim to dispose of these properties at the most advantageous time to generate income to support service delivery. One of these buildings, the Deptford Reach day centre, is currently in use for delivering services, but we plan to co-locate elements of this service with the other day centre in the area, and use proceeds from the development of this site to support the development of a broader, borough-based prevention service. As well as working more effectively with the existing service target group, this new approach is an opportunity to develop and model brand new approaches to homelessness prevention.





Our services



We hope that prevention will become an increasingly important part of what we do over the next three years.

As in the previous business plan we have broken our services in to three broad categories: Prevention, Intervention, and Recovery:

Prevention

While levels of rough sleeping in London remain far higher than they were in 2010, recent figures suggest that numbers are beginning to reduce, in part as a result of significant government investment in a range of responses. Prevention is the key to maintaining and continuing this reduction. While the Homelessness Reduction Act has meant that local authorities have improved their response for many people who are risk of homelessness, too many people still slip through the gaps and end up on the streets. The role of prevention is to stop this happening and to ensure that street homelessness is a brief, one-off event in people's lives. While we expect that we will still need to work with those whose rough sleeping is entrenched throughout the life of this business plan, we hope that prevention will become an increasingly important part of what we do over the next three years.

Much prevention work is commissioned by local authorities and within London sub-regions. We will seek to develop existing and new relationships with London local authorities and to build relationships with developing sub-regional structures.

We know that some approaches work well in this area. These include:

- An assertive outreach approach that aims to identify and work with people before problems lead to a housing breakdown. This will often involve working with partners, housing providers, community groups, food banks, health services, and others, to identify those at risk. Much of this work will involve brief interventions to resolve issues, together with signposting to appropriate services, but it can also be longer term and involve work with other agencies to manage more complex issues.
- As in other categories, longer term person-centred work with people who have more complex needs may be best carried out through a 'navigator' approach. This involves Thames Reach staff co-ordinating a range of external services to ensure they work together to meet the needs of an individual and help them towards independence.
- Work with populations who are at particular risk of homelessness and rough sleeping. For example, people who are hospitalised as part of a mental health crisis.
- Work to identify affordable and secure accommodation and then helping people to take this up and sustain it.

However, there is scope to do much more in this area, and to explore which interventions, in which contexts, are effective. This could include work in partnership with the criminal justice system; work with health services in both primary and secondary care; work with housing providers; and work with substance use services.

Intervention

Rapid intervention outreach

Where people become street homeless it is important that we are able to intervene quickly, and to resolve their street homelessness before this becomes entrenched. This means quick access to assessment beds and then to housing, hostels, and supported housing accommodation, as well access to resources to facilitate reconnection to someone's home jurisdiction if this is the most effective route away from the streets.

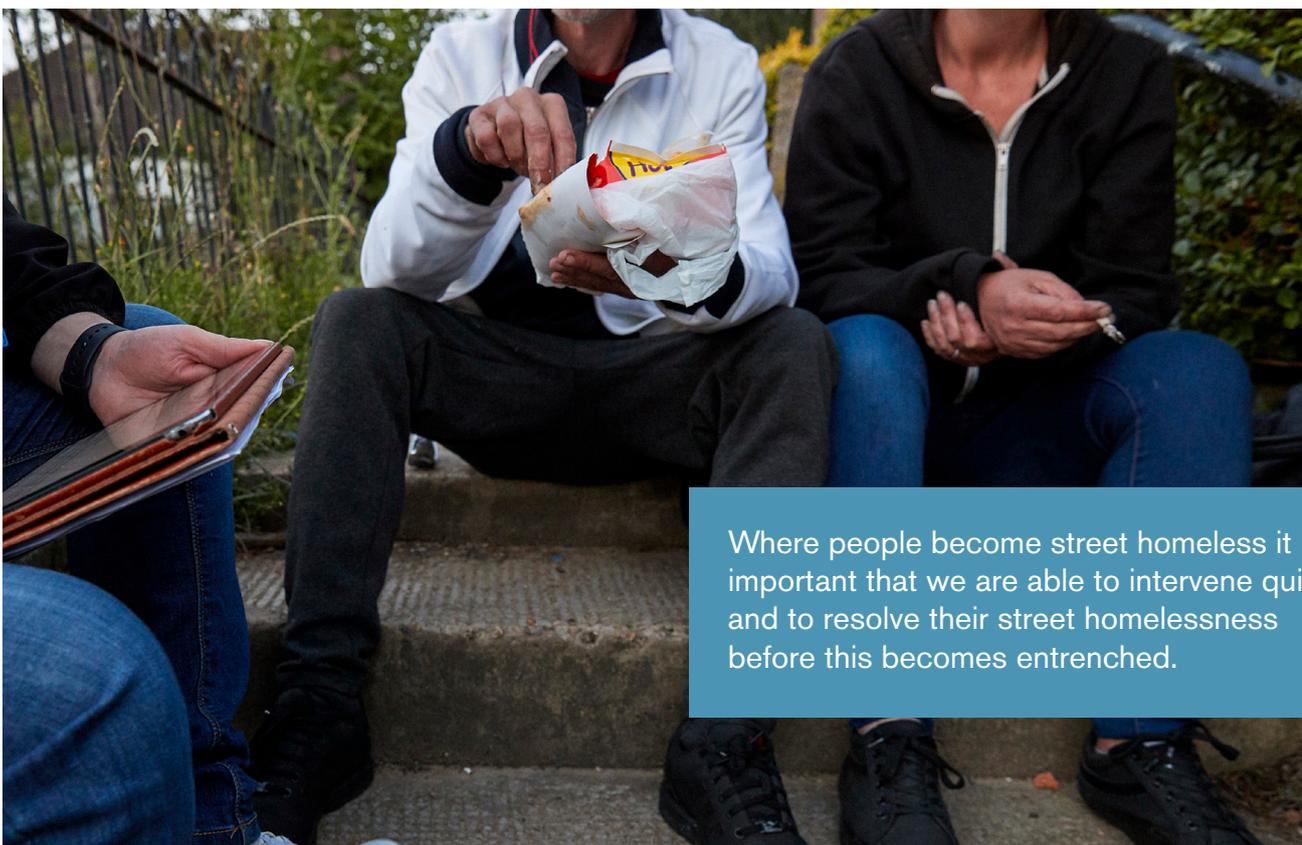
Along with our existing Rapid Response Team, we will work with local authorities and sub-regional groupings in London to develop accessible assessment centres. These centres will allow for rapid triage and identification of suitable and realistic accommodation and support options, and operate as part of a permanent move away from street homelessness.

Hostels and supported housing

We believe that good quality hostels are an important part of a response to street homelessness. These hostels should be well staffed and resourced, and have the capacity to work with people who have complex support needs to maximise their independence. They need to develop good working relationships with a range of services, including mainstream health and substance use services, ensuring that residents have access to the full range of support options to aid the process of recovery and move-on.

We will continue to develop our existing hostels as a model of provision, where appropriate using our RP subsidiary to support improvements to the physical quality of the buildings we use. We will invest the necessary resources in ensuring that these hostel buildings are well managed and well maintained. Where buildings are unsuitable for their purpose as hostels or supported housing, we will seek to replace them, either by working with partners to remodel the scheme, or by developing replacement buildings, or by providing alternative services.

We will use opportunities to develop further hostels and supported housing schemes in new areas where opportunities present, and where we are



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confident that we are able to provide an effective service focused on people's independence. As part of this, we will also advocate for women-only and couples accommodation where a clear need can be demonstrated, and where we believe that such accommodation will be fully utilised and is financially viable.

People with limited eligibility

This is a group for whom conventional routes off the streets are inaccessible and who are at greater risk of street homelessness because they do not have access to benefits. We will seek to develop additional short-term accommodation schemes that provide a safe environment, with access to health and substance use treatment, as well as appropriate immigration advice, and which support a process of assessment and identification of options. This could include access to employment and regularisation of status, but could also include support for a voluntary return to a person's home country.

Outreach work with people sleeping rough who are entrenched

In addition to the rapid intervention outreach work outlined above, we also work with people sleeping rough who are entrenched on the streets. This is a group of people who have often had a previous poor experience of services, who may have complex needs rooted in early trauma, and who are likely to need a personalised approach to help them make a sustained move away from the streets. This may involve specialist services, for example health and substance use services, and a range of move-on options, including hostels and supported housing, as well as Housing First provision. We will continue to grow this work by working in additional boroughs.

Recovery

Housing First is an important part of a response to rough sleeping, particularly as part of a person-centred approach to working with people who may be entrenched in their homelessness, and we want to grow our existing provision in this area. As an opportunity to access housing without pre-condition, it can provide a useful way off the streets for those for whom other approaches have failed. The security of tenure and location, and

type of properties used for Housing First is important, and it is helpful if services can be designed to allow continuity of support from outreach to Housing First, with joint or closely linked teams delivering both service elements.

The delivery of support to help people take up and sustain independent accommodation following a period of homelessness is a core function delivered in a number of different contexts aimed at different groups. The overarching aim in all these services continues to be to help the people we work with towards independence. We recognise that these services, like some of the prevention services described above, run the risk of creating dependence, and that it is important that each individual receives a service that is appropriate to their needs.

'The delivery of support to help people take up and sustain independent accommodation following a period of homelessness is a core function.'

In summary, housing-based recovery services should involve secure housing provided through a Registered Provider, local authority, or private landlord (usually let on an assured shorthold tenancy (AST)) and will include support at one of the following levels:

- Move in support — practical support to take up a tenancy, and to ensure that services and appropriate support is set up
- High/medium support: structured support with regular planned visits and a plan that sets out the support provided and the involvement of other agencies
- Staying in touch support: regular contact with a landlord or tenant to ensure that there are no problems with the tenancy
- Responsive support: to allow support in response to a tenancy or other crisis
- Specialist support: to secure appropriate move-on accommodation, help with training or employment, or to access health or other forms of specialist support services.

Health services

We recognise that poor health is a common factor across all categories, and in addition to building partnerships that support people to access main-

stream health services in a timely and effective way, we will build on the successful housing-related and mental health interventions that we deliver as part of the Lambeth Living Well Alliance, seeking to deliver these in new geographical areas and in other health settings.

Employment and Skills

Helping the people we work with to move towards suitable employment by developing new skills and finding work is a core part of many of our services. Much of this work involves signposting to appropriate local resources, but we aim to fill gaps in this provision in the following areas:

Basic skills and digital literacy: lack of access to training and equipment for online resources excludes people from day-to-day life. This is already a feature of our work in this area, but we will broaden this provision, and focus on the most excluded, by providing equipment and training resources, either directly or by identifying local delivery partners.

Support to access training, including ESOL training: we do not aim to be a significant training provider, but we will use organisational welfare

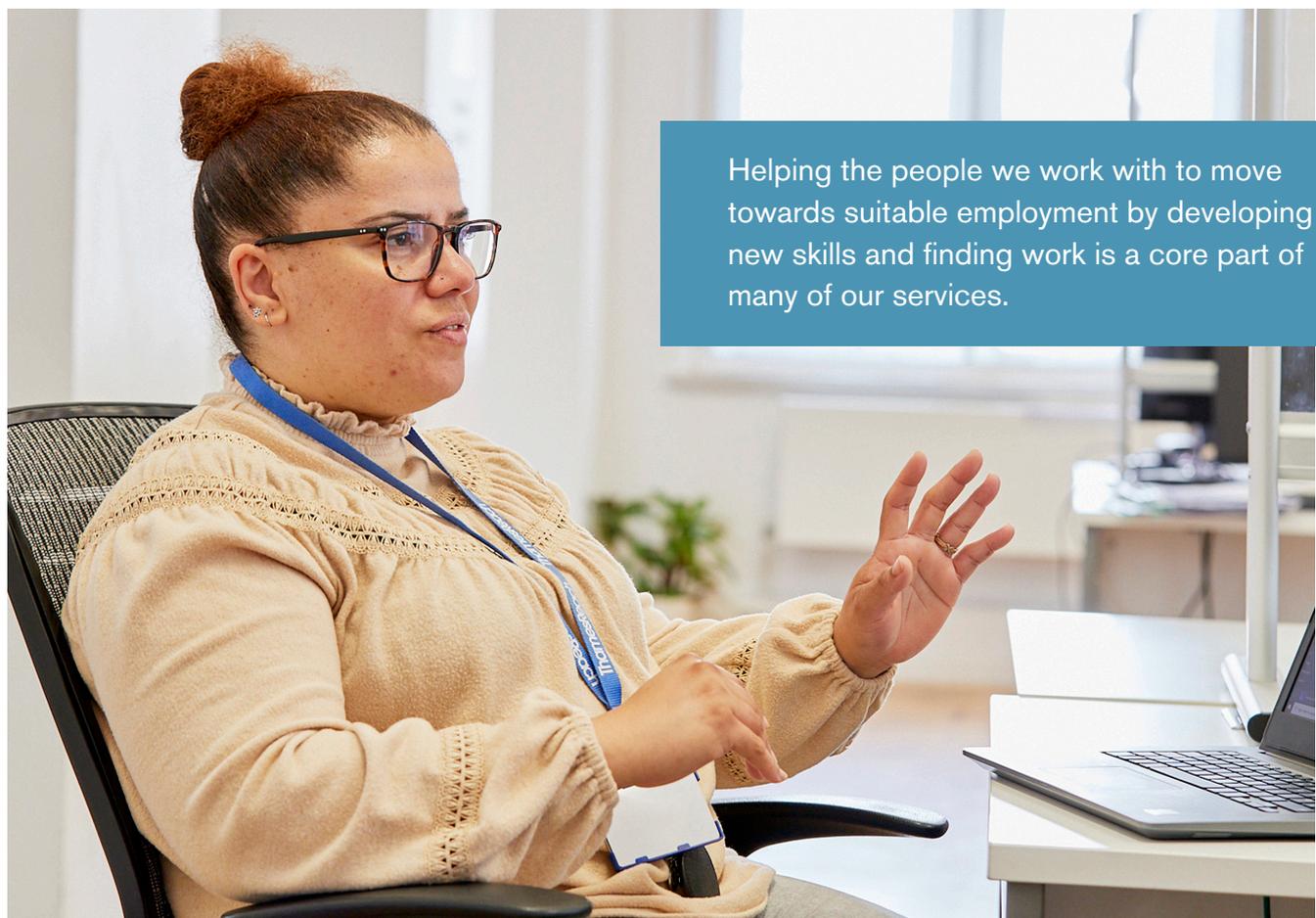
funds to support access to training and education courses where these are part of a plan to move away from the risk of street homelessness, or towards stable employment. Where there are common barriers, such as language difficulties, we will work with colleges and training providers to design and provide training.

Volunteering: many people that we work with have little recent experience of workplace environments. An opportunity to volunteer with appropriate support and training can build confidence and act as a pathway towards employment.

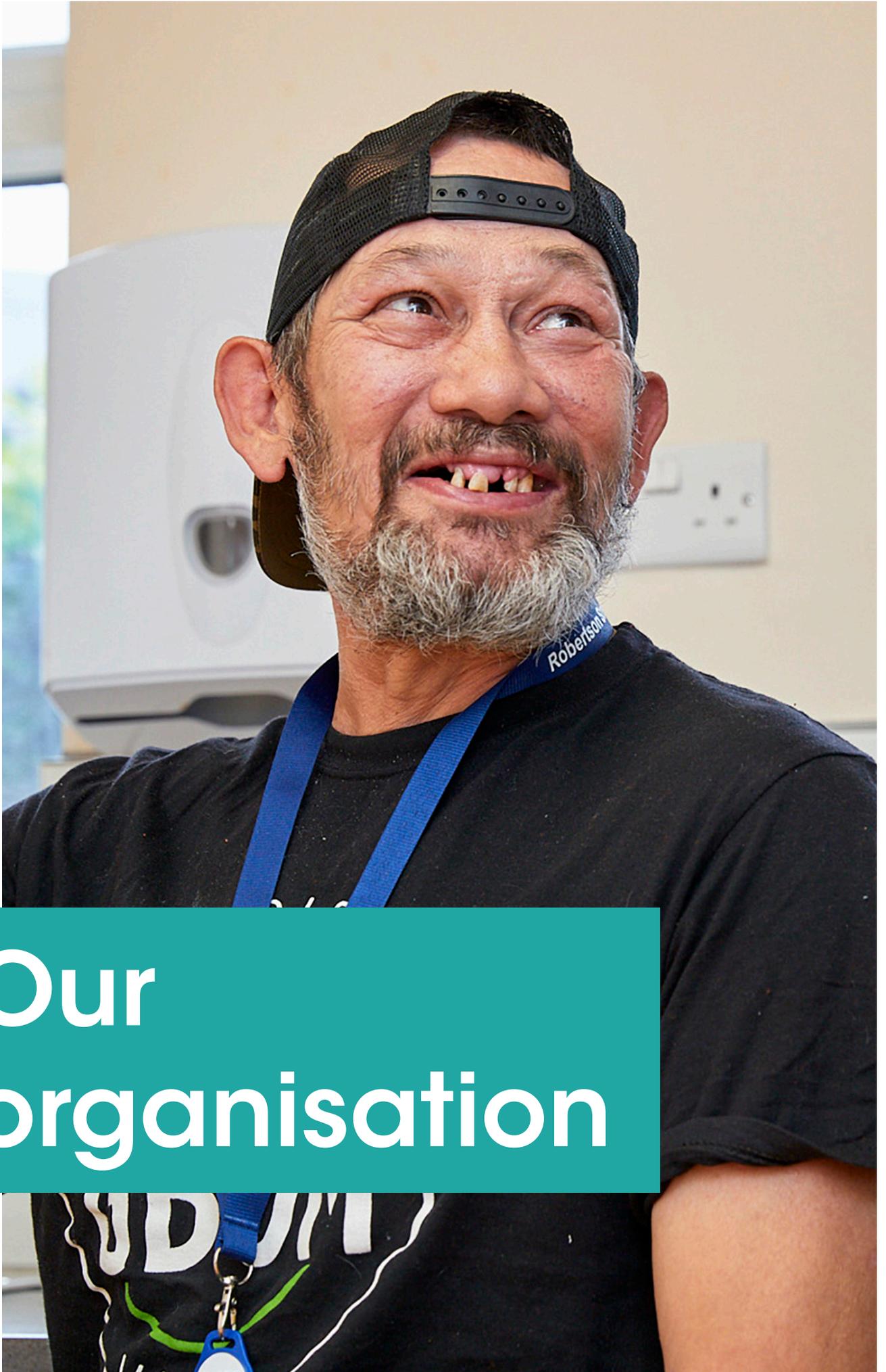
Mentoring: the provision of mentoring by external volunteers can be effective in preparing people to move towards employment.

Job brokerage: we will work with employers, local authorities, and other organisations to prepare people to move into work, including through interview preparation, trial placements, and through matching people with supportive job offers.

Work to increase the income and job security of those already in work: we will continue to work with people already in employment to increase their income and job security.



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Our organisation

Our impact

Over the years 2019-22, we have made progress in understanding the impact of our services on the individuals and communities that we work with. This is a complex area and our services often touch on a small part of an individual's life, either because our interventions are short term; because they are focusing on a specific area, such as employment; or because our influence on the broader factors affecting an individual is limited, such as when we provide tenancy support.

We will continue to work with commissioners and independent bodies, such as the Centre for Homelessness Impact, to better understand the impact our services are having, and to agree practical shared measures that help us better understand and compare the effectiveness of our services, and which support us to improve.

Internally, we will agree stretching targets in the following areas, as a minimum:

- Fewer evictions from accommodation services
- More positive move-on across all services
- Shorter average of length of stay in accommodation services
- More people in employment across floating support and prevention services
- Reducing the number of people sleeping rough in outreach services
- Improved access to health services.

Specific measures and targets will be presented to the Services Committee for agreement and will be monitored through this committee. This information (as set out in the 'What we will do' section above) will be used to report to the main board on progress with this business plan.

Our people

Our vision for people is to enable and drive the Thames Reach 2022 – 2025 Business Plan by attracting and developing a highly motivated and talented workforce and creating a culture where people thrive. To achieve our ambitions as an organisation, we will need to continue to recruit, retain, and develop an excellent and diverse workforce. We have a good track record in this area, but we understand that broader economic and workforce pressures will bring challenges over the

next three years. As part of our response to these challenges, we will seek to further broaden the demographics of our staff group, ensuring that we are able to take advantage of the skills and lived experience of as many people as possible.

We will benchmark our salaries and other contractual conditions against organisations delivering similar services, ensuring that our overall package is attractive and improves our brand, so that we are viewed as an employer of choice.

'Lived experience of homelessness or service use can help qualify an individual to provide support with Thames Reach, and we have a target of at least 15% of staff.'

We will review our use of temporary and sessional staff, both those who are employed by Thames Reach (relief staff) and by agencies, to ensure that they are cost effective and support the delivery of high quality services. These staff members enable us to manage short-term staffing shortfalls and can allow us to respond quickly to service opportunities.

Recruitment and retention

We will continue to recruit people who are new to the sector, ensuring that we provide excellent inductions and development opportunities that equip all employees for a career with Thames Reach. We will continue to use available platforms to ensure that we reach potential employees.

Lived experience

We recognise that lived experience of homelessness or service use can help qualify an individual to provide support with Thames Reach, and we have a target of at least 15% of staff who have this experience. We will review routes into employment (particularly those involving volunteering and relief work) for this group to make them easier to use and more transparent. We will also review the support provided to these members of staff to ensure that it supports them to work effectively.

Developing our staff

Ensuring that staff have the right competencies, behaviours and skills is essential in delivering high quality services. We have done much work



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to update our learning and development offer for staff, reviewing core areas, and introducing new subjects in response to the needs of staff and services. We will conduct an annual review of the organisation, involving staff at all levels, with the aim of identifying and filling gaps and improving learning and development where necessary. We will continue to offer tuition aid support for staff to pursue relevant external training and study.

As well as seeking to recruit appropriately qualified staff externally, we will maximise the opportunities for staff to progress into more senior roles within the organisation when they are ready. As part of this commitment, we will ensure that potential managers are identified at all levels and that they are prepared for their progression with training and that we provide appropriate support.

Diversity and inclusion

To achieve our ambitions, we will further embed principles of inclusive leadership and embrace diversity. We will ensure that our workforce represents the diverse communities we work in and that everyone is treated fairly while working for Thames Reach. We will be an open, diverse, and inclusive organisation at every level and will review our diversity and inclusion work plan.

Wellbeing

We will develop and promote a wellbeing offer to staff with an aim to provide support for physical and mental health, and wellbeing, that is proactive in anticipating the needs of employees and volunteers. We will do this by working with, and listening to, our employees, and by responding to insights provided by the Best Companies employee survey, and as part of our commitments made through our adoption of the Unison End Violence at Work Charter.

Our approach to this important area of our work will be covered in more detail in a specific people strategy which will sit under the business plan. The Board's Governance and People Committee will be responsible for detailed scrutiny of this area of work.

Volunteers

Volunteers play a valuable role supporting service delivery within Thames Reach. With the support of a grant from the Berkeley Trust we have made real progress in improving our support for volunteers. We will build on this work by integrating our management of volunteers with the broader people function, by linking our volunteer recruitment with

the development of a community fundraising strategy; by developing specific pathways to support volunteers to move into employment (particularly where they have lived experience of service use); and by recruiting and supporting volunteers with specialist skills and knowledge, for example as translators or literacy tutors.

Our voice

The organisational experience and knowledge that we have developed through delivering services means that we have a credible voice in this area. We will use this voice carefully, ensuring that our commentary is accurate and based on up-to-date knowledge, and that it will promote better understanding of the issues faced by people who are affected by street homelessness. We will assess media opportunities to ensure that they are likely to support this approach.

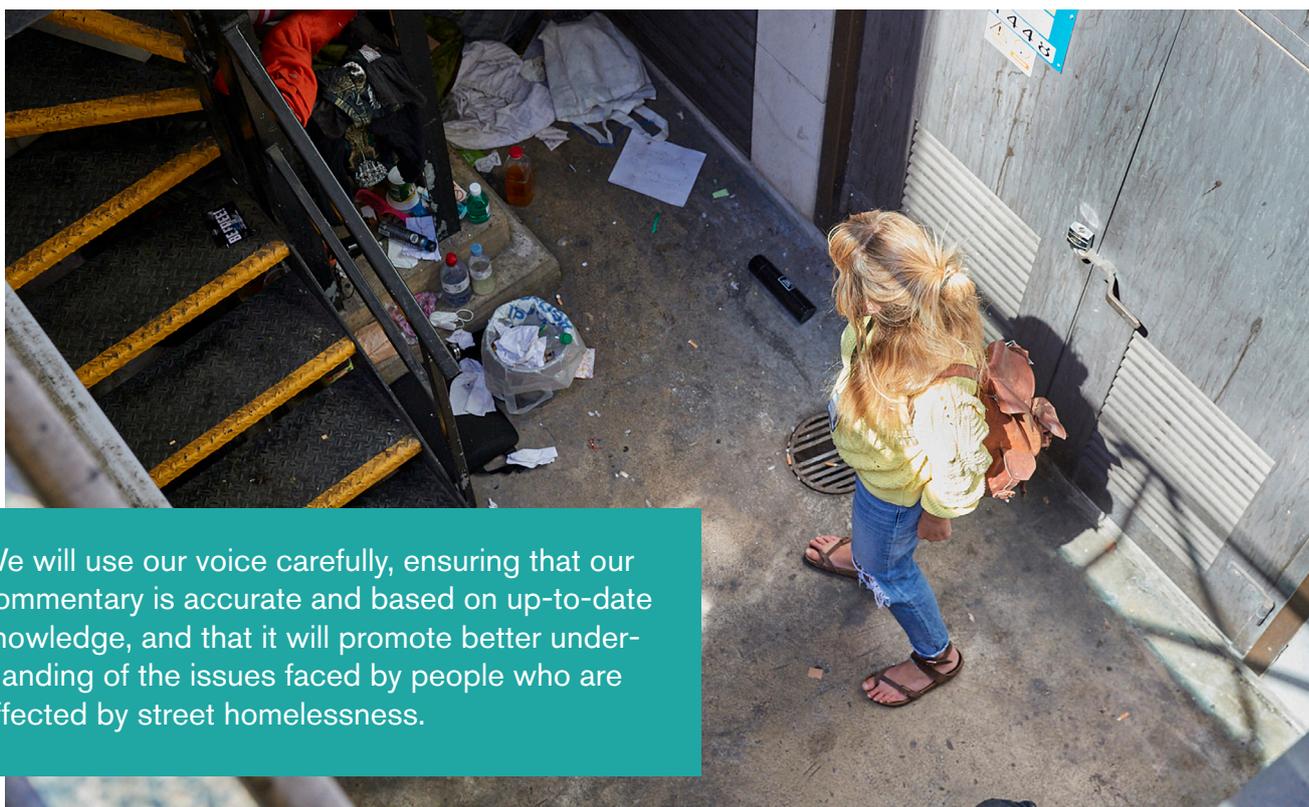
We will support serious work to understand and resolve street homelessness, this will include working with academics and other researchers, as well as government at all levels. The aim of our involvement in this work is to promote a greater shared understanding of homelessness and of potential solutions. To this end, we will be generous with our knowledge and intellectual property, if this can bring about an improved response.

We will use our practical understanding to highlight issues affecting rough sleeping. Where we can, and where we are confident that this will not disadvantage the individual either now or in the future, we will support people who use our services to tell their own story. We are committed to ensuring that we present a holistic picture of people affected by street homelessness, recognising that this is an experience that can be recovered from as opposed to a life-defining situation.

We will support people who use and have used our services to tell their own stories and influence the way that services are designed and delivered, either by Thames Reach or more broadly. To do this we will offer training and support, and ensure that people who tell their stories publicly fully understand and are in control of this process.

Fundraising

As part of refreshing our approach to organisational fundraising we are recruiting a new head of fundraising and communications. A key early task for this role will be to work with the executive team to develop a new fundraising strategy, which will build on the recommendations of the 2021 external evaluation of our fundraising practice, particularly around building a community approach to fundraising, and which will incorpo-



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rate specific achievable growth targets for unrestricted fundraising. This plan, and achievement of the targets outlined within it, will form part of our regular reporting to the Finance Audit and Fundraising Committee and to the main Board.

Our fundraising resources will be focused on three areas:

Trusts and foundations

The focus of this strand is on raising money for specific projects, including our Employment and Skills team. These services require funding stability, but are often unlikely to be the subject of local authority contracts, given their position between mainstream employment and training, and the support services we provide.

Community fundraising

The development of a network of local supporter groups who would raise money mainly, but not exclusively, towards an organisational welfare fund. As well as fundraising, these groups have the potential to support Thames Reach with their skills; to act as an advocate for the work that we do in their communities; and to recruit friends, colleagues, and employers as supporters.

Major projects

We will invest new resources, when needed, to fund or part-fund major developments aimed at improving the quality of our services. An example of this may be the replacement of a residential scheme, which is likely to need a combination of public grant funding (accessed through the Thames Reach Housing subsidiary), and fund-raised income. Such a development will be beyond the capacity of our core fundraising team and will require dedicated additional capacity.

Thames Reach Housing subsidiary

Substantial organisational effort has gone into the registration of a housing association subsidiary, and we expect this process to be completed around the time this business plan starts. The primary motivation for setting up this subsidiary has been to take ownership of our Robertson Street hostel, which is currently owned by another Registered Provider, as a means to protecting its future

use as a hostel. We do not plan to expand the role of this subsidiary into the provision of housing at scale, but its existence does give us the opportunity to take ownership of other hostels and similar schemes where this is the best way of securing a good quality service, and of improving the quality of other residential services by developing good quality replacement buildings, where this can best be done using grants and funding available to Registered Providers.

'We will support people who use and have used our service to tell their own stories and influence the way that services are designed and delivered.'

Environment

We are conscious of the environmental impact of our services and strive to reduce emissions, be as energy efficient as possible, and have a positive environmental impact in the areas where we work.

Thames Reach have a cycle to work scheme available for all staff, which provides funds towards purchasing a bike and equipment. Our services and offices provide space for safe bicycle parking. Our contracts with Zipcar and Enterprise car rental reduce the need for individual car ownership within a team, and allow us to take advantage of developments in vehicle technology, including hybrid and electric vehicles.

Thames Reach have completed an Energy Savings Opportunity Scheme assessment, which evaluated the entire energy consumption of our activities and identified the best route to become compliant with this scheme. The assessment measured the fuel consumption in our projects in Kwh rather than carbon emissions.

We have fitted our properties with motion sensor activated lights, and heat pumps to increase energy efficiency. We enable power save settings and power down management on computers, and associated equipment.

Where we own or lease buildings, and are responsible for relevant systems, we will ensure that we work to reduce emissions, and where we use buildings owned and maintained by other organisations we will seek to ensure that they do this.

We are committed to ensuring that we present a holistic picture of people affected by street homelessness, recognising that this is an experience that can be recovered from as opposed to a life-defining situation.



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Thames Reach is a charity registered in England and Wales (no.1166311)

**Thames
Reach**