

Cardinal Hume Centre

Business Plan 2020-23

Preventing and tackling youth and family homelessness – valuing potential

“I have not had an easy time growing up: in fact, for a lot of my childhood, I did not think I would see my 19th birthday. I was suicidal – even getting out of bed in the morning was difficult. But now I am 19, and everything has changed. I have a job, I live in a safe place which the Centre helped me to find, I have friends.

Before last year, I never dared to plan for the future, but now I have hope. I am catching up with the education I missed when my father took me out of school when I was 11. Now I study maths and science, I would love to work in healthcare.

The most positive changes I have made in my life began when I lived at the Cardinal Hume Centre.”

Maryam, former Cardinal Hume Centre resident, 2019

“Each individual life, at whatever stage, must be accorded full protection and respect. Furthermore, every individual must be given every opportunity to live a life in which her basic needs are provided for, in which so far is reasonably possible, his or her full potential is realised. Each person matters. No human life is ever redundant.”

Cardinal Basil Hume, speech to the Cardinal Hume Centre, 25 March 1994



Preventing and tackling youth and family homelessness – valuing potential

We want to focus our efforts on young people, children and families. To tackle homelessness, poor housing and poverty at a young age and break its cycle into later life. We want to see the value in each individual and nurture potential, helping young people and families to thrive.

Severe poverty or homelessness at any stage of life is tragic, but when it is experienced at a young age it can deprive you of hope, it can steal potential. Perhaps most importantly, it deprives or distorts an individual's own sense of worth.

Particularly at a young age, homelessness or severe poverty affects educational attainment and employment prospects. At its most acute it can risk people being drawn into criminal justice, social care or health systems for the rest of their lives. Its cost is huge and far too often repeated in later life and into subsequent generations.

Quite rightly, in London there are co-ordinated efforts to tackle the rough sleeping crisis and rising levels of violent crime. But it must be right that we also work hard to understand what can prevent these acute and more intractable problems in the first place. That we invest more of our time now to prevent loss in the future. Most importantly, that we consider how we nurture the value and potential found in young lives to help people thrive as they age.

The Cardinal Hume Centre was created with young people and families in mind. Our Charitable objects state that our role is to advise and assist young people and their families and 'promote their mental, spiritual and physical welfare'. George Basil Hume, our founder, was passionate about the potential found in every young person or child; he knew every life is precious. In this Business Plan we are returning to this emphasis in our work.

We have for a long time prided ourselves on the breadth of our services – our ability to listen, understand and build a future through a tailored package of advice and support. By focusing these services on vulnerable, poorly housed or homeless young people, children and their families we believe we can tackle the root causes of homelessness and break the cycle of poverty. We can build the value and potential found in everyone. We can give young people the confidence to plan for their future and for a great life.

Our context:

- Nearly 5,000 households contacted Westminster Council for housing support in 18/19.¹
- Around 3,300 Westminster children are housed in temporary accommodation.²
- 33% of children in the nearby Churchill Ward rely on free school meals.³
- An estimated 38% of Westminster's children live in poverty, 36% in Lambeth, 29% in Kensington and Chelsea.⁴
- In 2018/19, 2,512 people were seen rough sleeping in Westminster, 8,855 in London as a whole⁵, however the London Assembly's Housing Committee estimate that thirteen times more people are homeless and hidden, than are visibly sleeping rough. It is estimated there could be 12,500 hidden homeless people every night in London, living a precarious life sleeping on the sofas of friends, squatting or sleeping on public transport.⁶
- Causes of youth homelessness: Poverty, being a care-leaver, suffering from mental health problems, abuse, or having behavioral problems at school, are among the factors known to make homelessness more likely. Early interventions are more likely to be effective, and less costly, than intervening at a crisis point.⁷
- 85% of surveyed homeless people with multiple and complex needs could point to adverse experiences in childhood.⁸
- There is a local gap in support for families and young people. The combined turnover of three local charities working primarily with rough sleepers was over £12 million in 2018. The turnover of two local charities supporting families with young children was less than £1 million.⁹

¹ Westminster City Council, Review of Homelessness 2019

² Westminster City Council, Review of Homelessness 2019

³ Westminster City Council, Profile 2018

⁴ Trust for London, London's Poverty Profile

⁵ GLA Rough Sleeping in London, CHAIN reports

⁶ London Assembly, Housing Committee, Hidden Homelessness in London, 2017

⁷ Watts, Beth; Johnsen, Sarah; Sosenko, Filip: Youth Homelessness in the UK, 2015

⁸ Lankelly Chase, Hard Edges, Mapping severe and multiple disadvantage, 2015

⁹ Charity Commission data 2019.

Our guiding mission: Everyone has value, everyone has potential:

The Centre was founded by Cardinal Basil Hume when he was struck by the plight of young homeless people rough sleeping in Victoria. He worked with a group of passionate leaders, embedded in the local community, to establish the Centre. It first opened in 1986 as a support centre for families living in temporary, poor quality accommodation and later established the hostel for young people.

The Centre takes the Benedictine ethos of Cardinal Hume seriously. We work to ensure we offer a warm welcome and a stable, safe environment for people in need to secure help and support. Building on this ethos, the Centre has now agreed a new vision, mission and values to shape this strategy and business Plan.

OUR VISION

The Cardinal Hume Centre strives towards a society where everyone has a safe place to live and the opportunity to reach their full potential.

OUR MISSION

Turning Lives Around: The Cardinal Hume Centre enables families, children and young people to overcome poverty and avoid homelessness.

OUR VALUES – AT THE CENTRE, WE WILL:

Value each person

Welcome and include

Encourage potential

Work together

Learn, reflect and improve

“Each person matters, no human life is redundant.” Cardinal Basil Hume OSB

Our goals and objectives 2020-23

Our strategic goals are why we exist. They give us our external focus. Our enabler goals encapsulate the internal changes we need to make as a Centre, to increase our impact, to turn more lives around.

STRATEGIC GOALS

1. Support young homeless people to reach their full potential, equipped to thrive in adult life.

To do this we will:

Work to ensure all the Centre's residents benefit from integrated support.

Support young people to gain the emotional and economic resilience to achieve independence.

Develop a model to offer ongoing support and volunteering opportunities for former Centre residents.

Seek a partnership to develop a more affordable housing option to support young people's transition through welfare, work and into independence.

2. Prevent homelessness and improve outcomes for young people by providing tailored support to families at risk.

To do this we will:

Provide targeted help to families under pressure through the provision of information, training and support.

Develop support for children, young people and families at periods of transition, extending our services to 11-18 year olds.

In partnership with other organisations, develop longer-term, child-centred support to vulnerable families who are at risk of suffering adverse experiences.

Support families and young people to secure or maintain suitable accommodation.

Support families and young people to achieve financial stability.

Provide legal advice and representation to parents, children and young people to establish their legal status to remain in the UK, to ensure their access to housing, benefits, work and education.

3. Welcome and help people in crisis to secure effective support.

To do this we will:

Maintain our Benedictine ethos and receptiveness through the quality of our welcome and listening to clients, and ensure its consistency across all our services.

Reach children, young people and families who need our support through strengthened local networks and outreach activity.

Build on our distinct model of assessment and improve our skills, knowledge and local networks to make effective referrals for those we cannot help.

Provide emergency advice to those in acute need where we are able to and if it is not available elsewhere.

ENABLER GOALS:

1. Harness evidence and insight to improve long-term outcomes for vulnerable children, young people and families.

To do this we will:

Achieve recognition of the quality of our services through accreditation.

Build on our ethos to develop more psychologically and socially informed models of support across all our services.

Appraise our current information-gathering systems and improve their effectiveness at charting the achievement of long-term outcomes.

In time, use our experience, networks and location to influence practice beyond the Centre and in Government more effectively.

2. Maximise the Centre's efficiency and effectiveness.

To do this we will:

Develop a people strategy to enhance leadership, management and the development of all our team.

Optimise the financial position of the Centre.

Remodel our building to more effectively integrate our residential support, alongside potential expansion.

Make effective use of digital technology to equip a more efficient and agile team.

Who we will help:

We will build our focus to support, advise and advocate for the following groups:

1. Young people who need our accommodation and support, age 16-24
2. Young people who are homeless or at risk of homelessness, age 16-24
3. Families who are homeless with children under 18
4. Families who are vulnerable or at risk of homelessness with children under 18

However, given our ethos rooted in the Benedictine tradition, we will retain a welcome and assessment service open to all. This will provide information, advice and guidance on support. Where someone has an emergency need which cannot be met elsewhere and if we have the capacity to support them we will help in order to prevent homelessness or further harm.

How we will help:

- **Creating relationships:** Our open welcome and belief in the value of every individual is critical to building understanding and trust.
- **Solving problems together:** We will maintain a breadth of emergency advice services, to tackle and prevent homelessness.
- **Building futures:** We will encourage potential in people we help, through long-term support and coaching. Helping people learn, find work and develop their wellbeing.
- **Learning and developing:** With staff and volunteers we will apply the Centre's five values to strengthen our team and confidently reflect on our work, for the best outcomes.

Demonstrating our impact:

We know we need to develop our use of evidence and insight to improve our impact. Alongside this Plan we have produced a Framework to monitor the effectiveness of our work. We know this will require investment and we will review and update our work annually. We will work to increase:

- The proportion of our clients who fall within the four groups identified above.
- The proportion of those clients who are referred from partner organisations or identified through our outreach activity.
- The number of young people and adults with children who are supported to build their emotional and economic resilience through education or employment.
- The number of young people or families we support to prevent or resolve homelessness.
- The number of young people, formerly resident, who we support to live independently, equipped to thrive in adult life.

We also understand that impact is improved and demonstrated through engagement with the people we support. We will increase our involvement of service users, develop the use of feedback and the intelligent and reflective use of case studies.

Key initiatives and enablers requiring investment:

This is a deliberately ambitious plan. It builds on the Centre's existing strengths and ethos. It calls on us to be less reactive and more proactive and agile, providing long term support for the young people and families that need it most.

We believe there are some initiatives which will be particularly critical to our success and will require investment. These are:

- The translation of our Centre values, goals and objectives into team and individual objectives and development for our staff. This will be backed by a people plan that meaningfully supports the progress of everyone who works for us. Just as we need to value the potential in our clients, so too do we need to value the potential in our staff and volunteers. We cannot ask our people to change without combining it with support for their development.
- The integration of our residential provision. We believe our supported accommodation should be some of the best. But this will only be the case if we maximise the value of the Centre as a whole – it will depend on joint work for the benefit of our residents across all our teams – equipping our staff and volunteers with new ways of working.
- The further development of our networks and partnerships. To build its impact the Centre will need to work more often in partnership and less often alone. In particular we need to strengthen our links to ensure we target our resources on the most vulnerable, where our capacity to make a bigger impact is greatest. This will require investment in our capacity to build our links and develop our outreach.
- Development of our use of evidence, insight and technology. In recent years the Centre has made progress developing our use of data to monitor our support for clients. We need to monitor not just outputs and short term outcomes, but understand long term impact and use this to improve our work and influence the practice of others. This will require new skills and investment in digital technology.
- Capital works and further investment in our building. We have already benefited from the value of a major refurbishment of our family, welcome and advice areas. We believe there is further potential in our buildings and we want to match that scale of ambition with changes to our accommodation, to increase capacity and support its integration with our wider work. This is a significant project, dependent on the development of an achievable plan and securing the finances.

Our finances 2020-23:

The Cardinal Hume Centre has good reason to be confident in its financial position. Nearly 80% of our income is derived from charitable or earned sources and this provides a flexible funding base. We have strong sponsorship from individuals and organisations who value our work and ethos. We own our building and enjoy in-kind support from a skilled team of over a hundred volunteers.

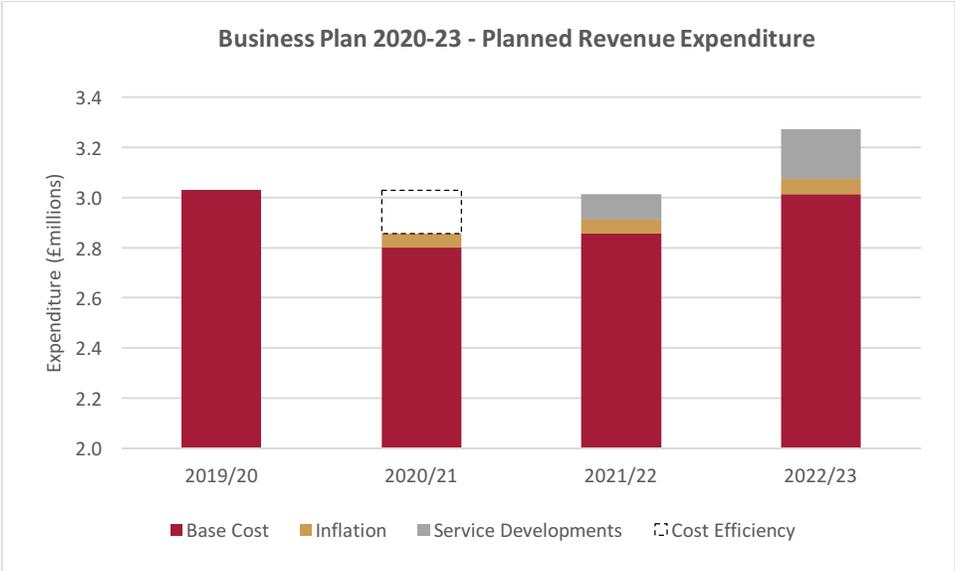
The Board of Trustees approved a deficit operating budget for 2018/19 and 2019/20 as there was a focus on fundraising for redevelopment of the welcome, family and advice areas. Following successful completion of this capital project, the Board recognises the need to balance the operating budget and the Centre will eliminate this deficit by the end of 2020/21 by reducing expenditure through operating efficiencies.

In the medium term we believe this Business Plan will lead to increased income by 2023, enabling us to extend the reach and impact of our work. At the beginning of this Plan, we will consolidate our costs, in order to achieve growth from a sustainable base and to improve our ability to free up resources for new and higher priority areas of work.

Organisational resources:

A detailed Financial Plan accompanies this Business Plan. It consists of two phases to enable us to sustainably manage our expenditure:

- In year one and two: We will refine the core service model of the Centre, with limited net growth at the start, while we establish our goals and work to eliminate our financial deficit.
- In years two and three: We will secure new income sources and develop the Centre to achieve our objectives, including long-term creative collaboration to ensure funded innovation for growth in services.



We intend to achieve a balanced financial plan in each year with income matching expenditure from year one. A new Monitoring Framework for the Centre's work will ensure resources in 2020-23 are focused on excellent outcomes for clients and help us secure financial sustainability. There is growth in service development predicted in years two and three of the Business Plan.

Fundraised income:

The new focus on vulnerable young people and families strengthens the fundraising narrative as the Centre is working more strategically to reach the people who are in greatest need. The new strategic goals combined with our breadth of support will enable the Centre's fundraising team to secure investment for preventing and tackling youth and family homelessness. The Centre enjoys positive regard from key service delivery stakeholders in the Westminster area, the wider church community and a firm base of committed donors which puts us in a strong place to raise income from individuals, religious groups, companies, charitable trusts and foundations.

The fundraising team will seek to raise additional voluntary income, from new sources, through funded innovation. The current cycle of multi-year grants for the Centre's work to deliver the new goals identified in this Plan may mean that new Trust income will come in years two and three.

Successful fundraising for 2020-23 will require a robust return on investment across all income streams. Where we can demonstrate a good return, the Centre will be prepared to invest in long-term sustainable fundraising, and early in the plan we expect to increase the resource given to fundraising from individuals.

Income from rents and contracts:

We see potential to increase the Centre's earned income from rents and from statutory contracts which are in line with our mission. The Business Plan will require a new focus on proactively seeking new partnerships with local authorities, with whom we can agree key outcomes for vulnerable young people, children and families. This should improve our ability to secure additional income in the second half of the Plan.

Financial stability:

We are taking steps to reduce the risk in our income generation and to increase our reserves. We are increasing contingency provision in future budgets and will take steps to reduce our exposure to fluctuations in legacy income and are reviewing our policy on reserve levels. We will need to build our financial base, particularly if we intend to increase our capital expenditure and investment in our residential provision.

A more detailed Financial Plan is available.

Key Risks:

The Board of Trustees has overall responsibility for the Centre's systems of internal control. There is clear delegation of the Trustees' authority through the Chief Executive to the rest of the organisation.

A register of the risks faced by the Centre is maintained. The register identifies the major strategic and organisational risks faced and how they are being managed. As part of the annual process, the key risks the Centre faces are re-assessed and evaluated quarterly by the Senior Management Team and annually by the Board. This comprehensive and full risk register is available on request and as part of this, the Centre has identified four critical risks to the achievement of this Business Plan.

Type of Risk	Staff and volunteer engagement
Description	Risk of insufficient buy-in to change plan.
Mitigating actions/controls	Consultation on development of this plan. People plan to include investment in team's development and improved management. Succession planning and development of values-based recruitment to continue to secure motivated staff and volunteers.
Monitoring process	Regular staff survey, key people data monitoring. Monitoring of action and milestones in the people plan by quarterly meetings of Board sub-committee

Type of Risk	Financial performance
Description	Risk of a shortfall in voluntary or statutory income. Risk in Centre's ability to invest in key areas to support development of this plan.
Mitigating actions/controls	Improved financial forecasting. Stronger cost control and reduction of risks in budget – for instance, increased contingency provision and reduced reliance on legacies Investment in the fundraising team providing strong relationship management of key funders. Maintain flexibility in income, but seeking steps to secure it earlier in financial year.
Monitoring process	Monthly management reports. Regular re-forecasting – Q1, Q2, Q3 Finance sub-committees – every four months. Annual review of financial sustainability plan.

Type of Risk	Client focus
Description	Risk the Centre may not focus its resources on the young people, families and children that need our support the most.
Mitigating actions/controls	Development of our assessment team. Strengthened development of partnerships and outreach capability. Improved involvement of clients and consultation with them.
Monitoring process	Monitoring of client profile for the Centre and the number of clients who are referred from identified partners or reached through the Centre's outreach activity. Better use of data and monitoring of short- and long-term outcomes.

Type of Risk	Safeguarding
Description	Risk to clients, volunteers or staff.
Mitigating actions/controls	<p>Annual review of policies and procedure.</p> <p>Best practice recruitment.</p> <p>Regular training.</p> <p>Six-weekly meeting of safeguarding panel.</p> <p>Appointment of staff safeguarding lead, independent panel member and safeguarding Trustee.</p>
Monitoring process	<p>Six-weekly safeguarding panel meeting.</p> <p>Monitoring of referrals, open cases and incidents.</p> <p>Four-monthly Sub-Committee meetings.</p> <p>Safeguarding to be considered at each Board meeting.</p>

Why the Cardinal Hume Centre, and why this Plan?

George O'Neill, Chief Executive

The Cardinal Hume Centre starts with the belief that everyone has value, everyone has potential. These two words, value and potential, are at the heart of the Centre and at the heart of this plan.

For over thirty years the Centre has helped people facing poverty and the threat of homelessness. It is at its best when it has mixed these values with strong and professional support. When it has been willing to take risks and respond to emerging needs.

Today in central London, homelessness in nearly all its forms is on the increase. In Westminster, around 3,500 children are housed in temporary accommodation. Over a third of families live in poverty facing unaffordable housing costs, a challenging labour market and rising levels of violent crime.

Everyone should have the chance to live a full life, but youth and family homelessness or poverty can destroy that potential. Too often, poverty and homelessness at a young age is repeated and compounded into later life.

So given our history, values and local need, it is right that we return to a focus on young people and families. That we work together, to support children, families and young people to thrive. To increase our impact and break the cycle of poverty.

I have asked many people a lot of questions to lead us to this Business Plan. I am so grateful to the time and energy everyone has given. To staff and volunteers, to the senior colleagues in the other 25 charities we approached, to the donors who give so generously and our current and potential local authority partners. Thank you particularly to the 80 Centre clients who shared their views, reminded us of our impact and helped us think how we can improve.

The process has of course reinforced the importance of our work. But it has also reinforced that the Cardinal Hume Centre is a valuable place. Of course this Plan will involve change, but the Centre has its own potential. This is thanks to its passionate staff and volunteers who bring a breadth of expertise, committed support and an incredible, professional Board of Trustees.

It's the role of everyone involved in the Centre to promote potential wherever it is found, to increase our impact and support young people and children to live the lives they deserve. To live long lives and thrive. I hope you will continue to support us.

George O'Neill





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