Cardinal Hume Centre
Business Plan 2020-23

Appendix Two
Monitoring Framework – 2020/21

Demonstrating the difference we make, improving our impact:

We want to improve the monitoring and evaluation of our work. We want to *show* the difference we make and *learn* how we can do things better. We want to achieve more for the people who need us and influence the practice of those who help others.

We have set ourselves the goal to "*Harness evidence and insight to improve long-term outcomes for vulnerable children, young people and families.*" This framework begins to set out a road map for this work.

We know we have more to learn and that we will have to develop the way we monitor and evaluate our work throughout the period of this Business Plan, so this Framework is focused on the first year and we intend to review and update it on an annual basis.

Our context:

The Centre is based in Westminster, a few minutes' walk from Parliament and Victoria. Yet, close by are areas of housing where a third of children rely on free school meals, and across the borough 38% are thought to be living in poverty. Westminster's child poverty rate is the 29th highest out of London's 32 boroughs and its income inequality rate is the 31st highest – only Kensington and Chelsea is worse[1].

It is in housing where this tension is most keenly felt. [2] Westminster has some of the highest rates of homelessness in the country with over 2,500 households in temporary accommodation, affecting an estimated 3,300 children[3]. In 2018/19 2,500 individuals were counted sleeping rough. Based on temporary accommodation and rough sleeping figures, research by Shelter suggests that proportionately Westminster has the fourth highest rate of homelessness in the country.[4] House prices make Westminster the second most unaffordable borough in London and probably the UK – with the average price of a flat or maisonette at over £900,000 and the average rent for one bedroom flat at over £2,000 per calendar month[5]. The average time waiting for a two-bed social housing home can be 10 years, and some of the clients the Centre advises find themselves in a temporary accommodation limbo for years.

The cost of homelessness and poor or unstable housing for individuals is clear. Even before birth, children born into homeless families are more likely to have low birth weights, more likely to miss initial immunisations and less likely to be registered with a GP[6]. Children who have lived in temporary accommodation for over a year are three times more likely to have mental health problems than non-homeless children according to research by Shelter. The behaviour of homeless children often changes, with younger children becoming withdrawn and older children becoming angry or refusing to do schoolwork. The relationship children have with their peers can also suffer, as they miss out on extra-

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[1] Trust for London, London's Poverty Profile
[2] Trust for London, London's Poverty Profile
[3] Westminster City Council, Review of Homelessness 2019
[4] Shelter, 280,000 people homeless with thousands more at risk, 2019
[5] Land Registry, December 2019 and Valuations Agency, March 2019
[6] NSPCC, The impact of homelessness on babies

curricular activities and often feel like they can't fit in[7]. For Young People, a report by the Local Government Association argued there are high levels of mental health problems, self-harm, drug and alcohol use amongst young homeless people and that they risk being drawn into a lifetime in the criminal justice, social care or health system[8].

The causes of homelessness are of course partly down to a shortage of housing. This shortage not only means a lack of supply but also an increased cost for the homes already in the system. Everything apart from social housing is now unaffordable to those who are unemployed or on low incomes – benefit caps are set at rates which are far below the true costs of rents[9].

It is clear which individuals or families are most at risk by this housing crisis. Homelessness is not inevitable but it can be predictable – and poverty, especially child poverty, is the most powerful predictor of homelessness[10]. This explains why certain groups – young people, black and minority ethnic people and single parents – are more likely to be homeless: they are more likely to be poor.

For instance, a mixed ethnicity woman, who experienced poverty as a child, left school at 16, had periods of unemployment and is renting as a lone parent by the age of 26 is around seventy times more likely to experience homelessness than a childless, white male graduate, from an affluent area still living with his parents.[11]

While poverty is the most powerful predictor – there are other factors as well, such as substance misuse, mental health and trauma. In research for Lankelly Chase, it was found that 85% of people who were homeless and had other complex needs (substance misuse and criminal justice links) could point to adverse experiences in the childhood. Over 50% had left home before the age of eighteen[12]. According to Safe Lives research, one third of homeless women said domestic violence had contributed to their homelessness.

Homelessness remains a persistent problem. In nearly all its forms it is on the increase. We believe early action can help and the evidence suggests that targeted help for people we know are at risk will help. Our aim is to tackle poor housing, poverty at a young age and break its cycle into later life. We want to learn what effective, and early homelessness prevention can mean by supporting families and young people.

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[7] https://england.shelter.org.uk/media/press_releases/articles/as_schools_break_up_for_the_christmas_holidays_new_shelter_report_reveals_the_devastating_impact_of_homelessness_in_the_classroom
[8] Local Government Association, The impact of homelessness on health, 2017
[9] Westminster City Council, Review of Homelessness 2019
[10] Glen Bramley and Suzanne Fitzjpatrick, Homelessness in the UK: Who is most at risk? Housing Studies, 2018
[11] NPC, Tackling the Homlessness Crisis: Why and how you should fund systematically, 2018
[12] Lankelly Chase, Hard Edges, Mapping severe and multiple disadvantage, 2015
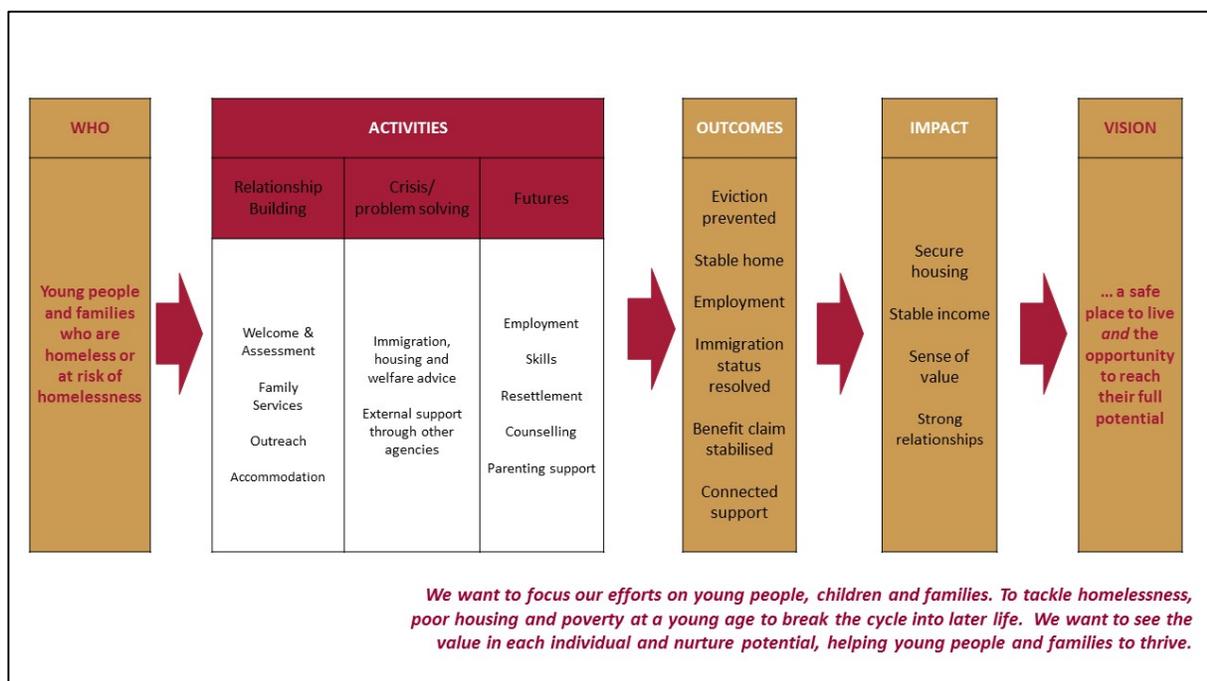
Our theory of change:

As our Business Plan says, the Centre has always prided itself on its breadth of services and our ability to listen, understand and build a future through a tailored package of 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.

How we work:

Our aim is to support vulnerable young people, children and families to prevent homelessness by:

- **Creating relationships** – our open welcome and belief in the value of every individual is critical. Through our welcome and assessment team, family activities and our residential services for young people, we aim to build relationships of understanding and trust.

- **Solving problems together** – through our breadth of emergency advice services we can tackle and prevent homelessness, stabilise incomes and provide advice to vulnerable migrants to secure their status to stay in the UK.

- **Building futures** – we will encourage potential in the people we help, through long term support and coaching: helping people develop new skills, find work and develop their wellbeing and connections.

We will also learn and develop. We know there will be things we need to change if we are to increase our impact, so we will develop our ability to monitor and evaluate our work, to help us confidently reflect on how to achieve the best outcomes.

WHO	ACTIVITIES			OUTCOMES	IMPACT	VISION
	Relationship Building	Crisis/ problem solving	Futures			
Young people and families who are homeless or at risk of homelessness	Welcome & Assessment Family Services Outreach Accommodation	Immigration, housing and welfare advice External support through other agencies	Employment Skills Resettlement Counselling Parenting support	Eviction prevented Stable home Employment Immigration status resolved Benefit claim stabilised Connected support	Secure housing Stable income Sense of value Strong relationships	…a safe place to live *and* the opportunity to reach their full potential

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

What we will measure in year one:

USER DATA:

Our Business Plan identifies four client groups for whom we want to develop our services. This more targeted approach is a change for the Centre and a critical part of this Plan. We will therefore measure:

- The proportion of our clients who fall within our four 'target' groups, and will aim in year one to increase this proportion from 63% to 80%.

- The proportion of clients who are referred to the Centre through outreach work or from identified referral partners. This is probably the best indicator – although not perfect – of reaching clients who will most benefit from this service. We will aim to increase this to 35% in year one.

ACTIVITY OUTCOMES:

We will measure the activity outcomes of each of our teams, with a particular emphasis on employment, housing and advice outcomes. In each area we have set ourselves aims or ambitions for year one to help develop our services and impact. These measures are summarised on the next page.

EVALUATING OUR IMPACT:

We will seek to develop, in the first year, a means to evaluate and evidence the longer term impact for our clients, including 'hard' and 'soft' outcomes. We will consider working in partnership with others to do this and it will include quantitative and qualitative approaches.

As part of this we intend to develop a model to better understand our clients' 'journey' through our services to understand if and how those clients who are most in need of our support benefit from our different services and how they disengage. We hope this will help us reflect on our support and potential gaps or areas of support we should provide.

We will use this evaluative work to review and develop our theory of change and to refine and improve our wider monitoring. As an initial step we will monitor the number of clients who access more than one service and the number of clients who are accessing our family activities who also draw on the Centre's wider support.

Key performance indicators – year one:

USER DATA:

	March 2020	AMBITION – 31/03/21
Percentage of clients meeting target groups (G3)	63%	80%
Percentage of clients referred from identified partners (G3)	20%	35%

	2017/18	2018/19	2019/20 YTD	Ambition 2020/21
New client starts	1190	1228	1413 (includes 353 returning)	1100
Supported to identify more appropriate help (G3)	3% 41 of 1190	6% 48 of 756	4% 36 of 928	15%

ACTIVITY OUTCOMES:

	2017/18	2018/19	2019/20 YTD	2020/21
Resident young people moving on positively (G1)	37	22(5)	12	70%
Percentage of current residents in employment, education or training (G1)			51% at end of Q3	60%
Percentage of residents engaging in wider services (G1)			Will monitor in future	90%
Percentage of residents engaging with wider Centre services (G1)			53%	60%
People supported to prevent or resolve homelessness (G2)	51	92	78[i] 48 have children 4 under 25	80 (55 from target groups)
People supported to resolve benefit problems (G2)			141[i] 82 have children 4 under 25	84 (50 from target groups)
People who found work (G2)	48	53	32[i] 12 have children and 7 under 25	50 (on the assumption of 3 advisers)
People who obtained a qualification (G2)			Not currently recorded	
New Immigration cases opened (G2)	256	315	437 132 have children 96 under 25 (included EUSS)	315
People secured or extended their right to remain in the UK (G2)	87	323	286[i] 85 have children 65 under 25	320

[i] based on people rather than a count of outcomes as in previous years i.e. if someone has more than one outcome they have now only been counted once.

FAMILY AND INTEGRATED SUPPORT:

	2019/20 YTD	2020/21
Individual parents (and family groups?) attending parenting support activities (G2)	58 parents 84 children	65 parents 96 children
Individual children (family groups) attending learning activities (G2)	28 children 18 parents	21 parents 32 children
Individual children (family groups) attending holiday and after school activities (G2)	91 children 25 adults (parents do not attend ASC)	104 Children 30 parents
Percentage of the above parents who are accessing wider support in the Centre from advice, employment and learning activities. (G2)	28% of family service parents are accessing other services 18 of 65	35% - 40%

Number of clients receiving support from more than one service (G1/G2/G3)	443 (2018/19)	

Enabler goal monitoring:

Our Business Plan also sets goals that detail the internal changes we know we need to make to deliver our strategic goals. This Monitoring Framework and the work to develop it is a critical part of this, and we will also set out to achieve the following in the first year of our Business Plan:

- A balanced budget.
- Maintain our Specialist Quality Mark accreditation for legal service and achieve the Advice Quality Standard for our advice services.
- Development of a People strategy to include the development of a behaviours framework and a reviewed annual appraisal system in year one, to link our Business Plan objectives with team and individual objectives.
- Review of our IT services including an upgrade of our telephony to build the Centre's potential for more flexible and off-site working.
- Development of a feasibility and needs analysis for a capital project to more effectively integrate our residential provision in the wider Centre.

How we will manage and review this Framework:

This Framework is deliberately developmental. In recent years the Centre has built its ability to monitor its activities and the direct outcomes of our advice and support. We now need to build a strengthened understanding of our clients and what longer-term impact we may achieve. We intend to develop our work over the period of this Business Plan and reflect on what we learn.

Our Director of Services will lead the work. The Centre's Board will receive regular updates on our Key Performance Indicators and will review this framework and what we measure on an annual basis.

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