Depaul UK

Strategic Plan 2020

“What must be done?”

Vincent de Paul

Final Draft

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(Registered in England and Wales)

# Introduction

“What must be done?” “What must we do?”

**Depaul's Vision**

Our Vision is of a society in which everyone has a place to call home and a stake in their community.

**Depaul's Mission**

Our Mission is to end homelessness and change the lives of those affected by it.

**Depaul’s Values**

We celebrate the potential of people

We put our words into action

We take a wider role in civil society

We believe in rights and responsibilities

**Depaul UK’s 2020 Aim**

In 2020 Depaul UK will be working with more people in their local communities across the country to **prevent** and **relieve** the impact of **homelessness** on their lives.

We will continue to prioritise **young people**, who remain among the most vulnerable in UK society and especially those whose mental health has been damaged by their past experiences.

**2020 Priorities**

Working alongside and working with people affected by the causes and consequences of homelessness we will work to:

**Prevent** homelessness through education, family work and Nightstop

**Increase the resilience** of people who are facing homelessness through providing accommodation with support and targeted help that takes account of mental health and trauma

**Energise community responses** to homelessness through volunteering, working with partners and creating local opportunities for young people to progress into employment and self fulfilment.

To support our staff and volunteers we will invest in our theory of change, which we call the ‘**Endeavour**’ programme, to inform how we work with young people and vulnerable adults. Training and reflective practice will be at the heart of this approach ensuring that every one working with Depaul has the best chance of offering and lasting difference.

Depaul in 2016 provided 1,400 supported accommodation units, worked in four prisons and is responsible for supporting at least 3,500 young people in London, Kent, South Yorkshire, Newcastle, Tyneside, Teesside and Greater Manchester.

# Strategic Priorities

**PREVENT: By 2020 we will effectively prevent homelessness through reaching at least 50,000 young people and directly supporting 4,000 more when a homeless crisis hits.**

We will achieve this by:

* The Nightstop Network expanding its capacity so that 3,000 young people with nowhere else to turn can find a bed available when they need one, meaning over 20,000 bed nights per annum.
* Our SAFE@LAST and Reconnect Family Mediation Services supporting at least 1,000 families each year to prevent future homelessness.
* Our SAFE@LAST education programme reaching 50,000 school children every year with important prevention messages about running away, sleeping rough and finding help in a crisis

**INCREASE RESILIENCE: By 2020 Depaul’s supported accommodation will proactively work with 2,000 residents each year to provide a hopeful, positive and opportunity filled experience that enables them to become resilient and exit homelessness**

We will achieve this by:

* Improving our understanding and ability to provide effective psychologically and trauma informed care. We will connect our work to proven therapeutic responses. for young people experiencing homelessness and who face problems with their emotional and mental well being.
* Training and empowering our staff and volunteers to provide an Endeavour response, recognising young people’s assets, their potential and creating opportunities for them to realise their potential at home, in relationships and at work

**ENERGISE COMMUNITIES: By 2020 Depaul will create virtual and physical hubs for homeless young people to discover the assets within themselves and in their communities.**

We will achieve this by:

* Increasing the number of Endeavour Centres where young people will find a safe and inspiring place to discover more about their potential from local experts and their peers
* Delivering community based programmes that support young people into work, volunteering and to live as contributing and thriving members of society. Our community teams will support volunteers, local companies and community organisations to make and sustain these offers.

# Strategic Approach

We will focus on three levers of change: **prevention, increasing resilience and energising communities.** By working across these three areas Depaul will be better able to divert people from pathways that lead to homelessness to positive pathways that lead to a stable home, relationships and financial security. This business plan and the strategic objectives are built from this understanding.

Depaul has worked for 27 years to support over 63,000 people. We have built a huge amount of experience, knowledge and understanding over this time. Most of this is held in the hands of a dedicated team who work countless hours facing risks and opportunities in our **Depaul Houses, accommodation in the community and our community and prisons outreach** services. We are passionate about the difference we make.

Homelessness is caused by a range of reasons, in the young it is most frequently caused by problems at home, the break down of support networks and families. Increasingly for single adults it is because employment or private tenancies are terminated. We have learned that for some people traumatic challenges from the past cause lasting damage. Non-judgemental and expert care can repair that damage and enable people to rebuild their lives. **We are committed to helping the most vulnerable**. This will involve working increasingly with healthcare providers and therapeutic experts to develop better immediate responses to self harm, substance abuse and high risk personal behaviours. Some of this will be possible in our existing services, and some of this work will require new dedicated projects.

We are making a commitment in this strategic plan to **accurately record and report on the outcomes of our work**. We will use our new client information systems to gather accurate up to date information about the difference we make. Using this data we will also formulate a framework for measuring our longer term impact. The learning from our data will inform day to day decisions about face to face work and how we make sure the right skills are engaged in particular projects.

We will review and evaluate how our Prevent, Increase and Energise approach is working to achieve our long term aim of everyone having a place to call home. From our research, evaluation and experience we will **draw lessons for policy makers and commissioners**, and where appropriate advocate for change. We will also create a range of ways for young people’s experiences and voices to be heard by the leaders and trustees of Depaul as well as those who make decisions in local and national government.

**Planning Framework**

The following section of this plan sets out the planning framework. Initially with the priorities over time with our ***Growth and Development Objectives*** and then in the following section with our ***Success Framework****,* which sets out the outcomes we are aiming to achieve in our services and operations.

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|  | Growth and Development Objectives

|  |  |  |
| --- | --- | --- |
| **2017** |  |  |
| **Objective** | **Resource Requirements** | **Accountability** |
| We will use our expertise gained SAFE@LAST to spread our school’s programme that teaches young people about the risks of the ‘streets’ including running away, going missing and becoming homeless | Programme funding from commissioning or within existing resources | Prevention and Programmes |
| We will work with the Institute for Global Homelessness, Depaul International and local UK partners to create a flagship city wide homelessness prevention programme | Must be externally funding from out of budget additional funding e.g. DCLG | Area DirectoratesCEO’s OfficePolicy & Research  |
| We will roll out the new Nightstop Quality Standard to make sure that every Nightstop service provides the best emergency accommodation option for young people who need it | In budget | Nightstop Network  |
| We will broaden Nightstop to be able to include under sixteens  | Requires Local Authority support | Nightstop Network  |
| We will invest in our Family Mediation work to demonstrate how it can reduce the numbers of young people becoming homeless | Requires Local Authority commissioning | Prevention and Programmes  |
| We will work with partners across the charity sector to campaign for government support to prevent 16-25 year olds from becoming homeless | Using staff resources and joining coalitions at first, no additional funding. | Policy & Research |
| We will work to develop one of our hostels as a unaccompanied asylum seeker specialist unit | Subject to local authority commissioning | Area Directorates |
| We will develop our outcome and impact measurement to provide accurate data for management and trustees | Within budget | Research |
| We will train our staff and volunteers to our Endeavour standards | Within budget | HR & Endeavour |
| **Objective** | **Resource Requirements** | **Accountability** |
| We will demonstrate financial resilience with a growing services income (10% p.a.), generating a net surplus (1% p.a.) and value for money savings (0.5% p.a.) to achieve more for our clients | Within budget | Executive |
| We will review our work with young people in contact with the criminal justice system  | Within budget | Policy and ResearchServices |
| We will model our new ‘Endeavour Centres’ creating local responses to homelessness in communities, launching the Endeavour Centre at Sherborne House, London in May  | Sherborne House Financial Plan | Executive |
| We will work with our housing arm, Depaul Housing Services, to agree a new capital project to commence | HCA Funding required and Cash Flow from Depaul UK | Depaul Housing Services |
| We will build the highest fundraising standards into our systems and processes | Donor acquisition meets governance standards and regulation | Individual and Community Fundraising  |
| We will invest in improving our technology infrastructure virtually connecting every staff member in Depaul with excellent information and data systems | In budget | IT Team |
|  |  |  |
| **2018** |  |  |
| **Objective** | **Milestones** | **Accountability** |
| We will build a central volunteering service and achieve Investors In Volunteers accreditation ensuring that our volunteers everywhere across Depaul have the highest quality volunteering experience | To be budgeted | Programmes |
| We will improve our communications particularly creating a vibrant and relevant social media presence | To be budgeted | Policy and Communications Team |
| We will seek out local partner charities to collaborate with and remain open to opportunities for mergers where ever this will improve the lives of our clients | To be budgeted | Executive |
| We will evaluate our leaving care projects to improve the difference we can make. We will have at least one leaving care service in every region in which we operate | To be budgeted | Area DirectoratesPolicy and Research |
| We will participate in sector wide work to improve the responses to mental health problems for young people including developing Depaul policy and practice in mental health care. | To be budgeted | Area Directorates |
|  |  |  |
| **2019** |  |  |
| **Objective** | **Milestones** | **Accountability** |
| We will grow our loyal supporter base, increasing the value of individual donations by 12% p.a | Donor acquisition product approved 2017 | Individual and Community Fundraising  |
| We will increase our unrestricted donation income that can be used to fund these voluntary funded programmes by £600,000 p.a. | Donation income increase by £300k 2018 | Fundraising  |
| We will achieve a sustainable financial business model by growing the turnover of Depaul to £17.5m | Subject to continuing growth and financial viability testing | Fundraising and Business Development Department |
| We will use fundraising from government grants to raise at least £250,000 for these ‘prevent’ programmes | Contingent on grant funding availability from central government | Grants and Trusts Team |
| We will increase the presence of the Nightstop Network to cover 50% of UK Local Authorities and pioneer with Depaul International three Nightstop networks overseas | Subject to local funding capacity | Nightstop Network Team |
| We will explore and test the viability of creating an education project for young people who are unable to engage with mainstream education and are at high risk of homelessness | Subject to restricted funding | Prevention and Programmes Team |

Success Framework |
| **1. Critical Success Factor 1: Every young person/client flourishes in their time with Depaul**High level indicators: Number of young people/clients supported a) in accommodation and b) in other settings |
| Outcome | Key Performance Indicators | Measurement | Reporting  | Priority | Timetable |
| 1.1. Young people with measured Improvement in wellbeing whilst using a Depaul service | Distance travelled on mental wellbeing axisDistance travelled on Physical health axisDistance travelled on substance use axis | Outcomes Star on Inform | Services staff and Data and Evaluation team  | Increasing resilience | Quarterly |
| 1.2. Young people with measured improvement in resilience whilst using a Depaul service | Distance travelled on personal relationships/family friends axisDistance travelled on managing money axisDistance travelled on independent living skills axis | Outcomes Star on Inform | Services staff and Data and Evaluation team  | Increasing resilience | Quarterly |
| 1.3. Young people are active | Engagement in team or solo sport Healthy eating, can cook and shopMobility and self orientation  | Big Picture Survey or Inform | Services and Programmes Team | Increasing resilience | Annual |
| 1.4. Young people are engaged in education, training, employment or volunteering (in service or on departure) | Engagement with GUAGIn work – all genresAttending collegeRegular community volunteering | Inform | Services and Programmes Team | Increasing resilience | Quarterly |
| 1.5. Young people connected with family and friends, mentors and/or peer support in the community. | Engagement with Depaul mentorsEngagement with Depaul peer supportEngagement with the YAB’s | Inform  | Services and Programmes Team | Increasing resilience | Quarterly |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility |  | Timetable |
| 1.6. Young people reached/supported through Nightstop (Separate reporting for Depaul and Network) | Active host homesBed nights providedYoung people supportedEligible young people turned away | Inform and Nightstop database | Nightstop team | Prevention | Quarterly |
| 1.7. Young people prevented from becoming homeless  | Nightstop guests moving on safely Children in schools receiving messagesFamilies receiving mediation | Nightstop data base and Prevention survey | Prevention/Safe@Last and Nightstop team | Prevention | Annual |
| **2. Critical Success Factor 2: Delivers impactful services of demonstrable quality and efficiency**High level indicators: Number of bed spaces provided that are a) occupied and b) paid for |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility |  | Timetable |
| 2.1 Clients moving sustainably to independence | % of clients achieving positive planned move on% of evictions for rent arrears% of evictions for breaking the tenancy agreement | Inform and Omni | Services Staff and Rent Team | Increasing resilience | Quarterly |
| 2.2. Quality volunteering experience | Number of hours from EVSNumber of hours from volunteer mentorsNumber of hours from sessional volunteers | Volunteering Survey | Programmes Team | Energising communities | Annual |
| 2.3. Rental income maximised through reducing bad debt and voids | 5% rent arrears5% voidsFair service charge collection for U18’s |  Omni | Services Staff and Rent Team | Increasing resilience | Quarterly |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 2.4. Tenant landlord relationships are well managed | Number of evictions | Services reporting | Services management team | Prevention | Quarterly |
| 2.5. Services achieving AAA or GGG in inspections | Local Authority QAF inspection rating or self assessmentInternal Quality Inspection | QAF Policy in Practice | Services ManagersQuality Team | Increasing resilience | Quarterly |
| 2.6. Young people actively participating in Depaul services  | %Residents satisfied with participation opportunities % Tenants with current, individual co produced support plan | Client satisfaction surveyInformYAB | Services staffProgrammes TeamData and Evaluation team | Increasing resilience | Annual / Quarterly |
| 2.7. Services are well regarded by service users | %Resident satisfaction overall % Tenants who responded to formal consultation process% Tenants describe condition of accommodation as excellent or very good | Client satisfaction surveyInformYAB | Services staffProgrammes TeamData and Evaluation team | Energising communities | Annual / Quarterly |
| 2.8. Performance in relation to direct client feedback | % Complaints satisfactorily resolved within timeframe % Compliments received and acted upon% Suggestions received and acted upon | Inform Complaints Log | Services Staff and Quality Team | Increasing resilience | Quarterly |
| **3. Critical Success Factor 3: Sustains growth in reserves in line with policy and financial strategy**High level indicators: Total income versus target income |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 3.1. Fundraising is good value for money | Ratio of Fundraising £raised/£spent | Management accounts | Fundraising Directorate | Increasing resilience | Quarterly |
| 3.2. Overhead costs are well managed | % Overheads / Total costs | Management accounts | Finance Team | Increasing resilience | Quarterly |
| 3.3. Depaul is financially sustainable  | Total Reserves in £ / target £ | Management accounts | Finance Team | Increasing resilience | Quarterly |
| 3.4. Depaul is a solvent charity | Current Assets / Current Liabilities | Management accounts | Finance Team | Increasing resilience | Quarterly |
| **4. Critical Success Factor 4: Achieves Investors in People Gold** High level indicators: Number of staff / Number of staff achieving core training status |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 4.1. Staff turnover is well managed | Leavers in period /average staff numbers in period | HR Management Report | HR Department | Increasing resilience | Quarterly |
| 4.2. Staff are well managed | Number of Grievances RaisedNumber of Disciplinary Cases Raised | HR Management Report | HR Department | Increasing resilience | Quarterly |
| 4.3. Staff are well trained and developed professionally  | 100% Take up of core training30% Take up of general training | HR Management Report | HR Department | Increasing resilience | Quarterly |
| 4.4. Staff are motivated | Number of days sickness absence | HR Management Report | HR Department | Increasing resilience | Quarterly |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 4.5. Staff are valued | No of diversity training sessions held for staffNo of diversity working group sessions held. | HR Management Report | HR Department | Increasing resilience | Quarterly |
| **5. Critical Success Factor 5: Delivers safe and functioning IT and Facilities** High level indicators: Number of IT and Facilities Serious Incidents |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 5.1. Technology empowers staff | Number of server downtime incidentsResponse time to IT Support Requests | IT Management Report | IT Team | Increasing resilience | Quarterly |
| 5.2. Stakeholders are safe and healthy when working with and being supported by Depaul | Number of Health and Safety Internal Inspections Satisfactory | Facilities / Quality  | Facilities Team and Quality Team | Increasing resilience | Quarterly |
| 5.3. Facilities provide fully functioning premises for stakeholders | % of jobs responded to within the agreed timeframes% of jobs completed within agreed  timeframe% of jobs completed to the satisfaction of the reporting manager/client | Facilities Management Report (Subject to acquisition of system) | Facilities Team | Increasing resilience | Quarterly |
| **6. Critical Success Factor 6: Fundraising and Business Development raises target income** High level indicators: £ Raised in year |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 6.1. Corporate Income funds voluntary and core costs | £ raised / Budget8:1 ROI  | Fundraising Report | Fundraising Department | Prevention | Quarterly |
| 6.2. Trust & Public Sector Income funds voluntary programmes | £ raised / Budget10:1 ROI | Fundraising Report | Fundraising Department | Prevention | Quarterly |
| 6.3. Individuals Income funds voluntary and core costs | £ raised / Budget2.5:1 ROI | Fundraising Report | Fundraising Department | Prevention | Quarterly |
| 6.4. Community Income funds voluntary programmes | £ Raised / Budget2:1 ROI | Fundraising Report | Fundraising Department | Energising communities | Quarterly |
| 6.5. Supporters are supported to understand the work of Depaul | Number of supporter complaints | Fundraising Report | Fundraising Department | Energising communities | Quarterly |
| 6.6. Supporters preferences and data are highly regarded and protected | Fundraising compliance and data auditCompliance near misses | Data AuditFundraising  | Fundraising Department | Increasing resilience | Annually Quarterly |
| 6.7. Local authorities award new contracts to Depaul | £gross won p.a. value / target | BD Report | BD Team | Increasing resilience | Quarterly |
| 6.8. Local authorities trust Depaul and maintain contracts with Depaul | % retention rate (80%)£net value of all contracts p.a. / budget | BD Report | BD Team | Increasing resilience | Quarterly |
| 6.9. The cost of participating in local authority commissioning does not outweigh the benefit | ROIWin Ratio | Business Development Report | Business Development Team | Increasing resilience | Quarterly |
| **7. Critical Success Factor 7: Depaul becomes authoritative voice for youth homelessness** High level indicators: Stakeholders report increasing influence  |
| Outcome | Key Performance Indicators | Measurement | Reporting Responsibility | Priority | Timetable |
| 7.1. Media relations positively reporting on Depaul | Quantity of traditional media coverageOpportunities to see the Depaul nameFollowers on social mediaWebsite unique usersPublic relation events attendance  | Communications management report | Communications  | Energising communities | Quarterly |
| 7.2. Internal communications reach all staff and volunteers with key messages | Quantity of internal communication bulletinsReader % | Communications management report | Communications | Energising communities | Quarterly |
| 7.3. Annual report is effective in communicating Depaul’s impact | Issued on timeOnline readership numbersData is accurate and transparent | Annual report | Communications | Energising communities | Annual |
| 7.4. Actively campaign for rights of homeless young people to be safely supported | Number of mentions of Depaul in parliamentMentions in policy documentationInvitations to speak/give evidence/contribute to policy events | Policy report | Policy Team | Prevention | Quarterly |

# Frequently Asked Questions

***Q. How does Depaul deliver its services?***

To date the largest proportion of Depaul services have been housing related support contracts from Local Authorities and we will continue to grow this area of work as a vehicle for working with our priority people groups. However we deliver a much wider range of services and these will also form part of our future portfolio. Our current portfolio includes:

* Supported housing for single people, expectant and new parents and families including young people who are leaving care.
	+ Staffed premises in a range of sizes and levels of support often within the same borough in a ‘Pathway of Support’. We tend to deliver smaller more intensive support houses when they stand alone.
	+ Floating support into independent and shared mixed tenure housing
	+ Supported lodgings in the homes of community hosts who are trained and supported to have a lodger with low support needs
* Emergency accommodation
	+ Nightstop services
	+ Emergency beds within Depaul houses
* Family mediation to support return to home or safe transitions from home/unsafe situations
* High support mental health and case work in dedicated services
	+ Specialist case management for people either directly to clients or as advisors to other professionals or as navigators to access specialist services
* Prison housing advice
	+ Advising prisoners on their accommodation options on release and assisting them to resettle effectively
	+ Advocating for prisoners who are at risk of illegally losing their accommodation when on short sentences
* Education, training and employment support
	+ Volunteering programmes that provide mentors, befrienders and activity programmes for young people disengaged from education or employment
	+ Volunteer and placement opportunities for young people in employment or community settings
	+ Access to accredited training to enable young people to move on
* Refugee and Asylum Seekers
	+ Commissioned services to support unaccompanied asylum seekers

***Where does Depaul work?***

Depaul has spread across England through seeking out the opportunities that represent the closest fit to our mission. In particular we have been invited into communities where disadvantage is most marked. Sometimes resources from community and Vincentian organisations have been the catalyst and at other times commissioners have invited us to bid for services. This has led to a wide spread national geographic set of services.

* London
	+ Brent
	+ Westminster
	+ Camden
	+ Greenwich
	+ Southwark (Endeavour Centre)
	+ Prisons
* Kent
* South Yorkshire
	+ Sheffield (Endeavour Centre)
	+ Rotherham
* Newcastle
* Tyneside
	+ Whitley Bay (Endeavour Centre)
	+ North and South Tyneside
* Middlesbrough
* Oldham
* Rochdale
* City of Manchester

In addition Depaul has a UK and international spread of services through its well known and flagship prevention programme, Nightstop. Nightstop provides emergency accommodation in the homes of volunteers with safety and support built in. Depaul accredits local charities to deliver Nightstop across the UK with 32 partners and in Ireland with Depaul Ireland and Toronto, Canada with 360 Kids. Nightstop is operated directly by Depaul across London, South Yorkshire the North East, Oldham and Cumbria.

***How do local communities work with Depaul?***

In each region there are staff members who are dedicated to working with local communities. Some are focussed on working with communities to strengthen our volunteering and solutions for young people. Others are focussed on raising awareness and funds through community partnerships.

There are a range of ways that communities and individuals can get involved, they can volunteer to support our work locally or they can become a Depaul Ambassador telling others of our work. Some people give directly to Depaul and it is through the generosity of individuals that we can do some of most important work. This is especially true when someone gives a high value gift, often directed to a particular need or when someone remembers Depaul in their will.

Through our traditional and digital communications we aim to make people more aware of the complexity of working with young people affected by homelessness. We regularly speak in schools, churches and communities about our work and receive much needed fundraising support from many of them.

***Who funds Depaul?***

Alongside the communities and individuals who support us we are generously supported by a range of organisations. Our number one supporters are the players of the People’s Postcode Lottery who have generously given £1m to Depaul so far. We are also generously supported by companies like Accenture, Publicis, Delloitte and the Council of Mortgage Lenders. Sometimes famous individuals use their support to help us like the incredible Mr Gary Player who has raised over £100,000 for us through his Black Knight Foundation. All of this money raised helps us to deliver our work to some of the most vulnerable people in the UK. Without these funds, our Nightstop service and our help to get young people into a sustainable safe place to call home would be impossible.

We are also experts in care and support for young people and because of this local authority’s commission us to deliver services for them. These services are often commissioned both on price and quality. Sometimes with the cuts to local funding authorities will focus on price. Depaul is not an expensive option but we have refused to cut back on the elements of our service that we consider essential to help young people to increase their resilience. That means we are not able to deliver in every local authority area.

One area of fundraising we want to be honest about is what we call full cost recovery. To deliver on our strategic plan we need to cost all of it. This means that when we ask a local authority to commission us or a grant maker to fund us they take their fair share of the true costs of running Depaul.

***Why do you have reserves?***

We currently aim to maintain a reserve range of £750k to £1m although we review this annually. By reserves we refer to net free reserves that is although our accounts show us having more than this we don’t count the value of our properties because these all are used to support vulnerable young people and so we would only sell them as a last resort. We have looked at the cost of having to manage in a crisis and our accountants agree that this reserves level would be sufficient to manage our financial risks but is not overly generous.

***What risks are you concerned about?***

The trustees and senior managers review the biggest risks on a very regular basis. The review often leads to us taking actions that helps us to make sure no risk could take us by surprise or stop us from carrying our mission.

Example of risks we often work to deal with:

* Safeguarding young people. We look at the risks to young people’s safety in our services and have a whole range of actions from training and information sharing to using criminal and background checks to vet our staff and volunteers.
* Health and safety. We run a lot of services across a wide range of places and we want everyone to be safe. Therefore we use our training, health and safety committee and staff representatives alongside policies and procedures to help us promote a safe workplace.
* Loss of income. There are lots of ways Depaul could lose income. Individuals, communities and companies could stop supporting us. One of the reasons we communicate in a range of ways with supporters is to mitigate against people losing interest in our work. There are lots of ways in which we work to both avoid losing income and to grow our income to help us deliver our plans.
* Spending too much. Because Depaul is quite a big organisation it is important to have very good checks and balances. That is why every manager in Depaul has a budget which they are responsible and accountable for. We set a budget at the beginning of each year and it is everyone’s business to stick to it.
* Government policy changes. We have had a lot of change to the way young people are supported by the government in the last few years. Some people estimate that it will get even more difficult in the coming years. The government has proposed ending housing benefits for under 21 year olds and cutting support. These risks require both contingency planning on our part and lobbying to try and prevent these changes.
* Commissioners changing approach and competition for contracts. It may seem strange to talk about competition but as some providers from the private sector are willing to cut staff pay to the minimum and deliver minimal support for young people they are cheaper alternative to us. Sometimes other charities would do a good job as well and they might compete with us, and where possible we then try and collaborate with them to see if we could deliver a service better together.

We take the management and governance of Depaul very seriously and so continue to invest in the right Human Resources, Financial Management, Facilities and Information Technologies to make sure that we can meet the high standards of our commissioners and to ensure the young people we serve are safe and effectively supported.

***How are you led and governed?***

The governance of Depaul sits with a Council of Trustees. These are volunteers from the private, public and voluntary sector. They give up their time freely to provide the strategic oversight of the charity. In particular they have developed this strategic plan to guide the charity over the next few years. They have spent a year consulting with staff, volunteers and young people about what is most needed and how Depaul might meet those needs.

The focus of the trustee’s governance in a usual meeting might be:

* Strategic matters like the strategic plan
* Financial matters like the budget and the management accounts
* Risks including the corporate risk register
* Monitoring large or higher risk projects like major building projects or recruitments
* Monitoring and challenging the performance of the Strategic and Business Plan
* Taking reports from their committees which are:
	+ Finance, Audit and Risk Committee
	+ Fundraising and Development Committee
	+ Staffing and Remuneration Committee
	+ Services Committee

In addition the Trustees appoint a Chief Executive. They are duty bound to appoint someone who has the right mix of skills and experience to lead the charity on a day to day basis on their behalf. The Chief Executive is line managed by the Chair of Trustees and is answerable to the whole Council of Trustees for the performance of the charity. To assist the Chief Executive, other Executive Directors are appointed and they are invited to attend Trustee meetings to present on their areas of work. These are the Executive Directors of Services, Finance & Resources and Fundraising & Development. There are area and assistant directors, managers and leaders across Depaul who assist in leading the charity operationally.

***What about the other parts of Depaul?***

Depaul UK is a part of Depaul International. We are a cross border group of charities who work together toward a common mission. The Chair and Chief Executive are together part of the wider leadership of the group. One of the most significant contributors to Depaul’s success is its commitment to our Vincentian Values. Being part of Depaul International helps us to champion those values in all that we do through international training courses and opportunities to see those in much more challenging circumstances.

Depaul UK also has a subsidiary housing association, Depaul Housing Services. This is a charity that helps Depaul by building and maintaining housing, although at the moment it is only very small with just 14 units.