

Strategic Plan 2018-2023



www.alabare.co.uk



Welcome to Alabaré

1992 Alabaré opened its first home - Barnabas House, for vulnerable women, in Salisbury

1995 Damascus House, for vulnerable homeless men, opened in Salisbury

1996 Emmaus Christian Community, a registered Care home for people with learning disabilities opened.

2003 Alabaré expanded to be a South West Regional Charity

2009 Alabaré opened its first Home for Veterans, in Plymouth

2014 Expansion of Veterans support into Wales and begin running Old Sarum Development Centre

2017 Successful retendering of services in Wiltshire for young people and single homeless

Alabaré is a Christian charity providing care and support to vulnerable adults and young people. It was established in 1991 by the Alabaré Christian Community, in response to a request from local churches for help in supporting people at risk of homelessness.

It was clear that homelessness was a significant issue putting a number of people at risk. Alabaré responded, and quickly grew to meet the needs of the individuals we now support.

Today, we provide care and support to vulnerable young people and adults from all faiths and none, through homes and services across the South West and Wales. Key milestones in the development of our charity are shown in the timeline opposite.

In 2017 we ran 76 supported homes, with a total 338 bedspaces for vulnerable young people and adults. In addition we provided domiciliary care for 38 adults with learning difficulties, and development centres, advice and outreach services for many more.

A number of our homes are specifically for HM Forces Veterans who are homeless or at risk of becoming so.

We work with local authorities who commission services from us, with other charities who provide support to the communities we are engaged with, and grant making organisations, in particular military charities, to help fund the services we provide.

In essence, we are a fundraising and campaigning charity supporting a wide range of homeless and vulnerable young people and adults.

We believe everyone
should have the opportunity
to live a fulfilling life

Vision, Mission & Values

Our Vision at Alabaré is a society where everyone has the opportunity to live a fulfilling life. This is drawn from John 10:10 “I have come that they may have life, and have it to the full”.

Our Mission is to support people to find purpose, hope and meaning in their lives, by providing:

- Good quality accommodation – a safe home until they can find a permanent home
- Professional support and advice – offering choice and explaining consequences
- Training in skills
- Care, compassion and respect – listening to their needs and aspirations
- Support - in overcoming the barriers they face in transforming their lives

Embedded in the professional nature of our work, Our Principles are:

- Integrity – expressed in honesty and reliability, transparency, accountability and trustworthiness
- Inclusiveness – welcoming people from all backgrounds, treating them fairly, recognising and valuing their distinctiveness as individuals
- Empowerment – creating an environment which enables people to take control of their own lives, by listening to them and offering choice wherever possible
- Equality – in the delivery of services to our service users and employment of staff, and recognising and valuing the diversity of the communities we serve
- Collaboration – in our enthusiasm for working in partnership with others

Our Values that lie at the heart of our work are:

- Care for service users, who are often vulnerable and marginalised
- Compassion for those in difficulty or in distress
- Generosity in allowing people another chance
- Respect for all: valuing each person, their experience, opinions and choices



Our Context & Challenge

Our Context is the challenging environment that prevails around supported housing for young people and adults, and the stresses, tensions and challenges that arise from declining funding from central Government and local authorities to deliver these essential services, and the need to look after and be fair to our staff in the light of changes to legislation and new case law.

The pressures we feel are common to many in the sector and include such things as: the review of funding for short-term supported housing; the potential for historic claims for sleep-in payments; the inclusion of smaller houses into the houses in multiple occupation legislation and the significant central funding reductions faced by local authorities. They also include: the introduction of Universal Credit; the desire to be a living wage employer to recognise our staff appropriately; the competition for financial support from the public through fundraising and grant making organisations; the implications of leaving the European Union; and, above all, the increasing incidence of young people and adults – our service users - who need some form of support because of the life challenges they are encountering.

Our challenge over the next five years is to rise to the needs of those who live and work with us in this context, by ensuring that we build strong financial foundations so that we can achieve our Mission, and that we nurture and care for our service users and staff.

We also want to work with partners who share our Vision and Values to enable real change in our world. We want to deliver and grow our services to meet the needs of those we support across the breadth of our communities. And we must do all this in the most efficient and effective way, getting the most value out of the income we generate.

By 2023 we will have: built capacity across our services to support up to 3,000 service users a year, including management of 550 bed spaces; and we will have nurtured and helped 10,000 service users to transform their lives over the period of this plan. To do this we aspire to increase our turnover to a minimum of £15M per year.

Meeting this challenge will require passion, commitment and relentless focus; Our Strategic Themes that will guide and shape the development and growth of Alabaré are:

- 1. To Value our People**
- 2. To Deliver Excellent Services**
- 3. To Live our Values**
- 4. To Focus on our Finances**
- 5. To Influence our World**



1. Value our People

To recruit, retain, develop and reward the best people for full-time, part-time and volunteer roles to take Alabaré forward, to live our Values and practise our Principles

Objectives

- To consider our people in everything we do, and to reward them fairly and provide effective and meaningful recognition
- To ensure that Alabaré is seen as a highly desirable employer by the way we behave and that the best people are recruited and retained and can progress effectively so that we build a workforce for now and the future
- To maintain and improve effective communications with our people across the whole breadth of our organisation
- To ensure that our people are nurtured spiritually, well trained and given every opportunity for personal development
- To inspire our service users to volunteer and be employed by Alabaré
- To establish a positive leadership culture where ownership, accountability and involvement in decision-making is promoted
- To develop across the organisation a sense of family and collective responsibility and in doing so, celebrate shared success.

These will be achieved through

- Renewing our commitment to be a Living Wage employer
- Developing a communication strategy that engages all staff, is open, clear and concise, and is based on consultation and listening and uses the Workforce Forum effectively
- Providing good quality training that is relevant, up-to-date, accessible and addresses the needs of staff to develop and grow in their professional life, including through the delivery of apprenticeships
- Developing a resourced reward and recognition approach that is in line with Sector good practice and provides a progression pathway for all
- Creating a culture where service users are encouraged and supported to develop themselves to become members of staff
- Ensuring that we promote the benefits of being employed by Alabaré and the opportunities that are offered
- Ensuring that we have an effective Christian Chaplaincy service that is able to lead and promote spiritual nurture
- Supporting a culture of reflective practice and continuous improvement.

Success will look and feel like this

- The best people are recruited and retained and practise the Values and Principles of Alabaré
- There is clarity of communication throughout the organisation
- The Annual Staff Survey reflects an improving level of satisfaction
- We are listed in the Times Top 100 Best Not-for-profit organisations to work for
- 50% of our service users are actively engaged as volunteers with Alabaré or elsewhere
- All staff feel that they can be leaders and that they are actively involved in decision-making
- There is a culture of learning and 75% of staff have qualifications appropriate to their work area and 5% belong to an appropriate professional body
- There is a skilled and committed workforce who have drive and energy and where high levels of personal wellbeing are promoted and achieved.



2. Delivering excellent services

To focus on our service users' needs, to build and sustain services that are a beacon for the sector, achieving outcomes consistent with our Mission and meeting the challenges of our service users' support journey

Objectives

- To understand fully the impact that Alabaré has on the lives of our service users in their journey to a fulfilling life and on the communities we serve
- To provide outcomes for our service users that meet their individual needs, ensuring that we listen to what is important in helping them to transform their lives, living by our Principle of Empowerment
- To ensure resources both human and physical are fit for purpose in achieving Excellent Service status across all our homes, services, shops and departments
- To be seen as a role model charity in the sector both locally and nationally and regarded as a beacon of excellence
- To be innovative in the design and delivery of services so that we are both efficient and effective, while making the most of opportunities for collaboration and partnership
- To be a well-run organisation with outstanding leadership and good governance arrangements based on the Charity Governance Code
- To ensure that we engage sensitively with local communities when developing our thinking for the design and delivery of new services and changes to existing ones.

These will be achieved through

- Achieving Excellent Service status for all of our homes, services, shops and departments by 2020 and developing and sustaining this standard
- Implementing an effective mechanism for involving our service users in the design, development and delivery of our services
- Developing a communications and marketing strategy that ensures all of our stakeholders and funding organisations understand the difference we make to the lives of our service users
- Celebrating success in the services we deliver and in the outcomes we achieve for our service users
- Creating opportunities for service users to use their strengths and the skills they have gained in supporting their peers.

Success will look and feel like this

- Service users feel included and are able to transform their lives and overcome the barriers they face
- Alabaré has an outstanding reputation within the sector, is recognised for its delivery of Excellent Services and is successful in gaining new supported housing contracts. Staff feel empowered to make a positive contribution to the development of their own and achievement of the Excellence Service standard
- Staff and service users are recognised and celebrated for the success they have achieved
- Service users are equipped with the skills to be independent and resilient.



3. Living our Values

To reflect and celebrate our ethos and values and our Christian mission and identity, embracing all those who need our support with open arms to meet our aspiration that no-one should be turned away

Objectives

- To welcome staff and service users of all faiths and none to help everyone have the opportunity of living a fulfilling life, living by our Principle of Inclusiveness
- To provide the opportunity for spiritual growth to all our staff and service users
- To build and strengthen our relationships with all churches and faith groups
- To treat everyone with care, compassion, generosity and respect, living by our Principle of Equality
- To develop our services and build our network of partners and fellow service providers such that no-one should be turned away who is in need of support
- To work together by increasing capacity for collaboration and team building across all Alabaré's services, developing open, respectful and transparent interaction, so that Alabaré provides holistic support.

These will be achieved through

- Ensuring that diversity and inclusion are the watchwords for how we think of and work with all of our people and service users
- Developing and supporting social enterprises as a means of overcoming social exclusion
- Growing partnerships across the sector from all communities to help those who are vulnerable and need help
- Building relationships with all churches and faith groups who are involved in the communities local to our service users
- Making the Values visible to all of our people and service users and to live them by example.

Success will look and feel like this

- Our service users will live in communities that are supportive and united in the need to help everyone have the opportunity to lead a fulfilling life
- We have effective support networks across all faith groups
- We are able to help all those who come to us, whatever their need, with practical resources or guidance to ensure that no-one is turned away
- The resources and information to support all of our people and service users in spiritual quest are available widely
- The four elements of our Values are lived by all and are visible in the way we deliver each of our services.

A blue sign with white text and a white circular border, hanging from a dark blue bar with metal rings. The sign reads "salisbury emporium" in a white, lowercase, serif font. The background is a blurred wooden structure.

salisbury
emporium

4. Focusing on our finances

To build a resilient, viable organisation that makes financially sound decisions and is business-minded in its decision-making about investing for growth and sustainability and alive to commercial realities

Objectives

- To ensure that resilience and viability underpin all of the financial decisions we make
- To be transparent and accountable in all our financial management, living by our Principle of Integrity
- To ensure that Alabaré has a sufficiently strong capital investment strategy and a focus on achieving value for money
- To build and maintain the level of free reserves to be at least 3 months turnover; to reflect the circumstances of Alabaré and commercial good practice, with an appropriate level of restricted reserves as well
- To identify ways to grow, develop and sustain the services we deliver through intelligent assessment of market opportunities and alignment with local need.

These will be achieved through

- Diversifying our income streams by growing our fundraising, legacies and charity shops/social enterprise work
- Taking a charity-wide approach to fundraising, campaigning and marketing, recognising that all staff, Trustees and Ambassadors have a role to play in promoting these key activities of the organisation
- Ensuring that we are well run financially and maintain a relentless focus on the key cost factors in our services, including: overheads, occupancy rates, arrears and infrastructure
- Taking responsibility, where possible and sensible to do, for the physical resources we use to deliver our services through a preference for ownership rather than rental
- Empowering staff to take responsibility for the transparent management of budgets by using a cost centre approach underpinned by robust and reliable data
- Working in partnership with stakeholders and others in the sector to grow service provision in areas where there is need and a sound financial pathway, including non-care and support business opportunities
- Being agile and responsive in the face of changing need or emerging opportunities

Success will look and feel like this

- By 2023 Alabaré will have achieved a minimum turnover of £15M, linked to less reliance on public funding and a greater emphasis on fundraising and growth in service provision
- By 2023 surpluses will be generated each year of 10% of turnover to provide reinvestment for growth and consolidation of service delivery and improvement
- Services are resourced fully with Alabaré ideally owning the infrastructure
- Alabaré is recognised as exceeding sector standards for financial health metrics and outperforms most comparable charities
- Growth opportunities are identified and pursued with a clear understanding of the financial implications



4. Influencing our world

To lead the sector in thinking and research on our operating environment and the needs of the communities we support, building partnerships, encouraging collaboration and campaigning to achieve our Vision

Objectives

- To be seen as leading the sector in the commissioning and delivery of relevant research
- To establish a reputation for strategic thinking and the effective influencing of policy at local and national levels
- To be recognised as an authoritative voice in campaigning to improve the provision of services and support for those who are vulnerable and in need
- To build partnerships that improve the range and quality of the services we can deliver, in particular with grant-making organisations and other charities, living our Principle of Collaboration
- To champion the needs and gifts of our service users to politicians, media and local communities.
- To use digital insight, media and social networks to grow the profile of Alabaré to increase awareness, understanding and recognition of the work that we do.

These will be achieved through

- Building partnerships with research organizations to grow the body of evidence to support change in the sector
- Creating an organizational structure that enables thinking, influencing and campaigning
- Making the case for future service development for homeless people through evidence-based research
- Creating a digital presence that maximises the opportunities to deliver Alabaré's insights on the service users and communities we support and the needs they have
- Building effective links with the press and media
- Developing enduring and supportive relationships with influential bodies and people
- Ensuring that our staff, Trustees, Ambassadors and advocates are trained appropriately and supported to positively embrace opportunities to promote Alabaré to the general public and media.

Success will look and feel like this

- Alabaré is seen as a responsive and agile charity that leads external change
- Stakeholders and partners understand the evidence and argument for making change to improve outcomes for the communities we support
- Alabaré is recognised as one of the leading charities in its field both locally and nationally, and is seen as an authoritative voice by the press and media
- Partnerships are seen as a core element of the way that Alabaré does business
- Alabaré has an effective and engaging presence across social networks and uses digital media effectively to advocate for change.



Enabling a fulfilling life

Alabaré Christian Care Centres is a company limited by guarantee trading as Alabaré Christian Care & Support. Photographs are not necessarily of clients referred to in this publication and names may have been changed to respect the confidentiality of our clients. Models have been used.

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