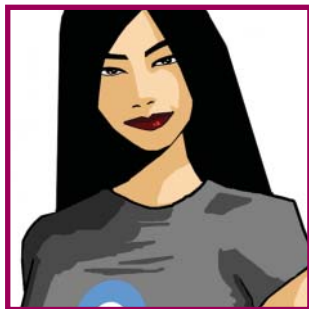


Business plan


stonewall housing

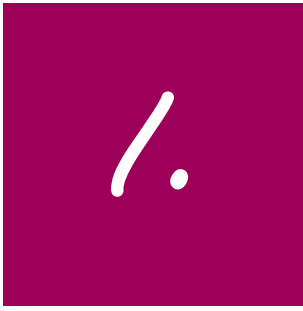



stonewall housing

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BUSINESS PLAN
2006 - 2009



Intro

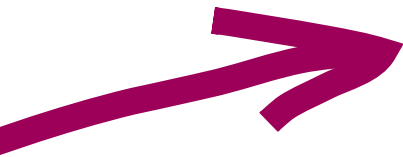


Vision Securing safer spaces for LGBT people.

Mission Stonewall Housing exists to provide housing support, advice and advocacy, and to influence housing policy and practice in order to improve the lives of LGBT people. At the heart of our work is the aim to find safe and secure homes for LGBT people.

- Objectives*
- To provide specialist housing support for LGBT people;
 - To provide housing advice, information, referrals and advocacy for LGBT people;
 - To inform and influence housing policy and practice affecting LGBT people;

- Values*
- Diversity
 - Dignity
 - Quality
 - Consultation
 - Challenging



Introduction

Stonewall Housing was founded in 1983 and is the first housing association aimed exclusively at meeting the needs of lesbians and gay men. We provide temporary supported housing to 16 - 25 year old LGBT people, and currently have 41 bed spaces in six houses across four London Boroughs. In 1992 we launched our advice service, and over the last 14 years we have helped over 10,000 lesbians and gay men with advice and advocacy on housing difficulties. Issues range from homophobic harassment and violence, family breakdown and domestic abuse to benefits enquiries, disputes with landlords and inappropriate or substandard housing.

In 2001 we launched our ground breaking research project on the needs of young homeless lesbians and gay men. In 2004 we began to implement its recommendations in an innovative project with Shelter on sexuality and housing. This involved lobbying and training mainstream housing associations and local authorities on the issues affecting the lesbian, gay and bisexual communities, encouraging monitoring of sexuality as a starting point to providing services specific to the needs of LGB people. Stonewall Housing is proud of the successes of this project, and the resulting increase in the monitoring of sexuality in mainstream housing organisations.

Governance

Stonewall Housing is charitable housing association registered under the Industrial and Providential Societies Act 1965. The organisation is governed by a voluntary Management Committee which is made up of representatives from the LGBT communities who are able to offer a range of expertise to the organisation. The Management Committee fulfils a governance role within the organisation and employs paid members of staff to carry out the day-to-day activities of the organisation. There are currently six Management Committee members and 14 members of staff.



2.

Executive Summary

Stonewall Housing has specified five central themes for its development over the next three years:

THEME ONE: Maintaining and expanding current levels of service

THEME TWO: Ensuring accessibility for all LGBT people

THEME THREE: Influencing practice and campaigning for change

THEME FOUR: Maximising funding and communications

THEME FIVE: Investing in resources



In an ever-challenging funding climate, Stonewall Housing will work hard to maintain its core supported housing and advice services and look to develop these in new and innovative ways. One way the organisation will expand is by rolling out its service to bisexual and transgender people for the first time as a result of a consultation process with stakeholders.

Stonewall Housing has had success with lobbying key decision-making organisations on the housing needs of lesbians and gay men. Over the next three years we will be taking this work to the next level, developing a comprehensive campaigning strategy to ensure that LGBT issues are placed firmly on the housing agenda. At the same time, we will develop innovative strategies to maximise the external communications of the organisation, ensuring that the LGBT communities and housing sector are aware of Stonewall Housing and its work. Stonewall Housing will also implement a fundraising strategy to secure the long-term financial security of the organisation, with a view to supplementing grant funding with individual and corporate donations.

The organisation will continue to invest in its most valuable resource, its staff and volunteers, providing a package to attract and retain

high calibre specialist professionals. We will also invest in the IT infrastructure, empowering our staff to provide the best service possible through effective IT resources. Additionally, we will ensure the continued financial rigour and viability that has sustained the organisation so far through its 23 years of existence.

Advice Team

Stonewall Housing's Advice Service has helped approximately 2,500 lesbians and gay men over the last three years. At the heart of our work for the next three years is the aim to expand the service and make it more accessible. The service will be rolled out to all bisexual and transgender people as well as lesbians and gay men, and will provide specialist advice in the areas of hate crime, domestic abuse, young people, and the black and minority ethnic communities. We will recruit volunteers to increase the capacity of the advice team and ensure its long-term viability. We will improve access to the service by opening an evening advice line for the first time, and ensure information is accessible to all. We will focus our energies on ensuring that all LGBT people in London have easy access to high quality housing advice and advocacy.

Housing Team

Stonewall Housing's supported housing team provides short-term supported housing and move on in four London boroughs to an average of 50 young lesbian and gay supported housing clients each year. Over the next three years we aim to sustain this service and investigate the possibility of expanding to include older people, floating support, and working in new boroughs. We will be providing supported housing to bisexual and transgender young people for the first time, and ensuring the accessibility of our services to all young LGBT people by making information available in various languages and formats. We also aim to expand the involvement of supported housing clients in the decision-making processes of the organisation so that they are involved in recruitment, strategic planning and the management committee.



**THEME ONE:
Maintain current
level of service
and explore
opportunities
for expansion**



- Aim*
- Maintain current level of service
 - Provide high quality housing advice and advocacy to LGBT people
 - Ensure LGBT people receive an integrated service that best meets their needs

- Target*
- Revise Advice Services Operational Policy
 - Maintain Community Legal Service Quality Mark
 - Share specialist knowledge and skills within the Advice Team
 - Build links with key organisations
 - Carry out annual client satisfaction surveys

- Aim*
- Explore opportunities for expansion
 - Enable LGBT people easy access to housing advice and advocacy
 - Increase housing provision for LGBT people

- Target*
- Expand to one evening advice line per week
 - Increase nomination and referral rights
 - Develop volunteer strategy to increase team capacity

- Aim*
- Develop specialist advice services
 - Positively impact on the level of hate crime experienced by LGBT people in or around the home
 - Reduce the social exclusion of BME LGBT people
 - Combat marginalisation amongst LGBT young people
 - Empower and support LGBT survivors of domestic abuse

Advice Team



- Target*
- Provide specialist training for staff
 - Implement referral process for clients to access specialist workers
 - Organise specialist user involvement days
 - Develop working partnerships with Galop, Broken Rainbow and other specialist organisations
 - Create resource information and fact sheets in specialist areas

- Aim*
- Develop preventative work
 - Reduce LGBT homelessness and housing difficulty
 - Increase the level of best practise in LGBT housing and homelessness by mainstream services

- Target*
- Deliver talks about homelessness to LGBT youth projects
 - Speak at conferences on good practice issues
 - Investigate the possibilities for a mentoring project for clients

Theme One

- Aim*
- Maintain current level of service
 - Provide high quality housing support to young LGBT people
 - Reduce young LGBT homelessness

Housing Team

- Target*
- Pass Supporting People reviews and continue to evidence quality of service
 - Ensure value for money targets are met and accreditation obtained

- Aim*
- Explore opportunities for expansion
 - Increase access for young LGBT people across London to access housing
 - Expand housing services and options available to LGBT people

- Target*
- Attract referrals evidencing local communities
 - Promote options for other support services, for example, other boroughs, cross London, floating support, older LGBT people

THEME TWO: Accessibility for all LGBT people



- Aim*
- Ensure all LGBT people have access to appropriate housing advice and advocacy
 - Reduce the social exclusion and marginalisation of all sections of the LGBT communities
 - Empower LGBT people in making informed choices on their housing options

- Target*
- Produce information on accessibility of services regarding disability and languages
 - Investigate making information and literature available in various languages and formats
 - Ensure team receives training on the needs of bisexual and transgender clients
 - Offer advice to all LGBT people
 - Develop partnerships with bisexual and transgender organisations

Advice Team



Theme Two



- Aim*
- Reduce the social exclusion and marginalisation of young people from all sections of the LGBT communities
 - Ensure young people from all sections of the LGBT communities have access to supported housing services
 - Empower young LGBT people in making informed choices on accessing supported housing

- Target*
- Make information and literature available in various languages and formats
 - Consult clients on how Stonewall Housing will begin providing supported housing to bisexual and transgender young people
 - Change promotional material and advertise new criteria to reflect LGBT status

- Aim*
- Empower all clients to positively contribute to the organisation
 - Reduce the social exclusion of young LGBT people
 - Increase the self-confidence and self-esteem of young LGBT people

- Target*
- Carry out Client Satisfaction Survey
 - Hold house meetings and surgeries
 - Produce innovative and informative client newsletters
 - Develop a Client Forum to feed into the organisation, with clients electing a representative to the Management Committee
 - Revise the Recruitment Policy and Procedure to include client involvement
 - Ensure that clients are involved in strategic planning



THEME THREE: Influencing practice and campaigning for change



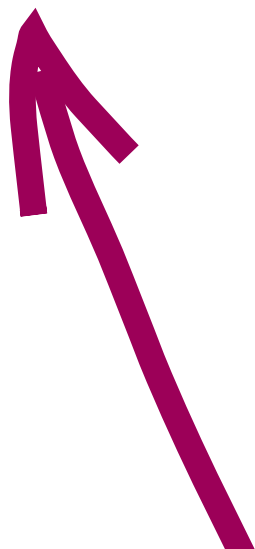
- Aim*
- Maintain and expand lobbying activities
 - Increase key decision-making bodies' awareness of the housing needs of LGBT people
 - Raise the profile of Stonewall Housing in the LGBT communities

- Target*
- Develop policy statements on relevant issues
 - Develop a lobbying strategy
 - Carry out a scoping exercise for Stonewall Housing to become national

- Aim*
- Campaign to include LGBT issues and good practice on the housing agenda
 - Raise awareness of LGBT housing issues
 - Increase the level of best practise in LGBT housing and homelessness by main stream services and decision-makers
 - Mainstream domestic abuse, hate crime, and issues affecting BME and young LGBT people in housing policy and practice

- Target*
- Move to a higher platform by developing partnerships with key decision-making bodies
 - Utilise specialist projects to influence external policy
 - Maintain training and development work within Local Authorities and other housing providers by developing and selling training and consultation

Three



Theme Four



- Aim*
- Maximise funding
 - Increase the level of individual and corporate donations
 - Ensure the long-term financial viability of the organisation

- Target*
- Establish a fundraising consortium of frontline LGBT organisations in London
 - Investigate the viability of corporate fundraising
 - Investigate the viability of selling specialist training, consultancy and publications on sexuality and housing

- Aim*
- Maximise external communications
 - Raise the profile of Stonewall Housing amongst LGBT people and the wider community
 - Maximise good will from LGBT people towards Stonewall Housing
 - Increase awareness of the housing needs of LGBT people

- Target*
- Make funds available for a restricted PR budget
 - Develop and implement integrated fundraising, campaigning and communications strategies
 - Develop an innovative new website



**THEME FOUR:
Maximising
funding and
communications**

THEME FIVE: Investing in resources



- Aim*
- Ensure the recruitment and retention of skilled and dedicated staff, Management Committee members and volunteers
 - Attract high quality specialist professionals to work and volunteer for the organisation
 - Encourage retention and dedication of staff and volunteers through excellent working conditions

- Target*
- Devise a strategy to maintain and enhance staff, Management Committee and volunteer working relations
 - Investigate the financial viability of providing employee pensions
 - Invest in staff training and development
 - Investigate expanding use of volunteers in service delivery

- Aim*
- Utilise IT in service delivery and administration
 - Increase access to services for all LGBT people through appropriate IT resources
 - Empower staff to provide the best service possible to client through access to appropriate IT resources

- Target*
- Implement a strategy to ensure effective use of IT in the organisation
 - Develop an innovative new website
 - Fundraise for computerised system for file management

- Aim*
- Ensure the long-term financial rigour and viability of the organisation
 - Maintain compliance with financial regulations

- Target*
- Develop a finance strategy to ensure continued accurate financial management
 - Review the roles of the Treasurer and Finance Officer
 - Review the organisation's financial systems annually