

CHESS SOCIAL AUDIT REPORT

FOR THE PERIOD APRIL 2015 TO MARCH 2016

SOCIAL
AUDIT
NETWORK

SELF
VERIFIED
ACCOUNTS

CHELMSFORD CHESS

Dated 14 August 2016

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EXECUTIVE SUMMARY

This audit has been drafted to cover the salient points required of Advanced Level Reporting however the CHES approach has been to adopt the Self Verified Audit route to avoid unnecessary bureaucracy required of Advanced and Advanced Plus Audit. CHES wish to fully acknowledge the support of all Stakeholders in generation of these results. The problems presented by the client group are varied and require a collaborative approach, these results are declared on behalf of all participating stakeholders. The audit report covers the period April 2015 to March 2016 inclusive. All 5 CHES Objectives were included within the scope of the Social Audit. A summary of the key results findings are included in this Executive Summary.

During this audit period CHES achieved the following results:

- 79 People passed through CHES in this year, CHES worked with each client for an average of 108 days. A total of 766 support meetings were held to listen and help with client problems. A further 130 hours of counselling services and 172 hours of specialist Eye Movement Desensitisation & Reprocessing Therapy (EMDR) treatment were all provided to help address pressing client issues.
- This investment in resource helped 45 clients (57%) to move on in a positive way.
- CHES provided 9,338 bed nights to its client base and a further 760 bed nights to rough sleepers on the Winter Project. This prevented a total of 10,098 nights of rough sleeping in the Chelmsford area.
- CHES provided rough sleepers with 1,674 hot meals and 2,659 hot drinks, this provision is on top of providing meals for all clients within the Night Shelter. Approximately 60% of the food used in CHES was donated as surplus or unwanted by socially aware traders and the general public.
- The CHES Secure Tenancies Officer successfully placed 22 people into tenancies within the Private Rental Sector, this is a critical task to help the client and free up a bed for the next client.
- CHES also helped 9 clients move into employment.
- CHES was supported magnificently by 84 volunteers who each gave an average of 75 hours of their time to provide vital support to our efforts. This is a staggering amount of time from each volunteer and their support is a fundamental ingredient of our collective success.
- Total Economic Impact is estimated to be £2,283,605 (mid-point estimate) giving an approximate 500% return on operating costs (£443,505).
- In broad terms this has been a successful year for CHES but more needs to be done, unsatisfied demand has risen from a monthly average of 23 to 33 this means if CHES doubled its operating capacity it would still fall just short of meeting this demand.

This year CHESS decided to add a Service User story to the back of the Executive Summary. It hopefully provides a useful reminder to us all what a positive outcome means to the individual.

Frank's Story

Frank considered himself to be an average kind of guy living an average kind of life. He had been married for 22 years and had 2 lovely grown up children. Frank had held down a steady job as a forklift driver for many years when re-structuring within the company meant that he had to work night shifts. Over time this began to put a lot of strain on the marriage and Frank and his wife eventually broke up. Forced to leave the marital home Frank moved around, staying with various friends and relatives. He had lost his job and was soon diagnosed with depression. Medication was prescribed to help him cope with daily life. Frank had always had a strained and difficult relationship with his mother but left with no alternative having used up the hospitality of friends and family he moved in with her. Lack of space meant that Frank spent months sleeping in a tent in the garden.

As winter approached and with worsening weather and declining health Frank had finally had enough. He felt extremely lucky when he was offered a room within a few days of applying at the night shelter.

These days Frank still feels immensely grateful to CHESS, Enjoying life with a more optimistic outlook.

He is no longer on any medication and is hopeful of securing stable social housing in the not too distant future.

ACKNOWLEDGEMENTS

CHESS would like to acknowledge the following Organisations and individuals for their support in conducting this social audit:

All of our Volunteers – Without them CHESS would not be the organisation it is.

Peter McDonagh of Chelmsford City Council
Tracy Wild CEO of Langley house Trust
Spencer Clarke of Community Safety Partnership
Lorraine Jarvis of CVS
Leigh Wallis of Open Road
CRISIS

The results, outcomes, and impacts stated in the body of this report have clearly created a significant Social and Economic impact. CHESS recognises that these results are the combined effort of a number of other external stakeholders; such stakeholders deserve clear recognition for the constructive role they have played in delivering these outcomes and impacts.

- Church and community groups who work with us in helping the homeless
- Joint referral panel managed by Chelmsford City Council
- Open Road
- Probation service
- Changes
- Doctors surgery
- Country wide
- LUSH
- The body Shop
- Café Nero

CHESS would also like to acknowledge the support of socially aware and ethically minded traders who have kindly donated short life foodstuffs to redistribute to our service users. These include:

Greggs Bakers
Pret a Manger - sandwiches
A canteen
Raynor foods
Nando's
Anglia Ruskin University Campus Refectory
Chelmsford Food Bank
All Ad-Hoc local event organisers and a diverse range of religious groups who donated their unwanted catered food

CONTENTS

| | |
|--|----|
| EXECUTIVE SUMMARY | 2 |
| ACKNOWLEDGEMENTS | 4 |
| CONTENTS | 5 |
| CHAPTER 1 INTRODUCTION | 6 |
| CHAPTER 2 BACKGROUND INFORMATION | 8 |
| CHAPTER 3 PREVIOUS SOCIAL ACCOUNTS AND AUDIT | 12 |
| CHAPTER 4 MISSION, VALUES, AIMS & OBJECTIVES | 14 |
| CHAPTER 5 STAKEHOLDER ANALYSIS | 16 |
| CHAPTER 6 SCOPE OF THE SOCIAL ACCOUNTS | 18 |
| CHAPTER 7 METHODOLOGY | 20 |
| CHAPTER 8 REPORT ON PERFORMANCE AND IMPACT | 21 |
| Objective 1 | 21 |
| Objective 2 | 23 |
| Objective 3 | 25 |
| Objective 4 | 26 |
| Objective 5 | 27 |
| CHAPTER 9 ECONOMIC IMPACT | 28 |
| CHAPTER 10 OTHER STAKEHOLDER VIEWS | 31 |
| CHAPTER 11 ISSUES FOR ACTION AND ACHIEVEMENTS | 32 |
| CHAPTER 12 PLANS FOR DIALOGUE WITH STAKEHOLDERS | 35 |
| CHAPTER 13 PLANS FOR NEXT SOCIAL ACCOUNTING CYCLE | 36 |
| References: | 37 |
| APPENDICES TO CHESS SOCIAL AUDIT DATED 22 July 2015 | 38 |
| APPENDIX A - List of Detailed Supporting Information Available in CHESS Office | 39 |
| APPENDIX B Service User Case Studies / Pen Pictures | 40 |
| APPENDIX C Economic Impact | 41 |
| APPENDIX D Sensitivity Analysis | 44 |
| APPENDIX E-1 Economic Impact Calculations | 45 |
| APPENDIX E-2 Sensitivity Analysis | 46 |
| APPENDIX F Key Aspects Checklist | 47 |

CHAPTER 1 INTRODUCTION

As a Charity and Incorporated Company the organisation has historically followed the required format for the presentation and publication of annual accounts.

This is the fourth year of Social Audit accounting for CHESS. Social Accounting is a valuable tool enabling a thorough self-examination of working practices and relationships. CHESS now publish the social audit concurrent with the financial accounts and both audits are independently audited and published at the same time..

A Social Audit Steering Group (SASG) is convened from a wide cross section of internal and external stakeholders. The SASG agreed to continue with the basic level of Social accounting for the current reporting period, so as to not create unnecessary work for the team. Barbara Beaton of Sandpiper Business Support Ltd has been commissioned to undertake the audit of the draft Social Accounts. TOR's and minutes of the SASG meetings are held on file in CHESS Main office.

Primary purpose of CHESS Social Audit is to:

- Establish a framework and of ongoing monitoring, evaluation and accountability to the organisation's internal and external stakeholders.
- Help the organisation investigate its performance against social and environmental objectives, and ensure that it is working in accordance with pre-defined values.
- Establish, demonstrate and publish to the wider Community and Society the social economic value of its activities and outcomes.
- Use the Social Audit Report to improve future performance.
- Use the published standard in dealings with appropriate stakeholders and funders.

The SASG agreed to adopt the SAN Self Verified standard which clearly frames the following:

- Multi-perspective: encompassing the views of people and groups that are important to the organisation.
- Comprehensive: inclusive of all activities of an organisation.
- Comparative: able to be viewed in the light of other organisations and addressing the same issues within same organisation over time.
- Regular: done on an ongoing basis at regular intervals.

- Verified: checked by people external to the organisation.
- Disclosed: readily available to others inside and outside of the organisation.

CHAPTER 2 BACKGROUND INFORMATION

Founding of the organisation

In the early 1990s Churches Together in Chelmsford ("CTiC") were concerned for the plight of homeless people in Chelmsford. First responses were to organise soup runs.

Harsh winters at that time caused further worries and so local churches took it in turn to open their halls for a week at a time so that homeless people could sleep there at night.

It became clear a shelter was needed, and one which was not restricted to winter months only, and so CHESS opened a Night Shelter in the mid 1990s.

The Night Shelter provides emergency accommodation for up to eight homeless people, in six single, and a twin-bedded bedroom. Whilst referrals are accepted from other agencies, the Night Shelter is a "direct access" hostel, meaning that any homeless person can apply for admission. The Shelter additionally provides tea, coffee and food along with clothing, sleeping bags and blankets to rough sleepers calling at the Night Shelter for help.

Winter Project

From January to mid-March a separate Winter Project provides emergency overnight accommodation for people who would otherwise be forced to sleep on the streets in the bad weather.

Move-on accommodation

The Charity has four "move-on properties" which serve as a further step towards independent living. Move-on homes are intended for those who are progressing towards achieving independent accommodation of their own.

CHESS now operate;

7 room – Night Shelter

19 beds in move on houses

4 bed house donated by a supporter where longer term service users can experience independent living and budgeting at a market rent – This was bought into the main move on operation of CHESS from the 1st March increasing our capacity for the homeless community CHESS serves

Additional surge capacity under Winter Project – up to 10 camp Beds January - March

Secure Tenancies Officer – Identifying suitable affordable independent accommodation and providing support and help in independent living for a further 6 months.

Other support

A Team of support staff work closely with residents throughout their stay, and thereafter in certain cases. Additionally, a Chaplaincy Team is available to offer spiritual support.

The organisation works with each resident in preparing an individual Support Plan. This may entail the resident seeking treatment for alcohol or drug-related problems, undergoing additional training, preparing a budget or finding a job. Where necessary, homeless people can be referred to other agencies for help or advice.

Counselling Services

CHES employ a qualified Counsellor on two days each week to provide counselling to service users who have often suffered traumatic life journeys before arriving at CHES.

CHES Objectives

Chelmsford CHES is both a registered charity and a company limited by guarantee. Its constitution is governed by the charities and companies legislation of England and Wales and by its own Memorandum and Articles of Association. Its objects, as set out in the Memorandum, are:

(a) To relieve hardship and distress amongst the homeless primarily but not exclusively within the district administered by Essex County Council and among those living in adverse housing conditions, in particular but not exclusively by a) the provision of emergency accommodation and associated services, and b) the provision of assistance towards acquiring a settled way of life through rehabilitation and permanent accommodation.

(b) The relief of poverty of persons living in the above-mentioned area.

Homeless people

The homeless people of Chelmsford and the surrounding areas lie at the heart of everything Chelmsford CHES does. We exist solely to support them. Wherever possible, we strive to take their views and needs into account in all our planning and activities.

Members

For the public and other supporters CHES has a system of life and annual members based on subscriptions.

Trustees

The seven Trustees are the charity's Directors. They are responsible for the strategy, policy, governance, finances and overall direction of CHES.

The members appoint the Trustees at the annual general meetings. The Trustees can appoint additional Trustees between AGMs, subject to confirmation at the following AGM. Trustees serve for three years but are eligible for re-election.

The Trustees are obliged to prepare annual reports and accounts showing the results of their stewardship of CHESS. These are considered by the members at the annual general meetings.

Executive

CHESS has an Executive team consisting of the Executive Director, client support senior manager and business support manager. The Executive is the vital link between day-to-day operations, the Chairman and other Trustees. It is responsible for managing all aspects of the day to day operation and personnel. Members of the Executive actively support other work and organisations in the City who are concerned with the homeless and vulnerable.

Volunteers

Working alongside the paid managers and staff are 84 unpaid volunteers. Volunteers discharge a variety of duties, from acting as mentors to doing the laundry; from sleeping-over at the Night Shelter to collecting donated food.

Finances

Operating costs for all CHESS activities in FY 2014/15 were £403,359. Total CHESS income for the same period was £459,152. Of the income received £281,051 came from government devolved grants and allowances, predominantly Supporting People and Housing Benefit. The remaining balance came from charitable donations. The overall operating activity generated a net surplus of £55,793. It is intended to use the bulk of the CHESS surplus to accumulate sufficient funds in order to develop new centre operating on a full 24/7 basis with centralised and expanded support services on site. A significant pledge from a local church was received in March 2015 which will add to CHESS's resources in this regard. This plan is subject to establishing long term financial viability of the charity.

Local Issues and Environment

Chelmsford continues to attract a significant homeless population. Other service providers have set up services in the City but there is still an unsatisfied demand for beds as illustrated by the pending referrals stats on page 24. There was a record number of Rough sleepers and local vulnerable people attending CHESS for help.

The recent rise in local market rent and the reduction in the cap on Housing Benefit for shared rooms continues to present the CHESS Secure Tenancies Officer with significant challenges in moving service users and those approaching the service externally to

permanent accommodation which they can sustain. Effectively CHES service users and those approaching externally who are ready to move on positively and are unable to afford basic entry level independent accommodation in the area. Nevertheless CHES has succeeded in placing 24 people into their own accommodation during the year. This has been achieved by maintaining close relations with Landlords and supporting service users through the critical first few months of independent living.

CHAPTER 3 PREVIOUS SOCIAL ACCOUNTS AND AUDIT

The overall result from the Social accounting period 2014/15 reflected positively on CHES and its partner stakeholder groups. Actions that have been taken from the previous year's social accounts were predominantly as a result of feedback from stakeholder analysis. The full list of comments and the actions taken have been added to the list of supporting documents at Appendix A and are available on request from CHES office.

A sample of some comments and actions are included below;

A question from one of the trustee group.

I am extremely keen to see CHES obtain better premises. This could help Support services operate more efficiently, provide a medical facility, provide around the clock support, and improve disabled access. It could help to provide services for users with more challenging needs.

- During the Social Accounting period CHES has put in an offer for a new facility which has been accepted. The new facility will be able to provide and accommodate a core number of Service users, with scope to include a training space, adequate kitchen facilities where training can take place and private consultation rooms. This new property will include confidential interview spaces which have been needed for a number of years. At present CHES support workers use the empty night shelter lounge (during the daytime hours) for private consultation and professional counselling services. This means only one consultation can take place at any given time, In addition existing buildings do not provide any possibility of developing life skill training programmes that would enhance job and relationship rebuilding opportunities. The new facility will also be able to provide provision for those with disabilities once the ground floor room has been funded for conversion.

A question from an external stakeholder.

It would be beneficial if CHES provided an outreach service like St Mungos in Chelmsford, or worked closely with them.

- CHES is working with Maldon District Council in providing The 'No 2nd Night out' to the Maldon and district community. It has been a long term objective of CHES to spread its wings across other districts and Maldon and district is now receiving the benefit of having CHES work with them. The 'No 2nd Night out' campaign is specifically tasked in finding a pathway to those who are fresh to sleeping rough on the streets. The provision is to make contact with any reports that may come to the

Maldon district council or through the Street link referral system. Conversations are taking place with Chelmsford City Council to see if this is something that CHESS can provide to them in the coming years.

A question from one of the service users.

Without coercion, which is unnecessary, I think more could be done to connect homeless residents with course placements or even placements with actual employers as well as apprenticeships – I find people just out of prison are yearning for education and training.

- During this Social accounting cycle CHESS has formed strong links with a local Social Enterprise called 'Wingspan' www.wingspan.works . Wingspan specifically works with long term unemployed and ex-offenders. They offer the opportunity to earn a basic wage and gain experience in the work place, with training. The mission of Wingspan is to help people with a less employable background become more employable.

As well as continuing to work alongside 'Business Action in the Community' CHESS also worked with some outside training agencies and put on training in a number of following areas.

- Employment and House coaching workshop (in house)
- Caracas CIC training (instillation of CCTV & Satellite)
- Emotional intelligence course (VST)
- Practical cooking skills (In house)
- Housing options workshops (in house)
- Resilience training (interact)
- Budgeting, saving and debt management (VST)
- Communications skills (VST)
- Dealing with challenging situations (VST)
- Healthy lifestyle and Nutrition (VST)
- Harmful effects of Drugs and Alcohol (VST)
- Christmas Craft workshop (in house)
- Acupuncture (in house)
- CSCS card (Funded in house/through partner organisation)

CHAPTER 4 MISSION, VALUES, AIMS & OBJECTIVES

CHESS provides a safe place for the users of its service. As a part of the Social Value, CHESS creates the feeling of being part of a family, helping people to feel part of a wider community. CHESS achieves this through its staff base of 4 fulltime staff and 8 part time staff; in access of 84 volunteers; partner organisations and mentoring scheme.

Our Mission

Chelmsford CHESS seeks to relieve homelessness and related hardship and distress amongst single adults in Chelmsford and Essex, through the provision of support services and temporary accommodation that helps them move on in their lives.

Our Values

- We care for the homeless and vulnerable; respecting their need for safety and dignity.
- We promote a sense of security, self-worth and acceptance of the diversity of the individuals we serve.
- We encourage the growth and development of our staff and service users through partnerships and training opportunities with others.
- We are committed to equality of opportunity for all.
- We encourage responsible living standards from our service users.

Our Aims

- To provide an adequate number of good standard accommodation for the single homeless.
- Encouraging service users to re-join society as useful members.
- Supporting improvement in the health and well-being of service users without discrimination or judgement.
- Giving practical help in achieving independent living and employment.
- Raising awareness of homelessness in Chelmsford and Essex.
- To become a catalyst for change and partnership recognising the resources of others.

Our Social Objectives

- To provide temporary accommodation for adult single homeless.
- Supporting service users to re-join society through access to; External Accommodation, Employment & Education.
- Supporting improvement to the health and well-being of service users.
- Work with other agencies, companies, organisations & people groups.
- Work with and support volunteers.

These Social Objectives are commonly referred to as our Objectives throughout the rest of this report. The objectives are sequenced in order of priority and are inextricably linked to each other to help deliver overall positive outcomes for service users.

An Impact Mapping exercise was conducted using the SAN CD17 template to identify how the organisational activities translate into the expected outcomes and impacts that meet the declared objectives. This exercise was repeated for each objective and the results of each impact map can be found in the detailed analysis held in the CHESS office.

Joe's Story

I remember my first visit to CHESS after finding out I was to be made homeless last year. CHESS were the only name recommended to me locally by the council, charities and churches as being the people that could help me.

All the staff were very welcoming and understanding and helped me with getting a roof over my head. CHESS made all the right telephone calls and form filling to enable me to feel safe and move forward with my life. Without CHESS and their caring staff I would have nowhere else to turn.

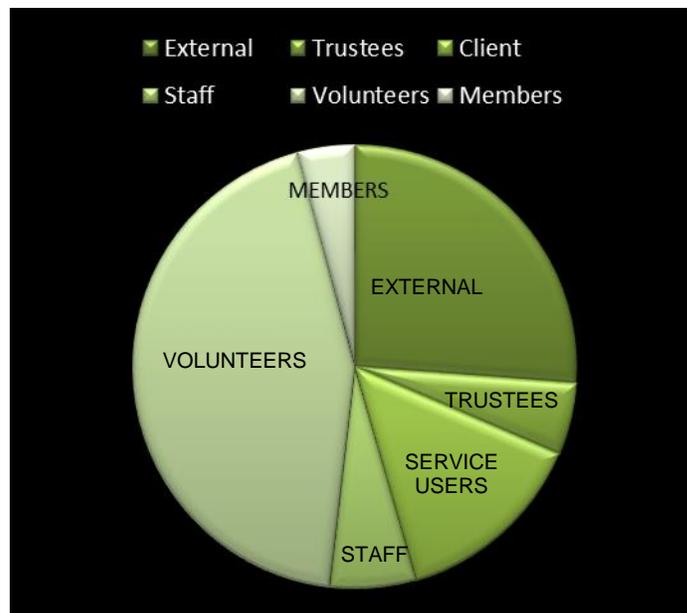
I now have a warm, safe room which is only down to CHESS. I have met "friends" that believed in me as a person that I can trust now and in the future.

God bless my new friends at CHESS for changing my life. I am now full of joy that my life is back on track

CHAPTER 5 STAKEHOLDER ANALYSIS

Six main stakeholder groups were consulted during this Social Accounting year. The stakeholder groups are listed below and represented in a pie chart.

- External stakeholders
- Trustees
- Client End user group
- Staff
- Members
- Volunteers



Stakeholder consultation with Staff; Trustees; External; Members; volunteers was conducted the same as the previous year's social Accounts - by questionnaire, As far as practical all the stakeholders were consulted. Service users were also consulted by questionnaire, but a small group of service users were involved in an H map consultation. A survey of stakeholders was considered to be the most effective way of achieving a fully inclusive and representative view of CHESS from the six different stakeholder group perspectives. Copies of the stakeholder questionnaire inputs were made available to the social accountant

The stakeholder map was developed by the Executive Director and the daytime staff of CHESS. Additional external stakeholders were consulted in this year's scope of mapping, due to increased interest from external providers. The map consists of individuals and people groups as well as organisations that have a direct interest in CHESS, its performance and its service users.

CHAPTER 6 SCOPE OF THE SOCIAL ACCOUNTS

This report considers all 5 organisational objectives at Basic Level and covers activity and performance during the period 1 April 2015 to 31 March 2016. The Social Audit report therefore aligns with the financial reporting cycle for the organisation and both Reports will be presented to the stakeholders attending the AGM on 28th November 2016. An electronic copy will be published in an abridged format on the CHESS and SAN websites.

CHESS distributed questionnaires to all stakeholders listed within Chap 5. The following paragraphs identify the number of stakeholders (by category) who were canvassed and the number who chose to provide a response.

External Stakeholders

From the External stakeholder group 30 were canvassed with questionnaires and 7 responded.

Client – End User Group

CHESS focused a significant amount of effort on canvassing the client / end user group. CHESS support workers assisted in the compilation and 24 provided a response. End Users also were asked to volunteer to take part in a 'H' map exercise for an additional feedback.

Staff

All 12 CHESS staff were canvassed and this entire group provided a response.

CHESS Volunteers

CHESS sought to engage all of the volunteers in the scope of this year's accounts as only 12 engaged in the process last year. To encourage participation we asked volunteers to complete a questionnaire whilst on duty, and whilst at volunteer forums not all of those asked completed a questionnaire. 19 volunteers provided feedback the remainder seem focussed on just providing support to this vulnerable client group and clearly do not wish to participate in the questionnaire.

CHESS Trustees

All 9 trustees were canvassed and there were 6 responses.

Omissions

CHESS has a large number of members on its register. The members receive up to 4 newsletters per year and are able to express an opinion and vote at the AGM. There were

194 members at the end of Mar 15. Many of the members have a lifetime subscription and possibly do not have much involvement in the charity anymore due to changing circumstances. However, at the AGM held on the 19th November 2015 members were asked to complete a questionnaire whilst attending the meeting and 9 engaged in the questionnaire.

Overall Feedback from All Stakeholder Groups

Feedback was very positive from all Stakeholder Groups, the open questions on how CHESS could improve their service elicited a number of interesting suggestions and these have been taken forward as Actions to consider in Chapter 12. The full detail on all stakeholder analysis is captured on the List of Detailed Supporting information and is available in the CHESS office.

Daisy's Story

Daisy arrived at CHESS in August 2014. Following the death of her mother she was thrown out of her home by a family member making her homeless. She approached the council and was informed of CHESS and the services that we offer.

Daisy was offered a bed but she initially struggled with residing at the night shelter as it was her first time in surroundings such as these. She was also struggling to cope with the devastating loss of her mother and then her home and felt intimidated by some of the other service users. She engaged with her support worker and accessed the GP for support. She also worked with a counsellor and grew in independence which in turn boosted her self-esteem.

Daisy has since been successful with an application for a part time job and will soon be moving to alternative supported housing. She is optimistic about her future.

CHAPTER 7 METHODOLOGY

The actual tools and methods used to measure success were discussed and agreed with the Social Audit Group (SAG). The detailed methodology applied to measure results for each objective are explained in detail in a document entitled 'Detailed Description of Methodology Applied to Analyse Results.' The document is available for review in the CHESS office. In summary the tools and methods used in this audit are;

Quantitative Results

Bed Availability & Utilisation
Client Turnover / Throughput
Wait List / Unsatisfied Demand
Counselling Hours Provided / Attended
Support Meetings Arranged / Attended
Number of Volunteers
Average Hours Donated Per Volunteer

Qualitative Results

Feedback from Stakeholder Analysis (Service Users, Staff, Trustees, Volunteers, External Stakeholders)
Star Outcomes Chart
Targeted Questions of particular interest to External Stakeholders covering the wider issues of homelessness (Beyond CHESS Objectives)
Pen Picture Story's from former Service Users (Appendix B)

Final Scoring of Economic Impact

Number of Positive Outcomes – CHESS Stats
Number of Negative Outcomes – CHESS Stats
Composite Profile of Typical Service User (based on results of a 2013 study by St Mungo's)
Internet based research to derive economic value for positive movement on each aspect of the Composite Profile
Total Economic Impact derived from the sum of each element of the composite profile as defined in research material
Total Economic impact moderated by a measure of probabilistic values effectively reducing probability and magnitude of impact. Moderation provided by CHESS operational staff with experience of local service user needs
Estimated Value of Volunteer Hours

Stated Economic Impact is provided as a range due to the application of probabilistic values reflecting the upper and lower band of uncertainty.

CHAPTER 8 REPORT ON PERFORMANCE AND IMPACT

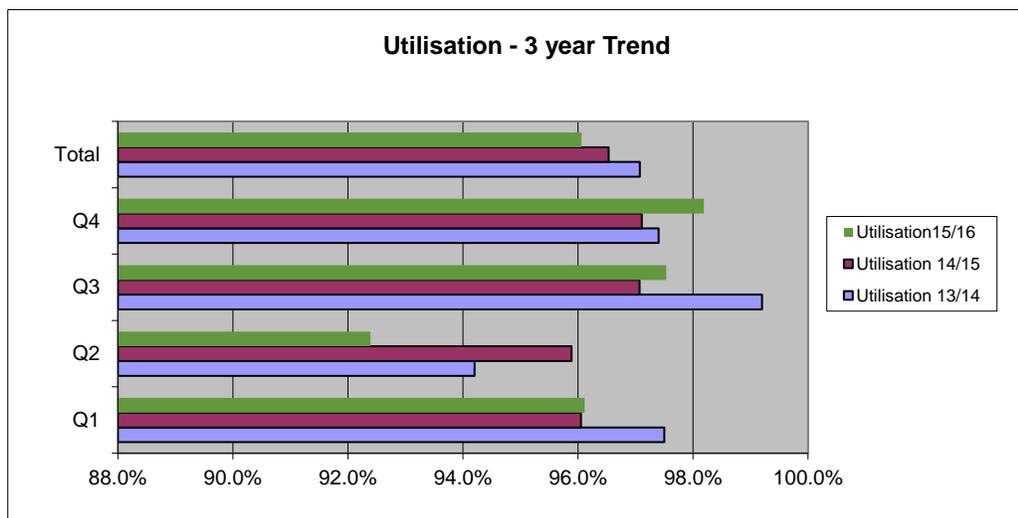
CHES operate **4 distinct levels of service** for the homeless in the Essex area. Level 1; **The Night Shelter** is used as the entry point into CHES. From here staff complete all the initial administration and assess the needs of the individual. Further support is provided by support worker sessions and professional counselling. If required CHES also refer service users on to other professional bodies such as GP's, Drug & Alcohol agencies etc. When service users are able to manage their own affairs they are moved into a **CHES Level 2; Move on House**. These are typically 4 or 5 bedroom properties dispersed around the Chelmsford area and support services are maintained at a level appropriate to need. Level 3; When the individual gains an appropriate level of independence the **CHES Secure Tenancies Officer** actively seeks affordable housing in the private rental market where individuals can integrate back into mainstream society. Demand for beds within CHES always exceeds availability and therefore CHES seek to alleviate some of the hardships experienced by Rough Sleepers outside the main CHES houses. CHES main areas of support for rough sleepers is the provision of; Hot Food, Drinks, Clothing, Showers, Sleeping Bags etc. and in the main winter months CHES organise a **Winter Project** Level 4; where emergency temporary accommodation is provided in Church Halls or commercial B&B style accommodation

The remainder of Chapter 8 presents a high level review of performance and impact for the year. Further detailed analysis, commentary along with all data supporting the declared results for this reporting period are available from the CHES main office.

Objective 1

“To provide temporary accommodation for adult single homeless”

Availability of beds in night shelter and move on houses remained close to 100%, as was the previous year. Overall bed utilisation remained high as the 3 year trend illustrates.

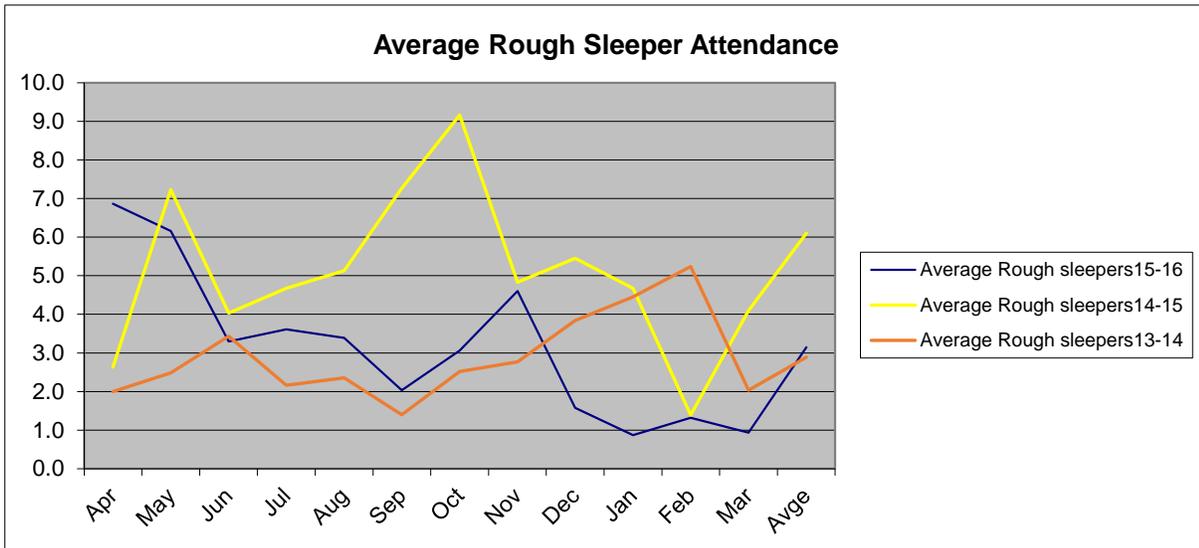


Overall CHES generated 9,724 bed night units of accommodation, of which Clients used 9,338 bed nights, this utilisation of 96% was 0.5% lower than prior year caused by the increased level of churn which invariably leads to additional turn round days.

All night shelter residents are offered a daily hot meal and through the year volunteers cooked 2,718 meals for residents. Much of the basic foodstuff was donated by socially aware traders (see acknowledgements) for which CHES and the service users are very grateful.

Assistance To Rough Sleepers

The Cumulative number of Rough Sleepers turning up at the Night Shelter each night in the year was 1149 a fall of 38% on the prior year. This fall is attributed to the enhanced Winter Project Campaign removing rough sleepers from the streets during these critical months.



Rough sleepers are also provided with blankets and bedding upon request. It is vital that some of these vulnerable individuals know there is a meal or blankets there for them if they need it. This year CHES provided 1674 meals and 2659 drinks for rough sleepers, CHES also met all requests for fresh clothing and bedding this clearly demonstrates CHES are actively supporting a vulnerable client group that sit outside the organisations current capacity constraints.

Winter Project

CHES manage the oversubscription of the service in two ways. One is by maintaining throughput (Primarily Objective 2) and the other is by dealing with surge capacity during

periods of heightened need. The Winter project is used to meet the extraordinary needs and dangers presented to Rough Sleepers within this period.

The Winter Project was very heavily subscribed this year and CHESS utilised a Church Hall manned with support staff. Additional camp beds were provided to cope with the increased demand. Overall 760 additional bed nights were provided, this was 2.4 times greater than both of the previous 2 years. Client use of the CHESS service does come with a commitment to abide by CHESS policy on drug and substance abuse. This additional service clearly helps reduce the additional trauma and health related issues of rough sleeping in extreme weather conditions. Given the rise in demand of this service and the increased wait list CHESS are considering plans to run this project through-out the year but will need to secure additional resources to deliver.

Objective 2

“Supporting service users to re-join society through access to; External Accommodation, Employment & Education”

Throughput is vital to an Organisation like CHESS. The limiting factor of 26 bed spaces means that once an individual is ready and able to move on the opportunity needs to be grasped to enable CHESS to accept the next vulnerable client in need of the help.

| Client Churn (Days) | Throughput |
|---------------------|------------|
| 13/14 | 108 337% |
| 14/15 | 138 267% |
| 15/16 | 122 298% |

CHESS provided 79 clients with the opportunity to move on positively in their lives. This was an increase of 10% on the prior year. CHESS achieved 45 positive outcomes down 1 on the prior year giving a relative success rate of 57% (decrease of 7%). CHESS Executive Director of Operations believes this is down to a tougher client base presenting with some complex issues.

| | Planned | Unplanned | Total | Success |
|-------|---------|-----------|-------|---------|
| 13/14 | 51 | 40 | 91 | 56% |
| 14/15 | 46 | 26 | 72 | 64% |
| 15/16 | 45 | 34 | 79 | 57% |

Managing Capacity & Throughput

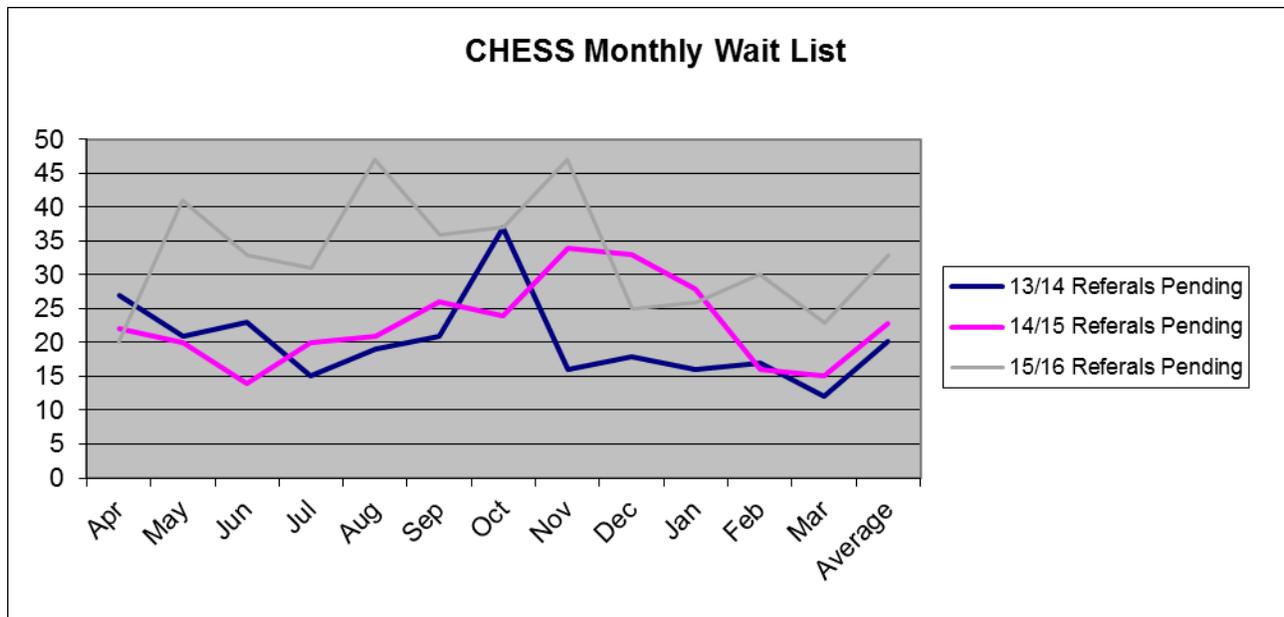
A key risk to CHES client throughput is the inability for individuals to secure suitable independent and affordable accommodation. Clients capable of moving on positively can 'block' throughput if suitable accommodation cannot be found. The charity CRISIS fund a Secure Tenancies Officer (STO) post within CHES. The primary objective for this post holder is to trawl various accommodation providers including the private rental market and work with clients on applications, viewings, even covering the initial bond. This work has been critical to the success of CHES in maintaining a steady planned exit flow from CHES.

The STO secured 22 tenancies for the client group in 2015/16, an increase of 2 from the prior year. This is a credible achievement given the constraints imposed by the housing benefits cap and increasing rental prices in the local area.

CHES managed to assist 9 clients into employment during their stay. Trustees and members of CHES have now taken on the role as directors of Wingspan a social enterprise aimed at providing employment opportunities for the homeless and ex-offenders. In 2016-17 there are plans to further integrate the 2 organisations as CHES see this as an opportunity to help clients back into employment and break some of the cyclical issues around employment, homelessness and offending.

Wait List – Unsatisfied Demand

The CHES wait list (or referrals pending) is refreshed each month and CHES staff check the extant need with each wait list client. There is significant volatility around the monthly oversubscription ranging from 20 to 47. This indicates a fluid and rapidly changing need in the circumstances of a typically chaotic service user group.



The monthly average unsatisfied demand has increased from 23 to 33 in the past year. The significant step change illustrates the under capacity of the current service. CHES are currently exploring the possibility of extending the winter project to a continuous year round operation.

Objective 3

“Supporting improvement to the health and wellbeing of service users”

Improvements to Health and Wellbeing vary against the needs of each individual and therefore Individual Support Meetings are the best way to capture and address bespoke needs. The periodicity of support meetings again depends on the individual client but a meeting twice per month is a minimum expected level. CHES support workers undertook 766 individual support meetings in the reporting year this translates to an average of 2.4 consultations per client per month.

A key aim of these support meetings is to alleviate some of the stressful issues surrounding each individual’s needs. Medical or other professional help is regularly signposted and facilitated by these support meetings. The aim is to encourage the client to engage in pro-active health care as opposed to the reactive stance displayed by many of this client group. During this year we used the client questionnaire to elicit some specific detail on a number of key areas as identified by the SAG. Service Users were asked to describe patterns and behaviour during the 6 months prior to joining CHES. The questions were then repeated for the time whilst in CHES. The full question set is part of the List of Detailed Supporting Information and can be viewed in the CHES office. Due to the broad bracketing of the response categories on this year’s question set the data has generated no discernible results. This will be remedied in the next reporting cycle.

Further evidence of the quantitative impact of CHES support work on Client Health can be drawn from the Outcomes Star assessments.

20 Service users participated in the Outcomes Star assessments during this reporting period. The first assessment is typically carried out on entry into CHES and then repeated after 2 months. There is a potential problem with the first assessment as this is generally an unobserved view and almost totally reliant on the opinion of the Service User. On the second and subsequent assessments the Support Worker will have much more behavioural evidence to help form a balanced view on the scale of achievement and need. 4 of the client base have completed 2 assessments whilst the remainder have completed 3 or more assessments. This would infer that the data set captured is a more stable representation of the client base due to the high level of repeated sampling within the group.

The Outcome Star findings were analysed in two distinct ways. Firstly CHES considered the aggregate movement in score from first to last assessment.

- 90% of Service Users improved their Star Chart Performance during their time in CHESS.
- 10% of Service Users experienced a degraded score on their Star Chart Performance during their time in CHESS.

We also considered overall performance against individual aspects of the STAR matrix.

This analysis indicated that CHESS influence and facilitation has been more successful on some of the broader life skills (1, 3, 4, & 8). The results also indicate significant positive improvements on Emotional & Mental Health, however there was no significant positive movement on Physical Health although this could be down to a lag in signposting and receiving treatment to the individual experiencing the benefit of the intervention.

The results appear to indicate CHESS has not achieved any significant positive influence on Drug & Alcohol abuse. However on closer inspection of individual scoring it is clear that many clients started with a very high score therefore improvements of 3 or more were either difficult or impossible to achieve. The figures did show 11 clients either maintaining or achieving a maximum score of 10 in this category.

In summary the majority of service users who participated in the STAR Outcomes assessment did make a significant improvement in one or more aspect of the scoring matrix, this success rate was in the region of 9 to 1.

From an operational perspective CHESS see the individual support worker sessions as a critical success factor in achieving an overall positive outcome for the client. There is a high level of anecdotal evidence that suggests most Support workers can see the early signs of an individual struggling to maintain their newly adopted lifestyle changes. Support workers are often frustrated that they are unable to devote more time and resource to a Service User 'on the edge of a relapse.' Sadly the resource capacity and geographically dispersed client base makes this intervention almost always impossible. The new CHESS development containing the Day Centre and counselling rooms will help to improve this situation with the increased opportunity to make appropriate interventions.

Objective 4

“Work with other agencies, companies, organisations & people groups”

Some service users present with issues beyond the scope or resources of CHESS in house capability. To meet this need CHESS maintains close contact with other professional bodies best placed to deliver the service. CHESS fund a professional counsellor who provided 130 counselling hours to service users. CHESS also provided 172 hours of specialist Eye Movement Desensitisation & Reprocessing Therapy (EMDR) treatment.

Collaboration between CHESS and other professional bodies is vital to the holistic service provided to service users. Other agencies within the care network are engaged on an 'as needs' basis. CHESS made 17 referrals to other agencies in this year. CHESS also made 95 separate enquiries to other agencies on behalf of service users. The success of these networks is a key enabler to improve the prospects of the client group.

The other key support was provided by the Secure Tenancies Officer who maintains regular contact with the service user group actively seeking independent accommodation placements. This bespoke client support was pivotal in assisting 16 clients and 6 external clients obtain independent accommodation placements within the year.

Objective 5

"Work with and support volunteers"

Volunteers are a fundamental part of the CHESS operation and it is important that the views of Volunteers are considered and valued at all levels of the CHESS organisation. Volunteers are represented on the CHESS management meetings.

There were 20 new volunteers who attended inductions this year. With routine attrition the average number of active volunteers increased from 71 to 84. Total Volunteer hours recorded for the year were 6264.

Each CHESS volunteer has on average donated 75 hours of their time to assist CHESS and ultimately the clients. This is a staggering commitment from the volunteers engaged with CHESS and reflects the social gravity of the homeless issue to the local community.

From the quantitative statistics there is clear evidence of the enduring commitment of the CHESS volunteers. It is vital to the ongoing viability of CHESS that the views and development aspirations of this stakeholder group are considered at the Management and Strategic levels of the organisation. 'Volunteer forums' are held throughout the year. The forums communicate information on the success and performance of CHESS with open debate on topical issues.

CHAPTER 9 ECONOMIC IMPACT

Deriving an Economic Impact against outcomes from this client group is difficult and subjective and needs to be defined by the assumptions made and supported by reference material. The assumptions and detail on how the range of values were calculated is detailed in Appendix C. The chart of calculations for each facet of the expected value is listed at Appendix E-1. The results of the expected values with the stated assumptions on the range of upper and lower probabilities is contained at Appendix E-1. The source reference for each assumption is identified and listed in the Reference section.

The derived Expected Value for one successful outcome ranged between £25,133 and £51,566. CHESS achieved 45 Positive Outcomes in this period with 34 negative outcomes. Applying these values to the overall outcomes gives a range of Economic Benefit between £1,574,869 and £2,691,664.

When other material economic impacts such as the value of CHESS Volunteer hours are added to the impact of the Outputs we get a total economic impact between £1,619,970 and £2,771,467. Based on total operating costs of £443,505 this represents a return on initial costs of between 365% and 625%.

It should be noted that CHESS income is made up of some local and central government sourced finance, used to offset operating costs. For clarity and transparency CHESS would like to declare and acknowledge the following contributions to Income;

| | |
|---|-----------------|
| Housing Related Support (name changed from Supporting People) | £116,930 |
| Chelmsford City Council | £10,000 |
| M & G grant | £5,712 |
| Margaretting Relief in Need Grant | £500 |
| Drapers Company Grant | £250 |
| Housing Benefit | £154,332 |
| Working Clients Rent | £16,292 |
| Client Contributions | £19,457 |
| Donations | £100,472 |
| Investment Income | £2,074 |
| Other Grants - Restricted Income | £34,150 |
| Gain on Disposal of Asset (change of Van) | £3,500 |
| TOTAL | £463,669 |

Sensitivity Analysis was then applied to the results and confirmed the key assumption on positive outcomes is sensitive in relation to the declared economic impact. The results and rationale of this exercise are illustrated in Appendix D with tabulated results found at Appendix E-2.

Wider Social Benefits

The Social Benefit to society has already been touched on by the impressive detail on volunteer hours by the band of volunteers. An average contribution of over 75 hours from each of our 84 volunteers is a staggering commitment and testament to the social gravity of the cause and objectives. The collective contribution of CHESSE volunteers is highly valued by CHESSE and celebrated at Volunteer forums and it is sincerely hoped that our volunteers gain some civic pride in the significant contribution they have made in helping the local homeless population.

CHESSE offers an inclusive and non-judgmental opportunity to a group of vulnerable adults of all backgrounds and cultures. These individuals are often pre-judged by wider society as someone to fear or avoid. Some elements of wider society sadly shun these human beings and shut them out. It is therefore vital that CHESSE and other partner organisations offer this client group a genuine inclusive opportunity but with some commitment to change. A selection of 'pen pictures' are at Annex B along with one at the end of the exec summary. These pen pictures have been written by former service users describing their experience and how CHESSE helped them.

The opportunity and commitment to change are essential otherwise the burden of dependency would be too great with no lasting achievement. As stated in Objective 1 results CHESSE provided 9,338 bed/nights in one year. This prevented 9,338 individual nights of Rough Sleeping. 79 people were given the opportunity to regain control of their life and make a positive change. 760 additional bed nights were provided by the Winter Project protecting Rough sleepers from the harshest winter months. Without help the life expectancy of a homeless male is 30 years less than the national average and it is 34 years less for a female (Ref F). It is perfectly reasonable to assume that without the intervention of CHESSE some of the 79 clients taken in or the rough sleepers given basic assistance would be dead. This service clearly saves lives as well as changing lives, there is no greater social impact that can be described.

CHESSE complies with its stated Environmental Policy. A copy of the CHESSE Environmental Policy is available for inspection within the CHESSE office. The environmental impact of CHESSE has been captured in two main ways. The Carbon Footprint of the CHESSE operation has been quantified in terms of energy use at the Night Shelter, move on houses, the main office and the van. The total emissions generated as a result of CHESSE Energy usage was 61,367KgCo_{2e} this is the equivalent of 16,753Kg of Carbon. The NEF web based tool was used to calculate this impact data from basic energy usage data. Details of the calculation are available in the CHESSE office.

The other key environmental impact is the use of unwanted or discarded goods by CHESSE to re-use in a variety of ways. Resource limitations prevent a full analysis but the key headlines are as follows;

CHESS collect all the discarded but usable sleeping bags and Tents from the V Festival each August. This generally provides sufficient stock of sleeping bags to hand out to rough sleepers in the year and assures further use of the item.

CHESS make regular visits to Socially Aware traders and collect short life perishable foodstuffs. Participating stores include; Pret a Manger, Acanteen, Nando's, Anglia Ruskin University Refectory, EBM and County Hotel. CHESS also receive ad-hoc public donations of catered food from; weddings, funerals and religious festivals and events. These foodstuffs are used in the provision of evening meals and snacks for the night shelter. Operational staff estimate that approximately 60% of all food stuffs used in the preparation of evening meals are from this source.

CHESS accept donations of clothes, blankets and furniture from individuals and this ensures future use of goods that could have gone to landfill.

[Eric's Story](#)

I was struggling with a drug problem for about ten years; I started working with Changes in Chelmsford when my key worker suggested that I make an application to the night shelter. At first I was resistant to this but he managed to persuade me to at least try it and see how it went.

I found that my concerns were incorrect as I felt relaxed almost straight away, because of the way the night staff treated me I felt I could mix with other residents and my anxiety level decreased. After a month I was offered the chance to move to the annexe which is within easy walking distance of the shelter, this allowed me both a sense of independence combined with the support I still needed.

My key worker at Open road who was working with me along with my worker at CHESS helped me to find an alternative place to live and in the next few weeks I will be moving into my own little flat.

CHAPTER 10 OTHER STAKEHOLDER VIEWS

During this social accounting period no other stakeholder views were collected that would present themselves under Chapter 10.

CHAPTER 11 ISSUES FOR ACTION AND ACHIEVEMENTS

The overall results from this Social Audit appear to reflect positively, CHESS and its partner Stakeholders have achieved significant positive outcomes which have all translated into very positive Social and Economic Impacts. CHESS have acted on stakeholder feedback from previous report to learn, improve and evolve this year. CHESS plans to share news of this success with all stakeholders and invite all to engage positively to identify further areas to improve our collective service.

Particular lessons have also been learned from the Stakeholder Analysis and a summary of actions for improvement are contained for each stakeholder group.

Action to be taken from the external stakeholder analysis will include:

- A new facility will, I believe, lead to better outcomes as support services will be delivered at the point of need, at a time which suits all and in a much more convenient location.
- In answering a question about CHESS working with other agencies an external stakeholder said that CHESS is sometimes known for its lack of ability to offer temporary accommodation due to the capacity on its waiting list.
- What additional help and support could be provided by local housing authorities?
- Extent to which CHESS would be interested in other options for joint working?
- Issues related to meeting the need of homeless women and those with disabilities – can these be met within the existing team?
- If possible I would like to gain a better understanding of the various roles of staff who work for CHESS, possibly by spending a day shadowing a member of staff.

Achievements taken from external stakeholder group

- It is the support that they (CHESS) provide which sets CHESS apart from some other accommodation based services and gives value, especially when helping with those who are especially vulnerable
- The additional provision of 'Wingspan' to CHESS service is excellent CHESS provides an holistic approach to its clients and tailors its services accordingly
- I have been very impressed with the accommodation that CHESS provide for their service users.
- I have received some positive feedback from both current and former service users about the support services that CHES offers.

Action to be taken from the Staff Stakeholder Group will include;

- It feels that the client group is becoming ever more chaotic with a multitude of complex needs which staff training needs to reflect
- Accommodation sometimes lacks – furniture is old and sometimes broken or not fit for purpose. More practical hands on courses and personal budgets for individuals to achieve their goals. Not enough time spent at the houses monitoring cleaning, shopping etc. Practical stuff for work access to promote skill to be included on CV

Achievements taken from staff stakeholder group

- Thank you for the extra week annual leave

Action to be taken from the Trustee Stakeholder Group will include;

- An area I feel needs further progressing is training for staff with accredited providers evidenced based programmes such as CBT, solution focused theory need be at the heart of supporting the homeless individuals.

Achievements taken from Trustee stakeholder group

- I have only been a trustee of CHESS for a short period of time, however I have worked in homelessness as a social worker for 6years. IT is a privilege to be part of a proactive charity that really cares and provides a high level of professionalism throughout all areas of CHESS.

Action to be taken from the Client-Service User Stakeholder Group will include (Results from this have also included 'H-map' consultation);

- The common thread that has come from a number of the client group is their desire to move into the Private rent sector. 6 clients wrote this within their questionnaire.
- A client referred to the need for a shorter waiting list. This is a common thread and reflects upon the need for more available bed spaces within CHESS.

Achievements taken from Client –Service user stakeholder group.

- One client said that CHESS is useful and tell you had to know and where you need to go.
- Another client referred to the team at CHESS as great.

H-Map consultation results. This consultation was conducted with 8 service users Service users completed the task and was given opportunity to speak about the service that CHESS offers. The overall result that came from the consultaion with thew 8 service

users was they marked the service that CHESS offers on a sliding scale of 1-10. The mark was between 5-8. A staff member facilitated the H-map consultation.

Suggestions from 'H-map consultation

- [A newsletter created for the service users](#)
- [Group service users meeting to be held more regularly](#)
- [More support meetings for those moving out of the night shelter](#)

Action to be taken from the Volunteer Stakeholder Group will include;

- A comment about having information regarding the clients has been mentioned to the team a few times. But due to the nature of the client group and the tasks that are carried out by some of the volunteers this is not deemed as essential. In addressing this matter we will feedback to volunteers at forums as to why we don't information share with people who are not directly working in supporting the clients.
- CHESS needs to raise its profile in the area so that we can gain more support

Achievements taken from Volunteer stakeholder group

- CHESS offers a wonderful environment for the homeless
- Love volunteering – very rewarding.

Action to be taken from the Members Stakeholder Group will include;

- Appreciation has been expressed in the opportunity to volunteer and help this client group
- Volunteers do a wonderful work but limited space and residents coming and go make catering difficult.
- I don't always know what is happening in CHESS would like to keep in touch more

Achievements taken from Members stakeholder group

- *All the staff and volunteers are to be commended for their hard work and devotion to CHESS*
- *I have great faith in the permanent staff who always go the extra mile to ensure they meet the needs of the service users, by offering the appropriate course of action.*

CHAPTER 12 PLANS FOR DIALOGUE WITH STAKEHOLDERS

A copy of the completed Social Audit Report will be published on the CHESS & SAN Website. On completion of the social audit CHESS will provide stakeholders with a copy of the Annual Report containing an Executive Summary of the Social Accounts along with a link to the full report on the CHESS website.

All supporting evidence used in the report will be made available within the confines mandated by the Data Protection Act.

Steve's Story

I was suffering from serious depression in 2013 and got to a point where I was unable to leave home. This caused me to lose my job. I didn't claim any benefits, so I had no income and fell into arrears with my rent. Eventually, my landlord had no choice but to obtain an eviction notice.

Fortunately, my sister stepped in to help and provide me with temporary accommodation. She introduced me to CHESS and in February this year, CHESS were able to provide accommodation in the night shelter.

Having never been involved with CHESS before I didn't realise the full extent of the help they offered. The support that they have given me has allowed me to put my problems into perspective and allowed me to get control back over my life. Whilst allowing me to move at my own pace, CHESS have pointed me in the right direction to make many improvements in my life.

The continual monitoring of where I am mentally and physically has enabled me to see where I am improving and what still needs working on. Being able to see the improvements is an incredible confidence booster and has provided the motivation needed to strive for further improvement.

Six months ago I was seriously contemplating suicide as I was unable to see any way of moving forward to improve my life. Now I am feeling good, back in work in a good job and know that soon I will be able to move on from CHESS into a home of my own.

I cannot thank CHESS enough for all they have done for me. I can honestly say I don't think I would be here now if it wasn't for all the hard work and help that all the staff at CHESS have given me.

CHAPTER 13 PLANS FOR NEXT SOCIAL ACCOUNTING CYCLE

As part of CHESS' mission one of our aims is that CHESS will:

'Become a catalyst for change and partnership recognising the resources of others'.

Chelmsford CHESS will be using the results from the Self-Verified Social Accounts to make positive changes to the way that CHESS operates. CHESS will also be using it to engage positively with stakeholder groups consulted in the formulation of this report. CHESS will also publicise the Executive Summary of the results from the Social Audit within its annual report

The lessons learned from this Social Audit will be taken forward into future iterations; statistics will be refined to ensure we measure what is important and remove unnecessary detail in our data. Stakeholder engagement should become an embedded process adequately resourced and with a sequenced approach that will balance the effort and workload through the year. In demonstrating the degree to which social accounting has become embedded within the organisation, CHESS has, and will continue to develop the way in which it collates its Statistical information, and seeks to involve others from the stakeholder groups to improve the Social Audit so that it becomes a valuable reference document..

The social accounting report is therefore something that CHESS will continue to develop and produce as it enables us to serve our client base more effectively.

References:

Reference A http://www.mungos.org/homelessness/facts/homelessness_statistics/

Reference B <http://www.countthecosts.org/resource-library/economic-and-social-costs-class-drug-use-england-and-wales-2000>

Reference C. <http://mcnevaluation.co.uk/wpfb-file/2010-meam-a-four-point-manifesto-pdf/>

Reference D

<http://www.qni.org.uk/docs/healthcare%20for%20single%20homeless%20people%20NHS.pdf>

Reference E <http://www.tradingeconomics.com/united-kingdom/gdp-per-capita>

Reference F <http://www.crisis.org.uk/data/files/publications/Homelessness%20-%20a%20silent%20killer.pdf>

Reference G http://www.detini.gov.uk/index/what-we-do/deti-stats-index/labour_market_statistics/stats-hours-and-earnings.htm

Reference H <https://www.gov.uk/national-minimum-wage-rates>

APPENDICES TO CHESS SOCIAL AUDIT DATED 22 July 2015

APPENDIX A-List of Detailed Supporting Information

APPENDIX B Client Case Studies / Pen Pictures

APPENDIX C Economic Impact

APPENDIX D Sensitivity Analysis

APPENDIX E-1 Economic Impact Calculations

APPENDIX E-2 Sensitivity Analysis

APPENDIX F Compliance

APPENDIX G Key Aspects Checklist

APPENDIX A - List of Detailed Supporting Information Available in CHES Office

- Item 1 - Issues and actions from previous social audit
- Item 2 - External stakeholder questionnaire and feedback
- Item 3 - Staff team questionnaire and feedback
- Item 4 - Volunteer stakeholder questionnaire and feedback
- Item 5 - Service user stakeholder questionnaire and feedback
- Item 6 - Trustee stakeholder questionnaire and feedback
- Item 7 - Results from H map – Not used in 2015/16
- Item 8 - Impact Mapping of CHES Objectives (SAN CD 17)
- Item 9 - Link between; Objectives, Activities, Outputs, Outcomes, Indicators, Data Source For all objectives (SAN CD 26 Worksheet)
- Item 10 – CHES Statistics for the period
- Item 11 - Social Audit Steering Group TOR's & Minutes of meetings.
- Item 12 - Co2 and Carbon Footprint Calculations
- Item 13 - Environmental Policy
- Item 14 – List of CHES Compliance Standards

APPENDIX B Service User Case Studies / Pen Pictures

A sample of short anonymous pen pictures have been inserted through out this report to help provide a human context to the impact of CHESS 'Outcomes' supported by broader stakeholder activities.

APPENDIX C Economic Impact

With such a diverse set of needs it is very difficult to capture the true Social and Economic impacts for each individual influenced by CHES. To help quantify this impact a composite profile has been used that is intended to be representative of the typical CHES client base. This composite profile has been used in all previous Social Audits and the methodology has intentionally remained consistent so we can compare year on year performance. The original composite profile was used in a 2013 statistical survey of homeless people commissioned by St Mungo's (Reference A). This composite profile has enabled the Social Audit Group to form reasonable assumptions on client habit and lifestyle that can be used to derive a set of 'Expected Economic Values/Impacts' that are constructed from each facet of the composite profile. Using 'Expected Values' methodology CHES are able to combine an expected benefit with an assigned portion of the composite profile and a probability value based on likelihood of outcome. There is clearly uncertainty over any single point estimate of an outcome and therefore minimum and maximum values have been added to 'bound' the uncertainty to derive an upper and lower range of expected values. CHES Executive Director has reviewed recent economic analysis linked to issue of homelessness. This research has been used to refresh some of the assumptions on which the economic impact of CHES activities has been calculated.

For example reference sources quoted a cost of a 12 month prison sentence to the Public Purse as £23,585 (this cost is considered very modest as it does not include judicial and police processing costs). CHES SMEs considered the potential magnitude of this unit of benefit in the context to the typical client group e.g. the prison sentence avoided by positive outcome could be between 3 months to 9 months (note - typical client profile is repeat petty offenders going through prison on relatively low tariffs). The St Mungo's data already identified that 48% of clients presented with this issue. CHES SMEs then considered how many of their typical client group would draw likely benefit from this stated impact. The range of claimed benefit for re-offenders correlates closely to securing housing and a job and therefore the expected range was quantified as 0.75 to 0.95 indicating the close correlation between the combined issues.

Thus the calculation relating to Economic Benefit for breaking the cycle of prison tariffs generates the following upper and lower expected values.

Upper value = £23,585(cost of 12 month tariff) * (0.75 or 9 months (upper estimate of likely tariff avoided) * 45/100 (Element of composite profile classed as repeat petty offenders) * 0.95 (Utilisation factor (quantifying likely benefit to local client group. Note-This upper range calculation uses the optimistic value).

Lower value = £23,585(cost of 12 month tariff) * (0.25 or 3 months (lower estimate of likely tariff avoided) * 45/100 (Element of composite profile classed as repeat petty offenders) * 0.75 (Utilisation factor (quantifying likely benefit to local client group. Note-This lower range calculation uses the pessimistic value).

General notes on Expected Values Calculation.

The main Uncertainty centres around 2 key points;

1. Likely Benefit Gained, In the example above this is how many months prison tariff would be avoided by typical CHESS clients. Thus recognising that not all clients presenting with this problem would produce the same anticipated economic benefit.
2. Likely Utilisation of the Declared Factor. In this example the factor is breaking the cycle of repeat offenders, the composite profile indicates that 48% of clients present with this issue. Effectively this element of the calculation allows CHESS SME's to escalate or moderate the composite view (derived from St Mungo's composite profile) to reflect CHESS SME view on the local client base.

When the uncertainty is viewed from both the optimistic and pessimistic viewpoints upper and lower uncertainty levels are generated. Naturally the greater the uncertainty over the 2 points above will produce a wider spread between upper and lower Utilisation Values.

During this reporting period CHESS have attempted to narrow the range of uncertainty by utilising additional data generated from further direct studies of this client group. Reference D 'Healthcare for single homeless people' identifies major cost drivers for the client group identifying key trends such as,

- Hospital Admissions are 3 times greater for a homeless person compared to the General Population.
- The use of A&E services is 5 times higher for a homeless person when compared to the General Population.

The preliminary estimate of the cost of acute services for the homeless population is £85,000,000. This equates to over £2100 per person per year and is probably an underestimate. This cost is 4 times greater than the average cost of the General Population. Due to the quality of the research and the cautious underestimate of costs we have removed the uncertainty factor from our calculation and taken the full estimated benefit for every successful outcome.

This assessment of economic benefit calculation is repeated for each element of the perceived benefit (see Appendix E-1). The sum of the 'Optimistic' & 'Pessimistic' Expected Values are calculated and this generates a range of likely Economic Benefit for 1 Positive Outcome. The result is merely stating that the most likely economic impact lies somewhere within the range. It would require significant further study and consume scarce resources to narrow the uncertainty this cannot be justified in a small organisation such as CHESS.

In addition to the calculated benefits above the MEAM Manifesto (Ref C) quotes a cost of hostel based accommodation at £19,000 per year. This reflects the cost saved by society by CHESS providing this service. So as a base level of economic benefit CHESS provided 27 beds saving £513,000 per year. In addition for every positive outcome the need for the

cost of 1 hostel bed stay is removed, the average stay is 122 days or 0.334 of a year). So an additional economic benefit of £6,351 has been applied to the total economic impact for each positive outcome. In reality many of the CHES costs saved are enduring and therefore savings run into perpetuity. For simplicity CHES have only calculated savings based on 1 year's costs.

The results of the expected values with the stated assumptions on the range of upper and lower probabilities is contained at Appendix E-1. The derived Expected Value for one successful outcome ranged between £25,133 and £51,566. CHES achieved 45 Positive Outcomes in this period with 34 negative outcomes. It would be unrealistic to suggest that all initial positive outcomes achieved a long term result. Sadly some clients are likely to experience a setback.

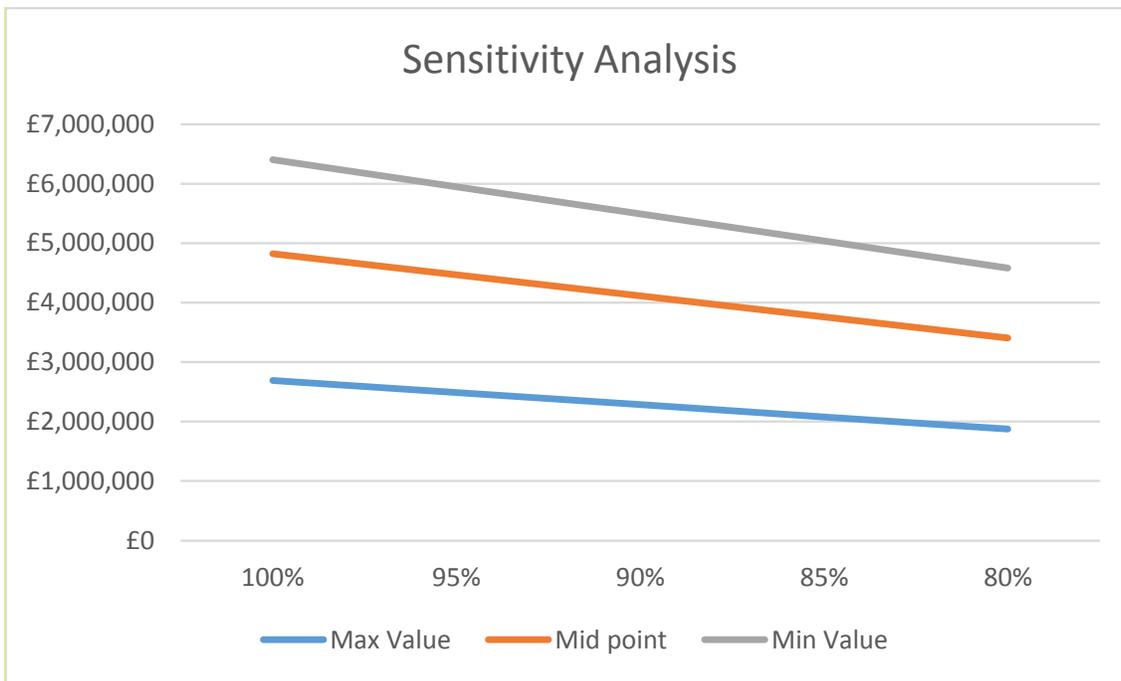
It has been documented in some recent CHES client 'Pen Pictures' (from prior Social Audit Reports FY11/12 to 14/15) that an individual could go through the CHES system up to 4 times before finally achieving a lasting lifestyle change. This view is supported by CHES operational Staff who see a pattern of faces churn through the system. Applying this hypothesis to the data we can produce assumptions on the perceived total value of both positive and negative outcomes. The level of value assigned to an unsuccessful outcome is assumed to be representative of an equivalent fraction of 1 successful outcome less a standing element of clients who sadly will never achieve a successful outcome. Based on these assumptions the calculations generated a range of Economic Benefit between £1,574,869 and £2,691,664.

Other material economic impacts are the value of the Volunteer hours to CHES and the wider society. In Objective 5 we declared a total of 6,264 volunteer hours provided by 84 volunteers. It is worth restating this is a hugely impressive personal commitment by a fiercely dedicated and truly generous group of individuals. The social value provided and social statement these individuals have made is far more significant than the derived economic value. It signifies the real importance of the issue in a diverse element of the community who want to make a difference.

The economic impact of the volunteer hours provided by the local community was generated using 2 assumptions; National Living Wage and UK Average Salary based on a 40 hour week. Each hourly rate was applied to the donated hours to produce an additional impact between £45,101 and £79,803. Combined with the upper and lower Expected Values already calculated this gave a total economic impact between £1,619,970 and £2,771,467. Based on total operating costs of £443,505 this represents a return on initial costs of between 365% and 625%.

APPENDIX D Sensitivity Analysis

Sensitivity analysis was applied to the results. The key assumption influencing the results is the % of successful outcomes that will achieve an enduring change in behaviour. The detailed calculations surrounding the Sensitivity Analysis can be found at Appendix E-2. The two variables (enduring successful outcomes and apportioned value of unsuccessful outcome) were factored in to the sensitivity analysis on a decaying scale of utility (minus 5% at each incremental point). The value in the optimistic outcome range was reduced by 7.6% and the pessimistic range reduced by only 6.3% per increment.



This would support intuitive thinking that the key assumption on optimistic values is more sensitive to change (by a ratio of 1.51:1) than the pessimistic value, where sensitivity ratio is only 1.26:1. Using the midpoint values for the range we can deduce that a 20% reduction in perceived utility will produce a 28% reduction in economic benefit. This generates a sensitivity ratio of 1.42:1 and therefore the Average Value is sensitive (>1:1) to change on this key assumption. All of the calculations and analysis on economic impact must be tempered with the stated limitations; diverse client base, fixed composite profile moderated by anecdotal review by CHES Operational Staff. The latter is derived from a limited but knowledgeable CHES operational team all of whom are supporting front line services.

APPENDIX E-1 Economic Impact Calculations

| Composite Profile Issue | Possible Benefit | Unit of Benefit | Unit Cost | Potential Range of Benefit | | | Moderated Benefit to Local Profile | | Range of Expected Value | | Ref for Unit Cost | Assumption on likely Magnitude of Benefit | Assumption on Benefit to Composite Profile |
|--|---|--|-----------|----------------------------|------|-----------------------------------|------------------------------------|-------|-----------------------------------|--------|-------------------|--|---|
| | | | | Min | Max | St Mungos Profile | Min | Max | Min | Max | | | |
| 64% of clients had issues with substance use | Positive intervention can remove dependency and reduce NHS burden | Annual Social & Reactive cost avoided. | £45,857 | 0.6 | 1 | 0.64 | 0.8 | 1 | 14,087 | 29,348 | Ref B | Highly likely that a significant reduction in health care needs can be achieved by appropriate intervention. | Close to unity most clients responding positively should benefit in line with reference data. |
| 45% of clients were ex-offenders or had been in prison | Link between homelessness and Crime. Intervention & Support can break this link. | Cost of 12 month prison sentence | £23,585 | 0.25 | 0.75 | 0.45 | 0.75 | 0.95 | £1,990 | £7,562 | Ref C | Many of this client group are repeat offenders so the magnitude of the benefit would be significant. | Close to unity most clients responding positively should benefit in line with reference data. |
| Net Contribution of UK worker to GDP £28,000 | The long term aim is to help each client to become a net contributor to society. | Average positive impact of 1 UK worker on GDP | £28,000 | 0.4 | 0.6 | N/A - Purely Outcome based impact | 0.1 | 0.4 | £1,120 | £6,720 | Ref E | Contribution not likely to be in the scale of average UK worker, therefore downgraded to more modest contribution | Not all successful outcomes secure employment, some will still require an element of state support. |
| Reduced Cost of long term hostel costs | Positive outcomes will no longer require hostel bed | 1 year hostel cost | £19,000 | 1 | 1 | N/A - Purely Outcome based impact | 0.334 | 0.334 | £6,350 | £6,350 | Ref C | This impact is either yes or no therefore positive impact is 1. | Benefit is based on average stay of 1 client in CHESS in this reporting period. 122 days or 0.334 of a year. |
| 67% had a physical health condition & 60% had Mental Health issues | Positive intervention & professional assistance can alleviate condition and remove secondary related health issues. | Difference between Primary Care cost of Homeless vs General Population | £1,590 | 1 | 1 | N/A - Purely Outcome based impact | 1 | 1 | £1,590 | £1,590 | Ref D | Highly likely that a reduction in health care needs can be achieved by appropriate intervention and move back to main stream lifestyle. Supported by reference data. | Strong supporting evidence (in Ref doc) suggests this figure is an underestimate. Therefore no uncertainty applied to this figure |
| Total Range for Expected Value of Economic Benefit for One Positive Outcome | | | | | | | | | Min=£25,133 Max=£51,566 | | | | |

APPENDIX E-2 Sensitivity Analysis

| Number of Positive Outcomes in Period | 45 | Number of Negative Outcomes | 34 | Total Derived Economic Value | | |
|---|---|-----------------------------|---|------------------------------|-------------------|-------------------|
| | | | | Max | Mid-Point | Min |
| | % positive outcomes with enduring outcome | | Assumption on value of life lesson / learner effect | | | |
| | 0.75 | | 0.25 | £2,691,664 | £2,133,266 | £1,574,869 |
| | 0.7 | | 0.2 | £2,487,978 | £1,981,786 | £1,475,594 |
| | 0.65 | | 0.15 | £2,284,292 | £1,830,305 | £1,376,319 |
| | 0.6 | | 0.1 | £2,080,606 | £1,678,825 | £1,277,043 |
| | 0.55 | | 0.05 | £1,876,921 | £1,527,344 | £1,177,768 |
| Difference in Value of 5% reduction in key assumption | | | | £203,686 | £151,481 | £99,275 |
| % Reduction in Economic Impact | | | % Sensitivity | 7.57% | 7.10% | 6.30% |
| Value of Volunteers | Hours | 6264 | Sensitivity Ratio | 1.51:1 | 1.42:1 | 1.26:1 |
| Min | National Living Wage | | £7.20 | £79,803 | £62,452 | £45,101 |
| Max | UK Average Salary | | £12.74 | | | |
| Declared Range of Economic Impact | | | | £2,771,467 | £2,283,605 | £1,619,970 |

APPENDIX F Key Aspects Checklist

1 Human Resources

| | | Number | | | Date/Details/Comment | |
|-----|---|--------|---|----|--|---------------------|
| 1.1 | Number of employees: | | | | | |
| | Full-time | 4 | | | | |
| | Part-time | 7 | | | | |
| | Occasional | 4-5 | | | Occasional Staff Used in Winter Project Average Active Volunteers within the Reporting Year. Up 13 on previous year. | |
| | Volunteer | 84 | | | | |
| 1.2 | Number of members | 185 | | | | As at 31 March 2016 |
| 1.3 | Policies and Procedures in place: | Y | N | NA | | |
| | a. employee contracts | Y | | | | |
| | b. employee job descriptions | Y | | | | |
| | c. staff appraisals | Y | | | | |
| | d. grievance procedures | Y | | | | |
| | e. disciplinary procedures | Y | | | | |
| | f. equality and diversity policies | Y | | | | |
| | g. equal opportunities | Y | | | | |
| | h. pay differentials between the highest paid and the lowest paid | Y | | | | |
| | i. other, such as family friendly policy: | Y | | | | |
| 1.4 | Investors in People | | | | | |
| 1.5 | Consultations: | | | | | |
| | a. with paid employees | Y | | | | |
| | b. with volunteers | Y | | | Volunteer Forums | |
| | c. other | Y | | | External Stakeholders & Trustees | |

Additional information

2 Good Governance and Accountability

| | | Y | N | NA | Date/Details/Comment |
|-----|---|---|---|-----|--|
| 2.1 | Legal form of organization: Constitution (tick appropriate): Sole trader <input type="checkbox"/> Association <input type="checkbox"/> Partnership <input type="checkbox"/> Company limited by shares <input type="checkbox"/> Company limited by guarantee <input checked="" type="checkbox"/> Industrial and Provident Society <input type="checkbox"/> Credit Union <input type="checkbox"/> Community Interest Company <input type="checkbox"/> Workers Co-operative <input type="checkbox"/> Charitable status <input type="checkbox"/> Housing Association <input type="checkbox"/> Other What?..... | Y | | | |
| 2.2 | Appropriate annual return filed | Y | | | Charity Commission return filed 16 Jan 16. Company's House 27 Apr 16 |
| 2.3 | Annual General Meeting held | Y | | | 23 Nov 15 - 18 members in attendance. |
| 2.4 | Regular Board/Management Committee meetings | Y | | | 10-12 Normally Monthly during this reporting year. |
| 2.5 | Annual Report published | Y | | | Published 28 Oct 15. Copy sent to all members 29 Oct 15. |
| 2.6 | Membership increased | | N | | 185 reduced by 9 from 194 |
| 2.7 | Social Accounts prepared | Y | | | Yes Draft fifth year accounts produced. 29/7/16 |
| 2.8 | Social Accounts verified by Social Audit Panel | | | N/A | Self-Verified Accounts produced. Will be presented to SAG at meeting on 16 Aug 16. Minutes held in CHESS office. Output will be audited by Barbara |

| | | | | | |
|------|--|---|--|-----|---|
| | | | | | Beaton SAN |
| 2.9 | Social Accounts reported to Stakeholders | Y | | | Stakeholder Representation on the Social Audit Group. The Final Social Accounts will be published on CHESS & SAN Websites. Main Stakeholder Group will be notified by email with Exec Summary and Link to Full Accounts on Web. A summary sheet included within CHESS booklet along with the Annual report and full Financial Accounts. |
| 2.10 | Consultations: | | | | <i>[Summary of consultations included in Chap 6 Stakeholder Analysis and Appendix A</i> |
| | a. with members of the organisation | Y | | | All Staff & Volunteers |
| | b. with members of the Board or Management Committee | Y | | | All Trustees |
| | c. with Advisory Body members (if appropriate) | | | N/A | |
| 2.11 | Other quality systems used: | Y | | | Supporting People QAF – Available for inspection in CHESS Office |

| |
|-------------------------------|
| Additional information |
|-------------------------------|

3 Asset Lock and Use of Surplus

| | | Y | N | NA | Date/Details/Comment |
|-----|-----------------------------------|---|---|----|--|
| 3.1 | Asset Lock in constitution | Y | | | |
| 3.2 | Use of surplus: | | | | <i>[please tick all relevant in current year]</i> |
| | a. no surplus made | | | | |
| | b. to reserves or re-investment | Y | | | Operating Surplus of £20,164 added to Reserves. Intended use to go towards funding of larger premises currently being purchased. |
| | c. to charitable purposes | | | | |
| | d. to employee bonuses | | | | |
| | e. to directors' emoluments | | | | |
| | f. to other | | | | |

Additional information

4 Financial Sustainability

| | | Y | N | NA | Date/Details/Comment |
|-----|--|---|---|----|---|
| 4.1 | Annual Accounts prepared and filed | Y | | | Charity Commission & Companies House |
| 4.2 | Balance sheet strengthened/weakened | Y | | | Strengthened |
| 4.3 | Profit/loss for year | | | | Total Incoming Resources = £463,669 Resources Expended = £443,505 Net Surplus = £20,164 |

Additional information *[please attach a summary of latest audited accounts]*

5 Environmental Sustainability

| | | Y | N | NA | Date/Details/Comment |
|-----|--|---|---|----|---|
| 5.1 | Environmental policy in place | Y | | | Policy was last reviewed in Jul 16. Copy available in CHESS office. |
| 5.2 | Reports on environmental practices available: | Y | | | Yes Available in CHESS Office |
| | a. energy use: heat and light | Y | | | 59,779 Kg of Co2 |
| | b. energy use: transport | Y | | | 1,588 Kg of Co2 |
| | c. consumption of materials | | N | | Not Recorded. |
| | d. re-use of materials | | N | | Sleeping Bags, Blankets, Clothes, Short life perishable foodstuffs (donated by local traders) are collected and used in preparation of meals. Estimated use of donated food stuffs is approximately 60% of total consumption. |
| | e. recycling of materials | | | | Standard Council Recycling |
| | f. waste disposal | | | | Standard Council Recycling |
| 5.3 | Carbon footprint calculated | | | | 61,367 Kg of Co2 equivalent to 16,753 Kg of Carbon |
| 5.4 | Other | | | | <i>[please list and attach as appropriate]</i> |

Additional information

[Organisations may elect to prepare a brief separate report outlining their Environmental Policies and Practices, or may refer to specific, recognized environmental standards they have adopted. Alternatively they may submit a completed Green Office checklist)

6 Economic Impacts

| | | Y | N | NA | Date/Details/Comment |
|-----|---|---|---|-----|---|
| 6.1 | Purchasing policies defined | | | N/A | |
| 6.2 | Report on effect of purchasing policies available | | | N/A | |
| 6.3 | Local multiplier effect of organization calculated | | | N/A | |
| 6.4 | Savings to public purse calculated | Y | | | Chap 8 & Appendix E-1 Range from £1,574,869 to £2,691,664 (Excludes Value of Volunteer Contribution at 6.5) |
| 6.5 | Value of volunteer contribution | Y | | | Chap 8 & Appendix E-1 Range from £45,101 to £79,803 |
| 6.6 | Total inward investment attracted | | | N/A | None |
| 6.7 | Cash and in-kind contributions to the community | | | N/A | None |
| 6.8 | Other financial and economic impact calculations: | | | N/A | None |

Additional information Total Economic Impact between £1,619,970 to £2,771,467. This represents a return on operating cost of 365% to 625%.