



ANNUAL REVIEW 2009



Apsley
Service



Blenheim
Service



255
Hostel



Trainer
Flats



Parkfield
Service

CHAIR'S FOREWORD

This year has been of consolidating the structure and processes, and at the same time responding to the challenges and opportunities of a fast-changing national and local community environment.

A great deal of work has taken place over the last 12 months and hopefully our Annual Review report will reflect this in its contents.

We have one new member of the Management Committee, Kathryn Wood, who heads the Home Hunter team at In Communities, and whose knowledge and experience is of the highest order. At the same time, we were sorry to lose Mike Cooper who has moved to a new post within Probation Services. His experience and commitment to the committee, at a time when we were evolving and moving into a new business structure was invaluable. We wish him the very best for the future.

On behalf of the Management Committee I would like to thank the Director and staff for their skill and level of commitment. I would also extend my personal gratitude to the members of the Committee for their hard work in the past year.

Peter Hitch

Chair - Bradford Cyrenians Management Committee



MOVING FORWARD

Our commitment to Delivering Quality and Best Practice

As we move forward and establish Bradford Cyrenians new business and operational structures, there have been some key priority areas to focus on this year, particularly as we have had to prepare ourselves for our forthcoming Annual Contract Review with Supporting People. Our aim has been to improve our core business function in order that we can raise the quality standards and ensure that service users get the best service from us. Our achievements during the year include:

Staffing Restructure

As part of a staffing audit, an assessment was undertaken on how to improve delivery of our services, with particular focus on our direct access hostel, which is staffed 24 hours a day. As a consequence of the audit, the following improvements were made:

Creating a Team of 4 Night Support Workers - recruited and inducted to provide a professional support service through the night to hostel and Trainer Flat residents as well as respond to emergencies in conjunction with the duty guard.

Appointment of Hostel Chef - to ensure that nutritious, healthy and well-balanced meals are prepared for hostel residents.

Administrative Assistant recruited - To reduce some of the administrative workload on project staff and to ensure an improved standard in administrative tasks.

Retain Generic roles for Project Workers - but allocate keyworking days for all designated schemes. This means that staff can deliver improved housing related support and housing management services to clients across the service.

Creating an Office Base at Apsley Villas

In order that staff could provide a more proactive and robust service across our move-on schemes, it was agreed that we develop an office base at Apsley Villas by converting one of the self-contained flats. As well as this base there is now a fully equipped kitchen and confidential keyworking room. Yorkshire Housing worked closely with us in developing this proposal, which included increasing security measures by installing an office alarm and CCTV system.

Policies & Procedures

Improving Policies and Procedures has been an ongoing process and has been an integral part of raising our standards. These policies provide a framework and context for our work and set out how we will deliver services to homeless men. The outcomes we have achieved over the last 12 months will help us to work towards our SP QAF review, which is an evidence-based exercise.

Preparing for our SP Annual Contract Review

Preparing for our forthcoming SP review has involved an organisational commitment which has included the management committee, staff and managers, service users and our stakeholders, all working together towards a common goal – to improve the quality of Bradford Cyrenians services. Through our own internal evaluation and performance monitoring systems we have been able to appraise ourselves and recognise what we do well and where we need to improve. As we gather evidence for the SP review, I am confident that we will be able to demonstrate our ability to deliver quality services and attain a Level B in the six core objectives and Level C in the 2 supplementary objectives.

Rubina Bokhari
Director



DIVERSITY & INCLUSION IN PRACTICE

Over the past year we have noticed changes in the profile of service users that are referred to us. In particular, we have seen an increase in the number of men from Black & Minority Ethnic communities (BME) accessing our services.

Bradford Cyrenians has developed an Equality & Diversity Strategy and Action Plan, which sets out mechanisms for improving access for diverse communities, irrespective of whether they become a service user, a member of staff or as a member serving on the management committee. As part of our commitment to continuous improvement, one of our internal performance and improvement targets is to proactively promote our services to excluded and marginalised groups.

We aim to meet the diverse needs of communities we serve in a number of ways. For instance, our chef will meet the dietary needs of residents and this includes providing culturally specific food. We advertise places of worship of many denominations on notice boards and have also made provisions for men fasting during the month of Ramadan. As part of our training and development programme, all staff have accessed training on equality and diversity to ensure that the diverse communities accommodated in Bradford can be better catered for in terms of their cultural and religious beliefs.

The percentage of men with mental health issues has also increased and in order to work effectively, we have engaged with mental health professionals to offer a more holistic approach to support planning and meeting individual needs.

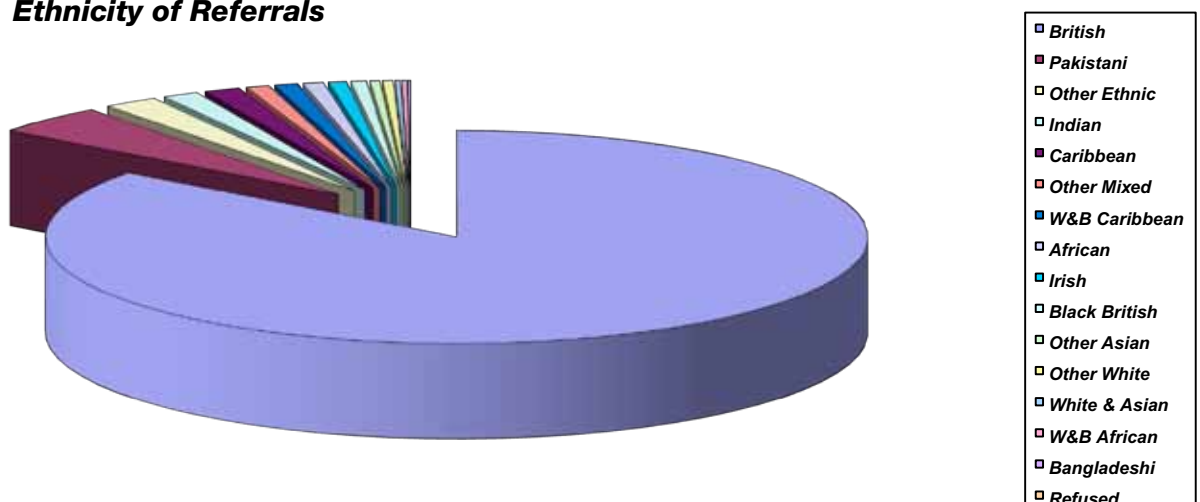
We have seen an increase in men with alcohol issues due to many of them self-medicating whilst trying to stay clean of street drugs. We have been working closely with partner agencies to support our service users to become abstinent during their stay with us and provide ongoing support after they move on to longer-term accommodation.

Many service users present with physical health issues and we work closely with housing and health workers in order to address their these issues and make sure service users are housed appropriately. e.g. sheltered accommodation with wardens.

In the past year we have seen former refugees accessing our services. Working with this client group has been a positive learning and working experience and has presented its own challenges e.g supporting them in establishing themselves in a new city, new systems, language and cultures that are new to them. Nonetheless it proves that our efforts in promoting Bradford Cyrenians is on the right track.

Rosie Powell
Project Worker – Direct Access Hostel

Ethnicity of Referrals



FUNDRAISING & THE OUTCOMES OF EFFECTIVE PARTNERSHIP WORKING

Bradford Cyrenians developed and approved a fundraising strategy for the period 2008 – 2010 with an action plan that sets out our fundraising ambitions over the 3 years. Our fundraising committee meets regularly, and consists of staff and service users working in partnership to achieve our goals, and in turn improve areas of our business.

As a charity we rely heavily on any financial support that we can fundraise for and therefore our fundraising committee is integral to this work. We value the input and commitment from service users, as we recognise partnership working in the true sense helps service users to develop new skills as well as increase ownership in Bradford Cyrenians and its service delivery.

We want to take this opportunity to acknowledge the year's fundraising achievements as well as extend our thanks and appreciation to those organisations/charities that have helped us in meeting our fundraising goals.

They are:

Yorkshire Building Society – Replaced Lounge flooring

Almshouse – Financial donation helped us to purchase leather Lounge suite

Abbey – funded the hostel kitchen refurbishment programme

Street Smart – funded the development of our I.T suite for service users, which included building work, purchasing I.T equipment and furniture for the room.

Supporting People/Housing Benefit/Garfield Weston Foundation – Has funded the pilot project for Rough Sleepers Service, which opens from 1st April 2009

Funding of our Core Services

Our core services are funded by Bradford Metropolitan District Council's Supporting People & Housing Benefit teams. Activities and the purchase and distribution of daily newspapers for service users is funded through BMDC's Community Funding Unit.



STATEMENT OF FINANCIAL ACTIVITIES

For the year ended 31 March 2009

To provide a brief summary of the results the following figures have been extracted from the draft statutory accounts, which will be presented at the AGM for approval. Given that the figures are draft they are subject to change.

The auditors have indicated to the trustees that subject to any event occurring between the date of this document and the AGM their report will be unqualified.

Full statutory accounts including the auditors' and trustees' reports will be available at the AGM and thereafter by request to the Project Director.

| | Unrestricted funds | Restricted funds | 2009 Total | 2008 Total restated |
|---|-----------------------|---------------------|----------------|---------------------------|
| | £ | £ | £ | £ |
| Incoming resources | | | | |
| Incoming resources from generating funds: | | | | |
| Voluntary income | 7,071 | 18,607 | 25,678 | 5,384 |
| Investment income | 4,341 | - | 4,341 | 4,917 |
| Incoming resources from charitable activities | 555,604 | - | 555,604 | 510,077 |
| Total incoming resources | <u>567,016</u> | <u>18,607</u> | <u>585,623</u> | <u>520,378</u> |
| Resources expended | | | | |
| Charitable activities | 527,102 | 2,920 | 530,022 | 544,850 |
| Governance costs | 2,588 | - | 2,588 | 2,350 |
| Total resources expended | <u>529,690</u> | <u>2,920</u> | <u>532,610</u> | <u>547,200</u> |
| Net incoming/(outgoing) resources for the year / Net income/(expenditure) for the year | 37,326 | 15,687 | 53,013 | (26,822) |
| Total funds brought forward | 103,855 | - | 103,855 | 130,677 |
| Total funds carried forward | <u>141,181</u> | <u>15,687</u> | <u>156,868</u> | <u>103,855</u> |

BRADFORD CYRENIANS SERVICES

255 – The Hostel

Offers direct access emergency hostel accommodation to 12 single men. 24 hour cover. Self referrals and agency referrals. Breakfast and evening meals provided.



Apsley Scheme

Provides semi-supportive accommodation to eight tenants who present with low to medium support needs. Scheme consists of eight fully-furnished tenancies. Apsley offers tenants a chance to develop life skills and work towards securing their own tenancy.



Parkfield Scheme

Provides long-stay support services to eight tenants with low support needs who present with complex needs such as mental health issues and mild learning disabilities.



Trainer Flats Scheme

Offers an intensive support service to 3 residents with high support needs. Accommodation consists of fully-furnished tenancies and residents have access to 24 hour staff support.



Blenheim Scheme

Provides semi-supportive accommodation to six tenants across two sites. The scheme consists of fully-furnished tenancies for single men with low to medium support needs. Developing life skills and increasing their confidence is an integral part of the service we offer.



Rough Sleepers Project

We plan to open the RSP service officially from 1st April 2009. The service will provide intensive support to 5 tenants in dispersed properties located in the Manningham area.

UTILISING SKILLS AND EXPERTISE - DEVELOPING SERVICE USER INVOLVEMENT AND PARTICIPATION

Bradford Cyrenians welcomes and encourages participation and involvement of staff and service users in a number of ways.

Over the last year two members of staff have been designated as Service User Champions. Their role is to facilitate and generate interest in service user involvement within the organisation and raise an awareness of internal and external activities. We believe in utilising the skills of all those involved in Bradford Cyrenians whether they are staff or service users. The following gives a flavour of current partnership initiatives:

1. We are active members of Bradford Speakout an organisation that consists of staff and service users from homeless projects, who lobby decision makers so that the voices of homeless people are heard and taken into account.
2. Service Users are invited to the first half of our weekly team meeting where they can have their say about our services and take part in the decision-making process.
3. We encourage our service users to attend Supporting People Service User Involvement meetings – these are held in order that service users have their say in improving Bradford's housing related support services, which are funded by the SP programme.
4. We hold quarterly Service User forums (SUF). The management team and a member of the management committee attend in order that service users can be involved in operational discussions relating to policy and practice.

Ean Monk & Kenwyn Kirkham
Service User Champions



“My name is George and I found myself homeless due to a split up with my partner. I was sleeping in bus shelters and shop doorways until I found Cyrenians hostel.

When I was phoned back by staff telling me they had a bed for me it felt really good. Staff at the hostel made me feel so welcome – they were like family I never knew. I needed support with getting to see my kids and I told staff about feeling like I wanted to end my life. They sat with me and helped me for some time. The staff never judged me once.

I went on a course for social care and I got help with paperwork for that. I also got a move-on property at their Apsley scheme, and yet again with help from staff I now have my own flat to start life again.

If it hadn't been for the help and support from the staff at Cyrenians I would not be here to write my story. All the staff need medals for their work. If it wasn't for people like them, people like us would not stand a chance in this world.”

George Carroll
Former Hostel & Apsley Tenant

JOINT WORKING IN PRACTICE - A DRUGS WORKER & HOUSING WORKERS PERSPECTIVE

Successes

Since taking over of the hostel outreach position, twenty clients have been in receipt of prescriptions for substitute and/or other medications and psychosocial interventions. Several others have benefited from an outreach service on an advice and information basis primarily for alcohol, cannabis and stimulants.

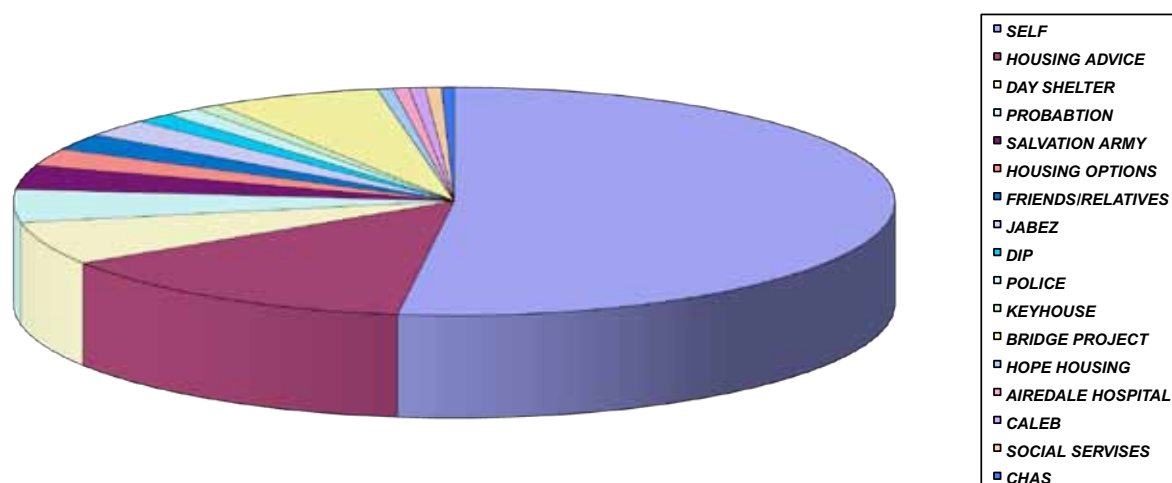
Continuous contact with project workers in the hostel has allowed a high standard of joint-working arrangements to be achieved including an amalgamation of individual care plan goals.

Challenges

As predicted, numbers in treatment at one time tend to go in peaks and troughs (as do the number of drug users residing in the hostel). Some difficulties experienced due to the drop-in nature are that on occasions several people will arrive at the same time. In order to redress this it may be beneficial to introduce an appointment system, whilst still maintaining some element of the 'drop-in' facility.

Oliver Cattley
Bridge Hostel Outreach worker

Source of Referrals



Positives

The benefits of having a weekly substance misuse clinic is that tenants have the opportunity to access support and information in an environment that they are familiar and comfortable with. The structure of the 'drop-in' sessions at the Apsley office are between the hours of 2pm – 5pm and this provides flexibility to service users in keeping other commitments they may already have.

The sessions have been attended on a regular basis since initiation, and compliment the support services that we deliver to tenants, thus making sure their needs are being properly met.

The weekly provision is also available at the hostel and this is proving beneficial as it facilitates the process of multi-agency meetings/ joint working and enhances the support planning role and function that we deliver across all our services.

Paul Loach
Project Worker – Apsley

INVESTING IN OUR WORKFORCE – DEVELOPING SKILLS & COMPETENCIES

As we move forward in fulfilling our business action plans for the year, Bradford Cyrenians recognises that it is imperative that we invest time, energy and resources into our staff team, in order that they have the necessary tools to carry out their jobs effectively and efficiently. This has been achieved by raising the standards within our Human Resource and staffing practices, and includes the following improvements:

New Contract of Employment and an Employee Handbook designed specifically for Bradford Cyrenians staff. An auditing tool that assesses key areas of support planning performance and is linked into the supervision process. The aim of this exercise is to improve and promote good practice. Introduced a new Annual Appraisals framework, which helps to recognise the abilities and competencies of our workforce.

A revised Induction Programme for new staff joining the organisation. Access to external courses for staff and service users through an improved Core Training & Development Plan. Developing an I.T suite for service users – this facility enables them to develop their I.T skills in word processing, emails and using the Internet.

Raising the skills of our Service Managers has led to them attending and passing a number of management-related training sessions, including the ILM Management Course.

Following on from our Annual Staff Consultation process, the following improvements have been made to enable managers to support their staff and in turn improve the performance of individuals and respective teams.

Supervision templates for project staff, night staff and hostel cook. The template sets out the key areas that will be covered as part of supervision to ensure that individuals are helped towards strengthening key areas of their work performance. **Core Training & Development Plans for the different staffing levels.** Identify core training that staff will work towards achieving either in-house or through external training opportunities. **Allocating staff to Champion roles.** Staff have been designated specialist roles and functions which are linked to the 6 QAF core objectives. This way, staff are able to focus on specific areas, share the information amongst the team and ensure that we are promoting good practice.

Areas covered include:

- Service User Involvement & Participation Champions
- First Aid Champions
- Health& Safety Champions
- Needs Assessment, Support Planning & Risk Assessment Champion
- Information & Boards Champions
- Inclusion & Diversity Champions

Joyce Simpson & John Hebden
MC Members of the Staffing Sub-Committee



ISING TO THE CHALLENGES OF REHOUSING & PLANNED MOVE-ON WORK

Bradford Cyrenians works with a client group that faces numerous barriers in accessing permanent accommodation. These can range from previous rent arrears with housing providers, anti-social and offending behaviour to issues relating to their drug and alcohol misuse. Factors which mean they are deemed as 'being intentionally homeless' and therefore assessed as 'non-priority' under the Housing Act.

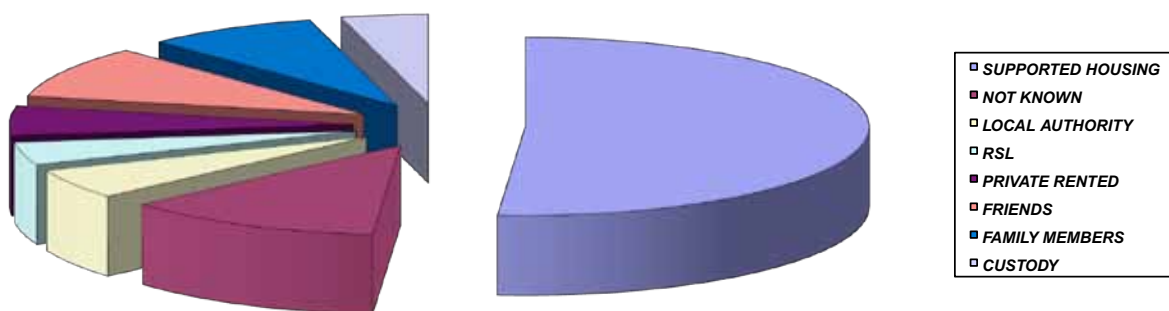
Bradford Cyrenians strives to overcome such barriers by working closely with service users and developing their life skills through keyworking sessions. Individual support plans set out the individual's path towards achieving their goals and moving into their own tenancy. The main challenge to any effective housing related support is encouraging service users to address what has led to them become homeless in the first place. Once this has been achieved we can start the process of moving people into their own tenancy.

We recognise that everyone is different and may require more time and support before they can confidently move on into their own tenancy. For this reason, our own stock of move-on accommodation enables us to work with service users at a pace that meets their needs and enables them to focus on specific areas that might have contributed to their previous tenancy breaking down.

Over the last year, we have improved our support services that are delivered at Apsley, Blenheim & Parkfield. We have also re-evaluated our own internal application process so that hostel residents moving from 24 hours supported accommodation are fully prepared and ready to take up the challenges of living in semi-supportive accommodation.

Paul Loach
Project Worker - Apsley

Outcomes to Rehousing and Move-On Work



BRADFORD CYRENIANS MANAGEMENT & STAFFING STRUCTURE



Management Committee Trustees

| | |
|---------------------|------------|
| Peter Hitch | Chair |
| John Hebden | Vice-chair |
| Joyce Simpson | Treasurer |
| Chris Wontner-Smith | |
| Edward Mowlem | |
| Kath Wood | |
| Maggie Lewis | |

Staff Team

| | |
|------------------|---|
| Rubina Bokhari | Director |
| Jonathan Coles | Service Manager (Hostel) |
| Patricia Porter | Service Manager (Move-on Services) |
| Brenda Shannon | Financial Administrator |
| James Higgins | Project Worker |
| Victoria Jenkins | Project Worker |
| Jayne Bazely | Project Worker |
| Paul Loach | Project Worker |
| Kenwyn Kirkham | Project Worker |
| Mary Morgan | Project Worker |
| Rosie Powell | Project Worker |
| Ean Monk | Project Worker (Rough Sleepers Project) |
| Mohammed Israr | Night Support Worker |
| Allan Scott | Night Support Worker |
| Jonny Presley | Night Support Worker |
| Paul Dewhirst | Hostel Cook |
| Mary Flavius | Domestic Cleaner |
| Caroline Towers | Administrative Assistant |