

## values

In meeting the needs of homeless people, Simon Community Northern Ireland is committed to upholding the following values:

### compassion

Fostering support, concern and empathy

### integrity

Demonstrating trust, respect and honesty

### equality

Respecting individuals and group identity, beliefs and choices

### self-determination

Promoting self-reliance, personal responsibility and individual empowerment

### responsive

Identifying and implementing practical and creative ways to meet need

### optimise resources

Managing Simon Community Northern Ireland's human, physical and financial resources responsibly

### excellence

Implementing progressive change through a programme of continuous improvement

### confidentiality

Ensuring that information is obtained and used in ways which promote trust and privacy

### co-operation

Fostering mutually beneficial relationships to meet need



Design by AMA Design (028) 9151 6008

## vision

Simon Community Northern Ireland believes that everyone has a fundamental right to a home.

## mission

Simon Community Northern Ireland actively responds to the needs of homeless people through initiatives aimed at prevention, provision and progression to independent living.



## introduction



Someone once said,  
"There are three kinds of  
organisation, those who

watch things happen, those who make things  
happen and those who say 'what happened?'"

I firmly believe that Simon Community Northern  
Ireland is an organisation which makes things  
happen by addressing homelessness.

'Addressing Homelessness' sets out our vision for the  
period 2005 – 2008. In doing so it builds on the sound,  
yet innovative practice, which is a hallmark of how  
we in the Simon Community NI get things done.



## all inclusive.

This plan:

- Seeks to put the needs of homeless people  
at the heart of all we do
- Sets ambitious targets for Simon Community  
NI volunteers, staff and Board of Directors
- Encourages decision makers to make a  
positive difference in the lives of those who  
are homeless as well as individuals  
threatened with homelessness

I look forward to playing my part and working with  
others as they play their part in making things  
happen for all people whose lives are affected by  
the trauma of homelessness.

A full copy of the strategic plan can be downloaded  
from the Simon Community Northern Ireland website -  
[www.simoncommunity.org](http://www.simoncommunity.org)

LINDSAY CONWAY, OBE  
Chairman

## strategic plan 2005-2008

Simon Community NI will address homelessness  
during the incoming 3 year period under 4 key  
strategic issues, ie, Service Provision, Business  
Development, Influencing Public & Government  
Policy and Governance. Under these issues we have  
set a number of challenges. These challenges include  
service delivery, development of new services,  
empowerment of service users, staff training and  
development and securing sufficient resources to  
meet the needs of the organisation.

We plan to build on our reputation as a quality  
organisation by completing the refurbishment of our  
Cliftonpark Avenue (Belfast) and Bonds Hill (Derry  
City) facilities. During the first year of the Strategic  
Plan, we plan to see the establishment of new  
services, ie a community support service for young  
people in the Newry and Mourne area, the extension  
of the Rent Guarantee Scheme and the opening of  
Conway Court, our first accommodation scheme for  
homeless families.

Building on these developments, we plan to extend  
our services to support homeless people with  
complex needs. The needs of older homeless people  
who have substance misuse issues and the extension  
of community support programmes to homeless  
families are two ways we plan to take this forward.  
In addition, we will be seeking to expand our  
preventative work through the extension of the  
'Outspoken' Group and a programme aimed at  
young people who are preparing to leave care.

In deciding on new developments, we have a  
commitment to undertake comprehensive needs  
and risk assessments, verify that the service being  
proposed is relevant to the needs of homeless  
people and are financially sustainable.



Sustainability of services is further considered  
in terms of staff and volunteer training and  
development as well as service user involvement.  
In relation to the former point, this will be reflected  
in a range of initiatives, in particular, our aim to  
become an 'Employer of Choice'. Regarding service  
user involvement, we will be developing a  
comprehensive strategy, which will provide a  
framework which will bring forward this issue in a  
way that is meaningful to managers, staff and most  
importantly, homeless people themselves.

In order to fully address homelessness, it is essential  
that changes are made to Government policy and  
legislation. This will be transacted through our Public  
Affairs Strategy. In addition, we will also be seeking  
to raise awareness of homelessness thereby reducing  
prejudice about those who are homeless.

Finally, we will seek to take forward all of this work  
within the framework of good corporate governance.  
The introduction of the DSD Positive Steps report<sup>1</sup>  
and the proposed changes to charity law in Northern  
Ireland, will be integrated into how the Simon  
Community NI Board of Directors, in conjunction  
with the Chief Executive and Senior Management  
Team, provide effective leadership to the organisation.

<sup>1</sup>The Government's Response to Investing Together: Report of the  
Task Force on Resourcing the Voluntary and Community Sector.

## strategic plan objectives 2005-2008

### key strategic issue: service provision

#### OBJECTIVE

**Ensure Simon Community services are effective in responding to the needs of persons who are homeless**

#### OUTCOME

Achieve 90% occupancy

#### TIMEFRAME

Annually

Uptake of all other services to be fully utilised

March 2008

Achieve 80% user satisfaction

March 2008

8 new services established in line with Business Development

March 2008

Reactive maintenance reduced by 30%

March 2008

**Prevent repeat homelessness**

Incidences of repeat presenters reduced by 30%

March 2008

**Provide primary prevention programmes**

Prevention Programmes developed and implemented

March 2007

**Complete a comprehensive strategy on service user involvement**

Publish and act on service users strategy

November 2006

**Raise awareness**

Development of 3 Education resources

March 2008

Training programme for professional groups related to homelessness designed and delivered

March 2008



#### OBJECTIVE

**Attract, develop and retain suitable staff**

#### OUTCOME

90% of staff in new services before commencement of service

#### TIMEFRAME

Annually commencing 06/07

Replacement recruitment, 80% of posts vacant for no more than 12 weeks

Annually commencing 06/07

Reduce absenteeism by 10%

Annually commencing 06/07

Reduce turnover rate for support staff by 10%

Annually commencing 06/07

Achieve Employer of Choice standard

March 2006

IIP recognition maintained

March 2008

90% of all managers to complete management development programme

March 2008

75% Support Workers to achieve NVQ Level 2 or 3 in Social Care

March 2008



**Develop an integrated approach to Quality throughout the organisation**

Achieve 50% of 'Level B' requirements in Supporting People Quality Assessment Framework

March 2008

ISO accreditation and re-accreditation

Reviewed annually

30% increase in staff members acting as Quality Auditors

March 2008

**key strategic issue: business development**

OBJECTIVE	OUTCOME	TIMEFRAME
<b>Develop new services</b>	One new single homeless service	March 2008
	3 new Young Persons and Family services	March 2008
	4 new community support services	March 2008
<b>Ensure sufficient resources are available and sustainable</b>	Investigate, review and analyse Simon Community NI financial position to ensure sustainability	March 2008
	Generate unrestricted income	March 2008
	Funding secured to meet emerging needs	March 2008
<b>Develop information systems that will provide relevant information for business development, growth and security</b>	IT Systems meet business needs	March 2008



**key strategic issue: influencing public and government policy**

OBJECTIVE	OUTCOME	TIMEFRAME
<b>Develop and implement a Public Affairs Strategy</b>	Addressing Homelessness Campaign positive impact in each of the 7 objectives	March 2008

**key strategic issue: governance**

OBJECTIVE	OUTCOME	TIMEFRAME
<b>Ensure Simon Community NI operates within legislative requirements and best practice</b>	Simon Community NI achieves Strategic Planning objectives	March 2008
	Simon Community NI is compliant with all relevant legislation	March 2008

**conclusion**

In rolling out this plan, we will seek to ensure that our work is governed, first and foremost, by the needs of those who are homeless. We believe that the targets set in the plan will make a positive difference to the lives of homeless people as well as to the fabric of Northern Irish society.

We look forward to working with all users of our services, volunteers, staff and partner organisations in ensuring that we achieve our objectives.

Finally, we would welcome any comments individuals may have concerning this plan.