



# emmaus

## Brighton & Hove

working together to end homelessness

# Strategic Plan

## 2014-2019

### Our Vision

To be even better at what we do

To be better known in the UK

To help more people in need

- Emmaus UK



**Emmaus** provides a unique and innovative solution to homelessness. The Community offers companionship, a place to live and work, and an opportunity to integrate back into mainstream society. Emmaus Communities are predominantly self-funded through the sale of donated and recycled goods with Companions contributing through work as much as they are able with profits going to help others in greater need.

## Our Mission

The Emmaus movement in the UK works with formerly homeless and other socially excluded people so that together we can gain control of our lives, discover a sense of common purpose and help others in need

- 1. Strength** – Ensure our Communities become financially and organisationally robust, and are showing solidarity
- 2. Quality** – Improve the quality of support, engagement and empowerment, so that Companions, employees, trustees and volunteers say Emmaus has changed their lives for the better
- 3. Profile & resources** – Increase our profile in order to generate funds and support that enable us to achieve our strategic objectives
- 4. Growth** – Grow to at least 750 Companions in the UK by 2017
- 5. Influence support and promote** – Participate in Emmaus International to increase our impact in the UK and overseas

- Emmaus UK

## Introduction & Background

In 2012 Emmaus UK reviewed its strategic direction and after consultation approved its five-year strategic plan for 2012 – 17.

In 2013 the Emmaus Brighton & Hove Board of Trustees set about defining its strategic plan for the following five years. In that year, the Community increased the number of Companion places and opened two new enterprises. A Strategy Committee was tasked with developing the new strategy and formed task groups comprising of trustees, staff and Companions to make recommendations. Its findings will form the basis of our work for the next five years and will be subject to review to reflect the changes in the operational environment in which the Community works.

## Our Mission

Emmaus Brighton & Hove is committed to working as a Community, sharing a life where everyone is treated equally, and living together in harmony and with dignity by helping those less fortunate than ourselves.

## Our Values

- Value and respect every person
- Take active steps to oppose injustice
- Be transparent and honest in all our dealings
- Demonstrate solidarity and support for those in need
- Create an environment of empowerment
- Share and exchange resources, skills and learning
- Support and foster interdependence and cherish independence
- Work and live together

# Our Strategic Aims



## 1. Strength

Ensure our Community operates on a financially and organisationally robust footing and seek opportunities to encourage and establish new business enterprises

## 2. Quality

Improve the Companion experience in terms of both work and leisure

## 3. Profile

Increase our profile and marketing activities within the wider community to strengthen our presence, develop stronger partnerships and increase income

## 4. Resources

Establish staff and volunteer resources to allow for growth in Companion places and business activities

## 5. Growth

Grow the number of Companions within the agreed framework

## 6. Influence support and promote and lead by example

Increase our impact on the international movement and the Emmaus UK federation through Solidarity work

# Objectives for the next 5 years

## Strength

Ensure our Community operates on a financially and organisationally robust footing and seek opportunities to encourage and establish new business enterprises

- Short term consolidation to ensure that new business launched in 2013 receive sufficient attention to reach maturity
- Ensure traditional business lines meet and sustain their annual targets
- Identify opportunities within the operations and IT environment to increase income, improve efficiency and reduce expenses
- Ensure that income from Gift Aid is maximised and the Community understands its importance
- Achieve Board policy on reserves by the end of the strategic plan period
- Focus on best use of the Community's premises
- Pro active planning for a situation when Housing Benefit is reduced or eliminated
- Identify opportunities for next step housing for Companions, where appropriate
- Produce and implement a realistic business development plan to encourage and establish new business enterprises
- Use best practice from other Emmaus Communities and elsewhere
- Need to maintain a realistic approach as to what is achievable within the strategic plan period

## Quality

Improve the companion experience in terms of both work and leisure

- Improve work oriented training within the Community to help the running of the businesses in the most effective way
- Ensure steps are taken to maintain Companions' health and well being
- Aim to help Companions develop a range of skills, encourage personal growth and development
- Recognise the importance of well-developed leisure programmes
- Facilitate and increase contact between Companions, trustees and volunteers



## Profile

Increase our profile and marketing activities within the wider community to strengthen our presence, develop stronger partnerships and increase income

- Refine and implement a fundraising strategy, identifying the type of projects for which funding is sought and the channels to be used
- Expand contacts within the local public, private and voluntary sectors to identify opportunities for effective partnerships
- Raise our profile so the Community is regarded as a destination for visitors and customers through regular business activities and events
- Review and develop marketing channels, including on line and social media

## Resources

Establish staff and volunteering resources to allow for growth in Companion places and business activities

- Better understand the impact of growth in Companion numbers on the need for additional staff/volunteers
- Commitment to ensure adequate training and personal development for staff
- Ensure we encourage and develop volunteers to maintain their effectiveness and commitment
- Explore currently untapped sources of volunteers
- Seek to recruit, where appropriate, volunteers addressing pre-identified needs within the Community
- Think creatively about the allocation of tasks to volunteers to free up staff time

## Growth

Grow number of Companions within agreed framework

- Add a minimum of six Companion places – taking us to 52 – using existing and new premises
- As we grow, make sure we verify that growth can be supported by staffing levels
- Explore further opportunities to create additional places that are viable and sustainable, including potential use of satellites and independent living
- Work to understand the cost per Companion as well as the incremental impact on income generation
- Seek to retain a diverse mix of Companions

## Influence support and promote

Increase our impact on the International movement and the Emmaus UK Federation through Solidarity work

- Continue and increase our Community's commitment and contributions to Solidarity with other Communities, both financially and in kind
- Work towards a target of 10% of income from trading activities for Solidarity purposes
- Use Companion and staff exchanges to share knowledge and for personal development
- Increase Community awareness of international issues on which Emmaus is campaigning

*Solidarity within the context of Emmaus is the working with groups and individuals towards the alleviation of poverty, social exclusion and suffering at a local, national and international level.*



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**Brighton & Hove**  
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