

Direction 2020

**our Community's strategy
into the next decade**



**stay, feel safe, get support, visit,
grow, connect, contribute
together@emmaus**



emmaus
Brighton & Hove



ONLY
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About this document

Direction 2020, the successor to the 2014-2019 strategy:

- sets out the long term strategic ambition for our Community into the next decade; and
- creates a framework for implementing the strategic projects and associated supportive work that will be needed to deliver on our vision.

Direction 2020 has taken stock of the strengths and weaknesses of our Community and what makes it tick. Importantly, it looks to establish a shared narrative for everyone within our Community.

This document was developed by the Direction 2020 Strategy Group in partnership with consultant Simon Bottrell.

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330+ organisations in 37 countries



Our heritage

The international Emmaus movement is non-religious and started in post war Paris, where homelessness and poverty were big issues. It was the brainchild of Abbé Pierre – an MP, Catholic priest and former member of the French Resistance – who, on meeting people in need chose to help them to help themselves, instead of simply handing out charity. This simple premise saw vulnerable people begin to rebuild their confidence, sense of dignity, trust and self-respect as well as developing new skills, relationships and self-belief.

This enabling spirit is at the very heart of Emmaus thinking and so these early “Companions” (as members of Emmaus communities came to be known) in Paris set about building houses for the homeless families who came looking for support. They also began collecting things that people no longer wanted and selling them on. This saw the start of the first Emmaus social enterprise, Companions actively working in their own communities and the beginnings of what we would now call upcycling, which has an additional environmental resonance in the 21st century.

Abbé Pierre’s approach also sparked one of the most important parts of the Emmaus ethos, which is Solidarity – working to help someone less fortunate than yourself. Acts of solidarity can vary from raising money for a charity that means a lot to a Companion or particular Emmaus Community, to doing work to help someone in the wider local community. Work and solidarity boosted both self-respect and self-belief.

Our own history

Our Emmaus Community in Brighton & Hove opened 2 February 1997, on the site of the St Marye’s Convent in Portslade Old Village. It was founded thanks to a group of individuals who were inspired by other Emmaus Communities they had seen abroad and were passionate about doing something to reduce homelessness in our city.

It opened with four Companions, one Community Leader and one shop. Since then it has flourished, developing several social enterprise brands on site and opening a satellite shop nearby, enabling expansion of our Companion capacity. We are now the largest of 29 Emmaus Communities in the UK, providing home, support and work development opportunities to over 50 Companions at a given time.

Each Companion contributes to the Community by working to the best of their ability in one of our social enterprises or in another role within the Community. Some stay a few months, whilst others make it their long term home.

Our site has also become an important social hub within the local community, providing a focal point for connecting people of all ages – from families to those living alone.

We operate 6 social enterprises with the aim of providing long-term financial sustainability and independence for the Community. We intend to be around for many years to come, to play our role in addressing the problems of homelessness and social exclusion that show no signs of going away.

Our core purpose

To provide formerly homeless individuals, our Companions, with a home – a place of warmth, safety and security for as long as they need.

To give each Companion the chance to settle and take stock, then benefit from our offer of support and personal development opportunities through training, work and acts of Solidarity.

To enable a happy, thriving and resilient Community that helps people to help themselves – building confidence, a sense of self worth and dignity on a journey towards employment and independent living in the future.

Our values

1. Value and respect every person, opposing injustice
2. Be transparent and honest in all our dealings
3. Demonstrate solidarity and support for those in need
4. Create an environment of empowerment
5. Share and exchange resources, skills and learning
6. Support and foster interdependence and independence
7. Work to live and give

These values are shared with Emmaus UK, our umbrella organisation.

Our assets and advantages



Solid roots in Portslade

We have a strong position in the heart of the local community, by location and reputation. We have built trust, relationships and a loyal following amongst local residents who show acceptance and support of what we do and what we stand for, giving us a sense of belonging locally.

Compassionate and people centred

Companions arrive at a time of need, so our offer is not based on numbers or 'processing' people within a limited timeframe constrained by funding. Our Community offers Companionship, peer support and care for particular personal needs and aspirations. It provides a unique opportunity for individuals when they need it most.

A unique and impactful model

At our Community overcoming homelessness means more than just a roof over your head. We are not simply a hostel. We support people to work their way out of homelessness, helping them to help themselves. We provide purpose, rebuild confidence and offer the benefits of community – along with a stable home for as long as someone needs it.



A very special place to be

We are very fortunate to own a beautiful historic site that is warm, welcoming and interesting. It feels like a safe haven. We have listed buildings, trees and green space, a folly, views of a neighbouring medieval church and manor house, lots of sky and a glimpse of the sea. A great place to visit. A special place to call home and workplace.

Experience

We have an impressive track record and a proven model that works. Since 1997 we have provided this unique solution to combatting homelessness to over 1,000 Companions, many of whom have complex needs.

Delivering significant value

Emmaus UK research has indicated that every £1 spent in an Emmaus Community provides an £11 return of social, economic and environmental benefit. We provide home, work and support for up to 53 Companions at any given time within a Community that is always at capacity. This has a positive impact on not just homeless and employment statistics, but also relieves pressure on the health, social care and justice systems with the support and rehabilitation we offer.



Business diversity

We operate under 6 separate brands:

Secondhand Superstore

Emporium @ Emmaus

The Greenhouse @ Emmaus

Bedroom Store @ Emmaus

Revive @ Emmaus

Emmaus by the sea (Southwick satellite shop)

Our social enterprises not only provide a variety of sales channels for our donated goods and different reasons to visit our site as customers, they also create a multitude of roles and teams within which Companions can learn different skills – from catering to retailing, transport to maintenance, pricing to customer service.

Every penny spent at Emmaus goes back into our Community.

Environmental impact

Our retail businesses reuse and divert tonnes of perfectly good clothing, furniture and household items from landfill or incineration each year.



What it takes to run our Community

Daily operations within our Community involve over 70 people – including Companions, 12 members of staff, our regular volunteers and a board of hands-on trustees. Between us we run businesses, provide support, clean, cook and maintain an extensive Grade II listed site with 6 acres of grounds and a number of buildings. All on an annual budget of just short of £900k.

This is no small achievement and the numbers speak for themselves:

Skills & training: local colleges, Job Centre, training providers, contractors, work experience placements.

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We continue to grow, evolve and develop our Community and its social enterprises despite facing many of the challenges common to the charity sector today. This shows up in the organisation's positive spirit and 'can do' approach to taking on new opportunities and improvements, to be the best it can be.



What our Community delivers

Our impact does not stop at providing home, support and opportunity for Companions. Our Community helps those in need through acts of Solidarity, creates rewarding volunteering opportunities, generates employment and supports a variety local businesses. We are about the people who make our Community – celebrating life's achievements, births, birthdays and farewells.



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**One community, one year.
What it delivers.**



Our weaknesses and challenges

Our staff are at full stretch, everyday

Running daily operations within our Community relies heavily on a few key individuals who face significant and wide ranging demands. The scale of business and Community logistics and the reality of meeting Companions' needs creates an unpredictable, and often urgent, strain on resources. The resulting impact on the health and wellbeing of such essential, experienced staff is a critical consideration in the context of resourcing the scope for our future strategic plans.

Our Companion Experience offer requires greater definition

Until now the approach to the Companion Experience offer has been somewhat 'organic', meeting needs as required and flexing to suit the requirements of the Companion mix at any given time. Increasing clarity and definition will help with external accountability and understanding of our unique proposition into the future, supporting growth and credibility.

High dependence on government funding

As experienced recently, with the threat of Universal Credit causing a potentially huge and immediate deficit for our Emmaus Communities, such high dependency on government funding underlines the need to drive towards a reduced dependency and financial sustainability.

Limited external benchmarking and Companion tracking

At present our inability to compare our impact with other similar organisations, or track the progress of Companions after they leave our Community, means that we lack evidence to back up any claims around our success in relation to core purpose.

Getting the right balance between daily responsive needs and strategic focus

The pull of responding immediately to daily needs within the Community takes our people away from being able to give clear time and thinking to strategic projects. This may well affect the quality of such work, impacting negatively on progress unless resource can be found to address this issue.



High maintenance site

Whilst probably our Community's greatest asset, the scale of maintaining the numerous properties and beautiful grounds within our site (as well as their conservation constraints) leads to very costly annual commitments, requiring constant attention, focus and resource.

Operating efficient businesses within our Community

Meeting increasingly high standards and targets within retail environments to improve revenue and customer experience would be a challenge for any employer. The fact that the majority of our workforce are Companions creates additional layers of challenge around attendance, work ethic, motivation, skill gaps, confidence, responsibility and the encouragement required from our business leads to nurture and train.

Fluctuating charity market

We face an increasingly competitive charity retail market. This heightens the threat from fluctuations in customer spending at a time when economic confidence is low and our ambition is to significantly increase our business revenues.

Environmental credentials and footprint

Given the scale of our operations, our consumption levels are high and we acknowledge there is a lot of work to be done in minimising our energy use and improving our approach to waste and recycling. Reducing our footprint is also a procurement challenge, especially important in relation to honouring Emmaus International principles of Environmental Justice.



Direction 2020

2018 2019 2020 2021 2022 2023 2024 2025 2026

Direction 2020 defines the future development of our Emmaus Community well into the next decade, founded on a vision that encapsulates our core purpose and values – building on our existing strengths as well as addressing our weaknesses and challenges.

Vision

Our vision is for a thriving, diverse and resilient Emmaus Community, making the most of the amazing asset that is our extensive site in the heart of Portslade Old Village and the passion and skills of the people who make it tick.

A Community that is a Home. A transformative place where Companionship for formerly homeless people is at the core of what we do – helping vulnerable individuals in crisis when they need it most, providing a home, work and the best life opportunities we can offer, for as long as they need.

A Community that is a Destination. A much-talked-about place that attracts people from across the city and beyond to visit, explore, browse, shop, eat and relax – with a reputation for the experience we offer our visitors, from customer service to great bargains, enjoyable events and a unique, positive environment within which Companions play a key role.

A Community that is a Hub. A place within the local Community that welcomes all and shares a broad integrated offer with local residents, schools, businesses, charities and volunteers – bringing the local community together to help people help themselves, perhaps establish a home, go to work, celebrate a birthday, learn something new or simply find a sense of belonging and build new relationships over a cuppa.

A place to stay, a place to feel safe, a place to get support, a place to visit, a place to grow, a place to connect, a place to contribute.

Delivering our vision

There is a spirit of opportunity, positive growth and independence within our strategy, embracing the change needed to achieve our long term ambition.

This is an important driver, but delivery of our vision is ultimately dependent on taking a joined up approach to ensuring we consider the many complex facets of our Community in balance – acknowledging where they overlap, how they influence each other and where this creates tension or provides opportunity.

It is critical to have a clearly defined and shared understanding of our Companion Experience offer and our future Community Dynamic, and what is needed to achieve these ambitions. These understandings drive all our enterprise and development activities are geared.

Making best use of our Portslade site is pivotal to achieving our social ambitions as a Community, but this must be complemented by developing our social enterprises both on and off site to increase revenue.

Until such time as we can ensure our own financial sustainability, the pursuit of our vision will remain highly dependent upon external funding and the conditions it brings.

This balance of social impact and enterprise revenue is illustrated in our strategic map below, visualising the relationship between our 5 strategic priorities.



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Our 5 strategic priorities

1. Companion experience

Home. Support. Opportunity.

The provision for Companions to have the best experience we can offer is core to our purpose and existence.

The Companion journey begins with a warm welcome into our Community and a home that is safe, provides basic living needs and offers the opportunity to grow through work, personal development and support.

We offer Companions a home for as long as they need it, whilst they contribute to the success of our Community and grow within it. Our role is to help people help themselves and support Companions to build their confidence, skills and ability to live independently, achieve their potential and prosper.

2. Community dynamic

Connect. Diversity. Together.

We have the opportunity to share a broader offer in a place that is at the heart of the local community – for residents, schools, businesses, charities and volunteers – making the most of the amazing asset that is our extensive site in Portslade Old Village.

Being more of a ‘community hub’ will attract new visitors and positively change the dynamic of the people we see as part of our Community. New faces who can find a sense of belonging, make new connections and build new relationships – be it through events, activities, work, acts of Solidarity, partnerships, collaborations, education, entertainment or inspiration.

Those who know and love Emmaus think it’s a special place. A unique Community, not just an organisation. We can build on that, expanding the number and diversity of people who participate in, value and benefit from our Community – increasing our reputation as Destination Emmaus, generating revenue and adding to our Companion Experience.

3. Portslade site development

Value. Footprint. Destination.

Making the best use of our Portslade site – its properties and grounds – to ensure we develop these key assets to generate maximum value, in line with our social and enterprise ambitions. We should leave no resource untapped.

After providing the best facilities we can for Companions to call home, this means utilising the remaining space efficiently for the running of our social enterprises and flexibly for our offer to the broader community as a local hub.

Improving on our own environmental footprint from daily operations, honouring our role within the Emmaus Movement’s position on Environmental Justice and using our land mindfully to respect nature, ecological diversity and wildlife.

Creating a welcoming destination for all.

4. Business growth

Optimise. Innovate. Promote.

Fine tuning efficiencies and operations within our existing social enterprises and creating innovative new business opportunities will increase and optimise business revenue.

Attracting new visitors/customers to Destination Emmaus in Portslade and other enterprises off site will involve driving new marketing initiatives, whilst improving the quality and skills of our staff, Companions and volunteers will improve customer experience and increase revenue and reputation.

Providing opportunities of responsibility for Companions within our social enterprises, which equip them to grow, is essential to the balance of business growth and Companion Experience.

5. Financial sustainability

Independence. Security. Control.

We will enter into a transitional phase on our way towards financial sustainability.

We will continue to seek funding from government and other sources, whilst progressively working towards independent generation of our entire running costs from our social enterprises and from regular fund raising activities.

Surplus funds will be invested in the strategic projects we have identified as part of Direction 2020.

Achieving financial sustainability, and the timeframe for doing so, will be reviewed once the financial benefits of the projects that underpin these strategic priorities have been assessed. Sustainability will also rely on our ability to generate revenue without negative impact on our Community as a whole and the quality of Companion Experience we wish to provide.

Future security will come from our Community being in control of its own path.

Strategic projects

Identifying and assigning projects

Having identified our strategic priorities, key areas of focus have been explored for each (see framework diagram below).



These areas have then been assigned strategic project titles, grouped by priority and listed as below:

Project feasibility checklist
October 2018 (grouped by strategic priority)
Companion Experience
D2020 Companion Experience document
Delivery projects
Solidarity
Community Dynamic
D2020 Community hub concepts
(training, support, connections, tenants, partnerships etc)
Solidarity
Portslade Site (PS) development
PS1_Manor
PS1.1_Manor residential
PS1.2_Manor Office/Co-working
PS1.3_Manor Community Hub
PS2_Chapel
PS2.1_Chapel Co-working
PS2.2_Chapel new retail
PS3_Drove
PS3.1_Drove retail tenant
PS3.2_Drove Bedroom Store
PS3.3_Drove Co-working
PS4_18 Drove Road Cottage
PS5_Companion Numbers & accommodation
PS6_Offices
PS7_Arrival/parking

PS8_Grounds
PS9_Secret Garden
PS10_Enviromental footprint
Business Growth
BG1_Destination marketing
BG2_New business on site
BG3_New retail off-site
BG4_Rental from space
BG5_Skills – trustees, staff, Companions and volunteers
BG6_Optimising income
BG6.1_Gift Aid
BG6.2_7 day Community
BG6.3_Revenue targets
BG6.4_Operational efficiency/response
BG6.5_Regular fundraising
Financial sustainability (and supporting activities)
External affairs
Project funding
Strategic fundraising
Monitoring
Organisational
Resourcing
Internal communications
Contingency planning

Project funding

Projects are to be financed by a combination of trading surpluses, fundraising, bank lending and partnerships.

Key pieces of work for the delivery of Direction 2020

1. Companion Experience vision document

Creating shared internal understanding of direction

- Capture existing offer and arrangements with Companions
- Explore what we can do better for Companions
- Identify strategic development projects to deliver improved offer
- Create wider awareness of the breadth and depth of our offer

2. Community Dynamic vision document

Creating shared internal understanding of direction

- Develop a more detailed vision of our broader community offer
- Identify strategic development projects to deliver on the offer

3. Strategic Implementation Plan for delivery of all projects

Ensuring financial clarity and security as we deliver strategic projects

- Create synergy between project delivery and financial tracking
- Develop working system to ensure due process, finance, governance and pace all in balance
- Create simple feedback device to help Board awareness of progress and financial security

Keeping all strategic projects on track

- Understanding what needs to happen in what order to maximise levels of efficiency and success – a realistic phased approach to delivery
- Prioritising projects that offer quick and assured results and getting started so we see some change happening amongst the planning
- Working systematically through feasibility of other projects and establishing joined-up working process with financial tracking
- Clear implementation responsibilities and accountability
- Keeping an eye on capacity – ensuring we can resource our plans

4. Strategic Communications

Ensuring communication is at its best

- Developing key strategic communications to serve our journey
- Maximise awareness and engagement, minimise concern around change
- Internal communications – keep everyone up to speed
- External communications – developing partnerships and keeping everyone up to speed

Risks

The following risks to the successful delivery of this strategy have been identified and are additional to those identified through our normal risk management process.

Our intended mitigation of the risk is shown in italics.

Cultural dissonance: acceptance of challenge and change
- <i>clear strategy with strong communications and participation</i>
How best to use our site without undermining our ethos
- <i>checking any new ideas against our core purpose, values and charitable objects</i>
Complex series of project roll-outs
- <i>comprehensive project management, financial monitoring and working together well</i>
Inadequate project appraisal and delivery
- <i>disciplined processes including assessment of resource needs</i>
Lack of funding
- <i>focussed and resourced effort</i>
Project underperformance
- <i>monitor and react, initial focus on low risk projects</i>
Detrimental external changes
- <i>monitor and react</i>
Unknown timeframe to financial sustainability
- <i>review when projects fully assessed</i>
Strategy goes “off-track”
- <i>regular monitoring and review</i>

Appendices

Appendix 1: Strategic principles

These principles are fundamental propositions that we agree to and serve as the foundations for our reasoning and decision making, our compass as a group of people.
They have surfaced during the process of meetings and briefings around the development of Direction 2020. They are what our people believe is important and have been grouped under headings which themselves may be central to internal and external communication moving forwards.
We are Focussed. Core purpose – what are we here to do? Provide Companions with a place of safety. A home and basic needs for the vulnerable and subsequent help, support and opportunity. Enable a healthy Community to exist that will help people to help themselves.
Vs what do we do to make that happen? Running highly efficient and profitable social enterprises to fund our core purpose, striving towards financial sustainability. Creating ‘Destination Emmaus’ to draw in visitors to a positive experience for them, knowing that every penny spent goes back into the Community
We are Confident and proud. We are worth being bought into and supported – what we do is unique and important; we provide ‘bang for buck’; we are proud and determined to continue despite adversity. Safeguarding our reputation against misperception and misrepresentation is key to this. Let’s shout a bit more about how good we are!
We Solve it. We are not beggars, not moaners – core to our ethos and spirit is to ‘help ourselves’. We take a positive attitude to meeting the challenge in our ambitions.
We take responsibility. We are responsible for our own success and future security as a community – staff, trustees, Companions. We believe in transparency to encourage responsibility and create opportunity – let’s keep everyone up to speed with what’s happening as we move forwards.
We work together, not alone. Working together more efficiently within and outside of the Community will increase our success. Encourage a stronger attitude of ‘ownership’ of projects by Companions.
We value our strategic partnerships and other meaningful long term relationships. May need to be more effective fund raisers and engage with suitable partners for immediate, future and mutual benefit.

We embrace change. Change... in Community culture... in working methods... in accountability... in letting go... in Companion offer... in who does what... in thinking bigger...

We recognise the need to work with uncertainty, make the most of what we've got, think differently, embrace the new... all in order to evolve, protect and maintain what we value most dearly about what we do.

We calculate our success in balance. We understand the need to invest to grow, both our 'social' and our 'enterprise'. Success is measured in social impact, as well as revenue.

Appendix 2: Our charitable objects

Our 'objects' clause contained in our company articles of association set out the parameters within which the trustees must act.

The Charity's objects are specifically restricted to the alleviation and relief of poverty, hardship and distress arising therefrom, in conformance with the principles of the Emmaus Movement as published from time to time by Emmaus UK, to those in need without distinction by:

4.1 the provision of accommodation and subsistence, or assistance in such provision, for the Beneficiaries.

4.2 the rehabilitation of the Beneficiaries as appropriate and the provision of education, training (including, without limitation, employment training) and work opportunities and satisfaction for the Beneficiaries with the purpose of developing their skills to enable them to gain employment in the future and thereby develop a sense of self worth and dignity through having a self-supporting life.

4.3 the support of the work of other Emmaus Communities and Emmaus Groups or other agencies in the relief of poverty and homelessness whether in the United Kingdom or elsewhere in the world and in particular (without limitation) by the exchange of resources, information and expertise with other Emmaus Movement projects worldwide.

4.4 the fulfilling of such other purposes as may from time to time be recognised by English Law as being charitable and which the Charity shall from time to time determine.



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