



emmaus

Brighton & Hove

working together to end homelessness

Direction 2030

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

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

Direction 2030

- sets out the long term strategic ambition for our Community into the next decade
- creates a framework for implementing the strategic actions, projects and associated supportive work that will be needed to deliver on our vision
- necessitates an annual review, to ensure our plans are adapting to change and our work is funded and provides value for money
- looks to establish and maintain a shared narrative for everyone within our Community

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Our heritage from the Emmaus Movement

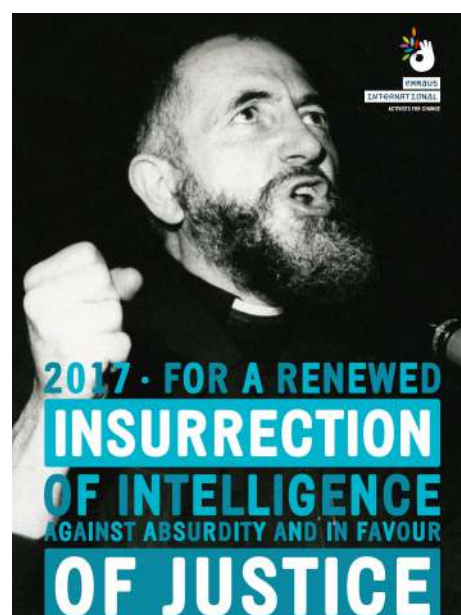
We are part of the secular, national and international Emmaus movement. It began in post war Paris, where homelessness and poverty were big issues. It was the brainchild of Abbé Pierre – an MP, Catholic priest and former member of the French Resistance. When he met people in need, he chose to help them to help themselves, instead of providing 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.



These early “Companions” (as members of Emmaus communities came to be known) set about building houses for homeless families and began collecting things that people no longer wanted and selling them on. This saw the start of the first Emmaus social enterprises, with Companions actively working in their own communities. It is also the

beginnings of what we might now call ‘upcycling’ and the increasing contribution Emmaus Communities now make towards caring for the environment.

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 else in the wider local community. Work and Solidarity boost both self-respect and self-belief.



Our Own Community's History

Our Emmaus Community in Brighton & Hove opened on 2nd February 1997, on the site of the historic St Marye's Convent in Portslade Old Village. We inherited a 'listed' site with the responsibilities that carries with it. It was founded by 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.

What do we do?

Emmaus Brighton and Hove now provides accommodation and meaningful work opportunities for up to 58 people who have lived experience of homelessness and social isolation. We are different from other homeless organisations in that we provide a home for as long as someone needs it, along with meaningful work in our Community businesses.

This stable environment is often just the support Companions need to rebuild their lives. Through structure and learning new skills to help regain confidence, and by addressing any issues that may have led to them becoming homeless, they can find a long-term way to overcome homelessness. For many, the opportunity of a home and meaningful work are life savers. A warm and dry place where they can feel safe and secure and will no longer have to worry about where they are going to sleep each night. Living within a community of peers provides friendship and support, helping to reduce loneliness and social isolation.

We support the single homeless, who are often more at risk of remaining so for longer, as they are not always seen as a priority for social, emergency or temporary housing. This offer is extremely valuable to those who take it, especially for older individuals, as there can be fewer options for them.

Our Community businesses, commercial rental income and donations generate around 70% of annual operating income. The rest comes from Housing Benefit contributions and fundraising. These combined revenue streams help us to provide Companions with the basics of what they need whilst they are with us. However, we plan to focus on external fundraising activities in the years to come. This money will fill any shortfall in our requirements, along with providing some beneficial additions to enable our Companions to grow and develop.

Companions living at Emmaus Brighton and Hove are directly involved and play a vital role in the day to day running of the charity.

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 it.

To give each Companion the chance to settle and take stock, then benefit from our 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 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

We have highlighted the following key aspects of our organisation, which we want to maintain and develop:



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.

Compassionate and people centred approach

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.



Experienced in what we do

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 1,500 Companions, many of whom have complex needs.

Delivery of 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 a home, work, support and rehabilitation for up to 58 Companions at any given time within a Community. This has a positive impact both on homeless and employment statistics, as well as relieving pressure on the health, social care and justice systems.

Business diversity

We operate under a number of separate brands: Secondhand Superstore, Emporium @ Emmaus, Bedroom Store @ Emmaus, Outfit @ Emmaus, Revive @ Emmaus and Emmaus by the Sea (our 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.

Well connected and respected

We have developed and maintained strong stakeholder relationships in local and national networks through personal and community links, and by hosting visits to demonstrate that our model really ‘does what it says on the tin’.

Feedback tells us that we should (and we will) focus on building understanding and relationships with these organisations.

These networks include:

- Referral agencies: Brighton & Hove City Council, other homeless charities, Police & Probation, prisons, other Emmaus Communities, charities, church groups.
- Support and health services: counsellors, drug & alcohol support, clinics, doctors, dentists, debt advice, Citizens Advice.
- Skills & training: local colleges, Job Centre, training providers, contractors, work experience placements.
- Business: Local Chamber of Commerce, Charity Retail Association, banks, like minded charities and businesses, personal contacts, recycling experts, contractors, other charities.
- Fundraising: Grant giving organisations (charities, trusts, national and local partners), Emmaus UK, personal contacts, Sussex Community Foundation.

Resilience to overcome challenges

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 and to be the best we can be.

What it takes to run our Community

Daily operations within our community involve over 70 people - including Companions, 12 members of staff, our team of 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 a budget of just short 900k



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 of local businesses.

We are about the people who make our Community - celebrating life's achievements, births, birthdays and farewells.

Our weaknesses, challenges and how we will tackle them.

Resource Limitations

We will never have enough resources to do all the things we want to do (but what organisation does). Raising the funding we rely on is increasingly competitive in today's world (both charity and retail). The scale of our business and Community logistics and the reality of meeting Companions' needs creates an unpredictable, and often urgent environment.

We will provide the best care and support we can, for the health and wellbeing of our Companions, staff and volunteers, so they can be as effective as possible. We will prioritise the key activities to spend our time on, to ensure critical and regulatory needs are met and will make our decision making processes as optimum as we can.

Our Companion Experience offer

Until 2021, 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.

We will seek out and adopt best practises, both within the Emmaus federation and wider third, public and private sectors. Change will be effected with careful 'management' and communication.

High dependence on government funding

A significant amount of our finances come from Housing Benefits. There have been past concerns about this being at risk e.g. on the advent of Universal Credit. We are now budgeting to minimise such dependencies. We aim at having a diversity of sources and to achieve continued financial resilience.

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. We will address this as a priority, using technology and best practice from the sector.

Getting the right balance between daily responsive needs and strategic focus

The pull of responding immediately to daily needs within the Community can take focus away from giving clear time and promoting activity on strategic projects.

We are encouraging a culture of strategic thought and action, where future needs are appropriately balanced with present ones.

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.

Remedial work will be planned over 5 years and budgeted for annually to ensure our infrastructure is looked after.

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 consists of Companions and 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.

There will be a focus on training and development for all, along with maintaining solid business plans. These will accommodate the needs of our customers in a changing market e.g. online sales, ease of visiting us, reinforcing our unique selling point (USP).

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.

We will carefully track trends and adapt to a changing market. This includes investing wisely, measuring our success for lessons learnt. We have a compelling USP, which will help.



Direction 2030

Direction 2030 defines the future developments of our Emmaus Community well into the next decade, founded on a vision that encapsulates on our existing strengths as well as addressing our weaknesses and challenges

Environmental credentials and footprint

Our contribution to helping the environment as part of the circular economy, through reuse and recycling, is not well known. There are also opportunities to increase our effectiveness in this area.

We are examining our communications to ensure we use current and targeted channels and evidence. Also we will keep an eye on reducing our own footprint and honouring Emmaus International principles of Environmental Justice.

Being a 'best kept secret'

The Community has been described as this in the past, reflecting our wonderful site but also the fact we are not as well known as we should be. This impacts the number of customers and donations for our businesses.

As with our environmental impact, we are revisiting our Marketing and Communications strategy to address and close this gap.

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.

We envisage:

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 in this and enjoy an enhanced life experience.

A Community that is a Hub

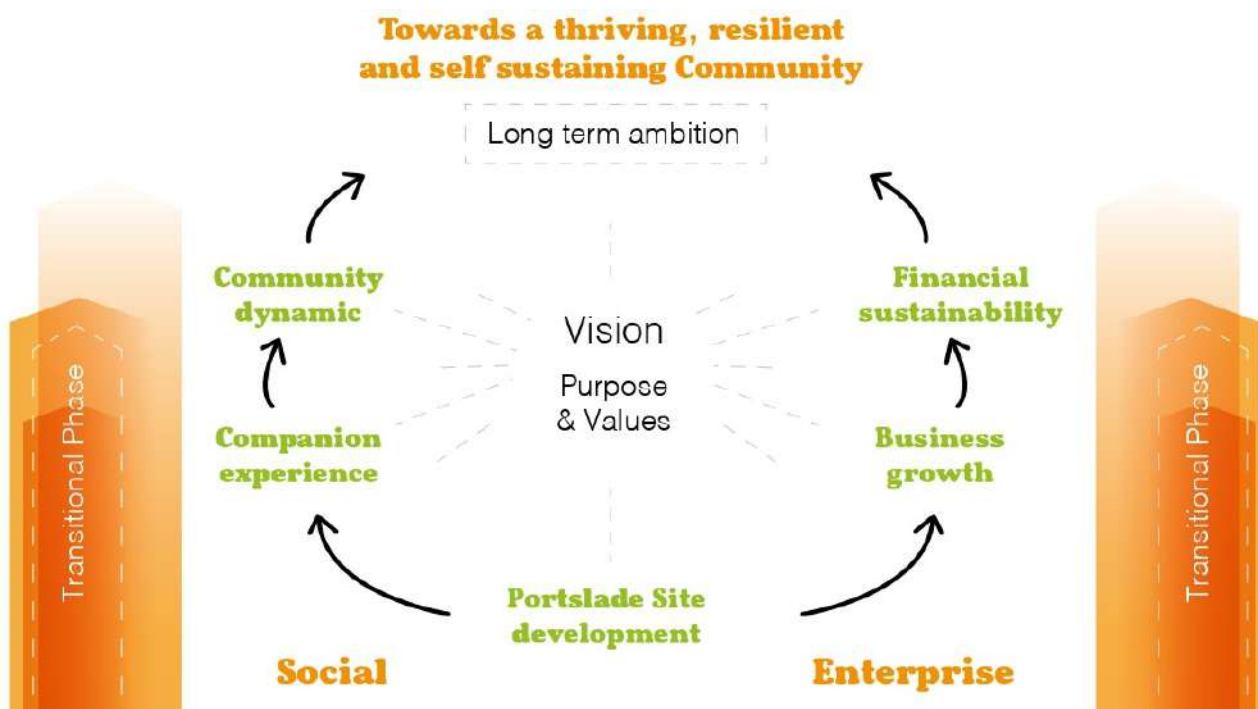
A place which is an integral part of the local Portslade community, that welcomes and involves all its members. This includes schools, businesses, other local charities, our volunteers, staff and Companions – bringing all together and building a common bond.

Delivering our vision

We will continue to foster a spirit of opportunity, positive growth and independence within our strategy, embracing the changes needed to achieve our long term ambitions.

Alongside this, we will focus on ensuring we evidence the value (social and financial) we provide. Decisions will be based on gathering the pertinent facts and using SMART measures to assess the outcomes.

It is key to get the right balance between delivering social impact and growing enterprise revenue. This is illustrated in our strategic map below, visualising the relationship between our strategic priorities.



Direction 2030 Strategic map
Visualising the relationship between our 6 strategic priorities and the balance of social Impact and enterprise revenue.

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 comfortable living conditions 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

We will increase and optimise business revenues to provide maximum possible opportunities to deliver on our charitable objectives. This starts with a 3-5 year rolling business plan and includes consideration of our marketing, USP, communications (especially website, social media etc), attracting new customers, the right kind of donations and innovative ideas to develop incomes streams.

We must support growth by improving the quality and skills of our staff, Companions and volunteers to 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 Resilience

Independence. Security. Control

We aim to be able to provide services to our beneficiaries in the long term and so demonstrate financial sustainability now and in the future.

We will continue to seek funding from government and other sources, whilst progressively working towards independent generation of our running costs from our social enterprises and from regular fund raising activities. Future security will come from our Community being in control of its own path.

Funds will be earned or raised to invest in projects and supporting work, provided these are aligned to our strategy, have been agreed via our budgeting process and are backed by solid business cases.

We aim to do this without negative impact on our Community as a whole and the quality of Companion Experience we wish to provide.

6. Asset Maintenance

Maintain. Protect

We must maintain all areas of our infrastructure in good order, so that the community can operate well and to ensure we are not building up costly problems for the future. They must be treated with equal priority to other medium and long term plans.

Assets include our buildings, IT infrastructure, staff and volunteer resources, processes and procedure, our supporters, reputation and partners.

Strategic projects

Identifying and assigning projects

Having decided on our strategic priorities, key areas of focus have been explored for each (see framework diagram below). From these, projects have been identified, which will take us along the path of delivering on our strategy.

Each will have a robust business case and clear metrics to assess success. They will be prioritised and assigned to a financial year for funding and

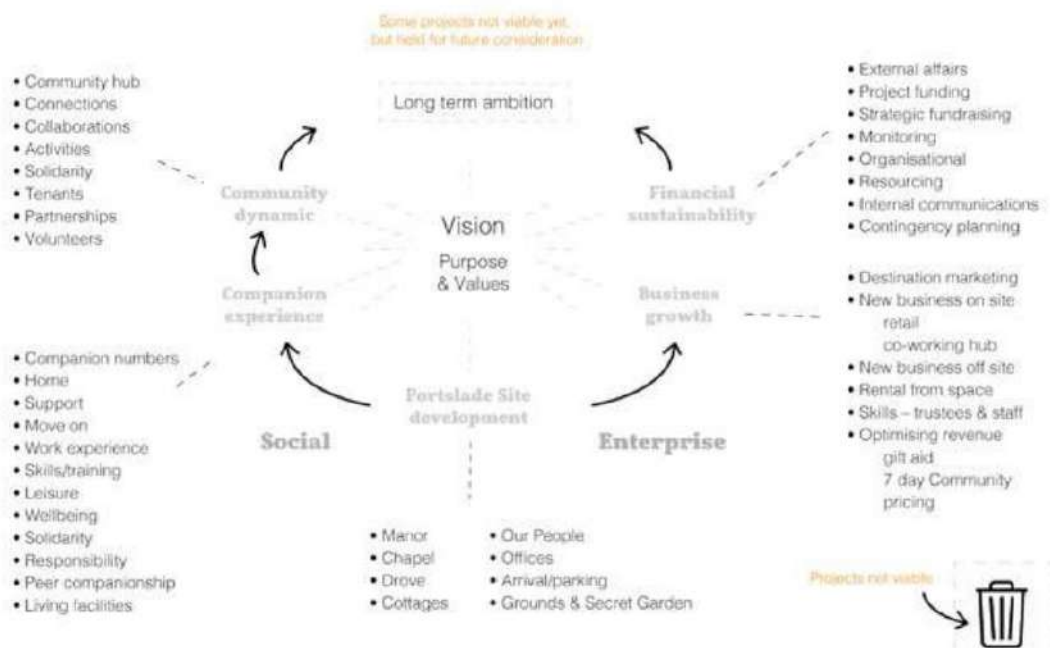
implementation. Money and resources must be allocated before starting, from either our revenues or fundraising and grants. However, projects which payback within that financial year (or almost) can be given the go ahead.

The list is a 'living' one which will change at least annually, as circumstances change.

Strategic projects

Identifying and assigning projects

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



Strategic map

A core framework for overlaying strategic delivery projects.

Financial year project list. 2021-22.

Project	Description	Strategic Goal/s Met	Priority C,H,M,L (C=compliance)
Core Offer Review and projects identified	Partner with EUK to refine our service to companions and the structures supporting it. Include plan to up-skill for business and moving out	Companion Experience Community Dynamic	H
Companion Engagement	Implement Companion Forum, Board representation and other agreed items to encourage involvement	Companion Experience	H
Companion Referrals	Optimise process and build external partnerships to meet budgeted target	Companion Experience Financial Resilience	H
Parking	Gain the consents and increase spaces available for visitors, especially customers and volunteers. Planning consent 1st	Portslade Site Business Growth Financial Sustainability	H
Storage	Facilitate business growth and site maintenance by allowing efficient working processes. Provide space required. Planning consent first	Business Growth Asset Maintenance Financial Sustainability	H
White shed	May fall down otherwise	Business Growth Asset Maintenance	H
Broadband	Bring infrastructure up to date for whole site	Business Growth Asset Maintenance	H
Electrics P1	Remediate electrics for companion areas to retain HMO Licence	Portslade site Asset Maintenance	C
Electrics P2	Remediate rest site. Start only.	Portslade site Asset Maintenance	C/M

Project	Description	Strategic Goal/s Met	Priority C,H,M,L (C=compliance)
5 Year Maintenance Plan. Y1	Maintain current assets to ensure long term future and affordability	Portslade site Asset Maintenance	H/C
FR/Comms staff member/s	1st Stage of delivering on FR and Marketing Strategies. Employ professional support to grow organisation	Business Growth Community Dynamic	H
OnLine Business	Build infrastructure for online selling. Includes companion opportunities and business continuity.	Business Growth Companion experience Financial resilience	H
Volunteer Co-ordinator	Provide adequate work-force numbers by ensuring right supply of volunteers	Business Growth Companion experience	H/M
Staff Wellbeing	Programme of support to facilitate health and effectiveness of staff members	Asset Maintenance	H/M
Events relaunched	Old and new when possible; include rental of our space (local, farmers markets, craft, counselling)	Community Dynamic Financial resilience	M
Satellite or pop-up shops or warehouse	Investigate and produce business case	Business growth	Are they needed? Review is H
Expand range of stock sold	Look at cafe, greenhouse and all businesses for opportunities. Plan, business cases	Business growth	Tbd



Future Year's Projects:

The following are planned for future evaluation:

Project	Description	Strategic Goals Met	Expected Implementation
Assess need for business staffing e.g. assistant mgr for warehouse	Ensure we are properly staffed and can optimise income	Business Growth	2022
Arrival; wayfinding	Ease of navigation for site users. Complete project previously planned and add to scope after re-view?	Business growth Community Dynamic	2022
Secret garden	Make more use e.g. 'green' events for profile, rental	Portslade Site and assist maintenance	2022
Companion accommodation	Improvements e.g. en suites	Companion Experience	2023 etc
Environment footprint assessment	Can we be more 'green'	Portslade Site	2023
Business opening hours	Optimise our income by reviewing opening hours; balanced with being a 'home'	Business growth	2023
Site expansion	Vision document, includes office areas. Plan how we get there	Portslade Site	2023-4
Deliver projects from Companion. Strategy	Determine when strategy agreed	Companion Experience	2022 plus
Deliver projects from Marketing / Comms. Strategy	Determine when strategy agreed	Business growth Community Dynamic	2022 plus

Project	Description	Strategic Goals Met	Expected Implementation
Deliver projects from Fundraising. Strategy	Determine when strategy agreed	Financial Resilience	2022 plus
Deliver projects from Business. Strategy	Determine when strategy agreed	Business Growth	2022 plus
Continue with rolling Maintenance plan	Years 2-5	Asset Maintenance	2022-25
Internal Comms Planning	Review and plan	Asset Maintenance Companion Experience	2022
External Comms Planning	Review and plan	Community Dynamic Business Growth Companion Experience	2022
Garden, greenhouse revamp?	Plan and business case 1st	Business growth	2023
Cafe Revive refurbishment?	Plan and business case 1st	Business Growth Community Dynamic	2023
Expand events and community usage	Plan and business case 1st	Business Growth Community Dynamic	2022
Summer House style huts to rent	Needs business case	Business Growth Community Dynamic	2024



Fundraising

Risks

The following risks to the successful delivery of this strategy have been identified and will be handled through our normal risk management process.

Our intended mitigation of the risk is shown in italics.

Cultural dissonance: acceptance of challenge and change

- *clear strategy agreed with strong change management approaches*

How best to use our site without undermining our ethos

- *checking any new ideas against our core purpose, values and charitable objects*

Inadequate project appraisal and delivery

- *SMART business cases and metrics used to assess for investment value and priority*

Lack of funding

- *prioritise and invest in fundraising; tight budgeting processes*

Project underperformance

- *adopt solid project management methods, including lessons learnt and metrics*

Detrimental external changes

- *regularly monitor and take remedial action*

Strategy goes “off-track”

- *annual monitoring and review by dedicated trustee committee*

Appendices

Appendix 1: Emmaus Values and Principles

Emmaus 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

PRINCIPLES:

1. Prioritise action with the most excluded, who come up with their own solutions and gain independence
2. Promote sustainable activities, that are socially fair and equitable
3. Organise Solidarity within the movement to share resources to build groups' capacities and finance local activities
4. Work in networks with a wide range of entities (organisations, researchers, local authorities, the media)



Appendix 2: Our charitable 'objects'

The 'objects' clause written into our company Articles of Association, sets out the legal parameters within which our trustees and charity must act. All our strategic aims in this document, are ultimately for the benefit of the beneficiaries. The language used below is therefore that required for this purpose and should be understood as such. Our usual day to day wording is therefore different; for example, for 'beneficiaries', please read 'Companions' and for 'rehabilitation' please read 'benefit'.

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.

Direction 2030

 **Stay**

 **Feel safe**

 **Get support**

 **Visit**

 **Connect**

 **Contribute**

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