

ENDING YOUTH HOMELESSNESS

BACKUP NORTH WEST
STRATEGY 2023 – 2026

1,000 DAYS

WHY?

WHO?

WHAT?

HOW?

WHEN?



This Business Plan is underpinned and supported by 3 other plans:-

Operational Plan.

Detail of delivery and how objectives will be achieved across various services referencing service user engagement, safeguarding and performance monitoring.

Marketing and Communications Plan.

Detail of plans to promote, raise the profile and secure income/resources for BACKUP and all its work through events, fundraising and day to day service provision.

Financial Plan.

A summary of how everything is to be achieved and paid for. This includes financial controls procedures, fundraising strategy and budgets.

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OUR MISSION

BACKUP North West believes no young person should experience homelessness. For those that do, BACKUP aims to ensure that:-

1

THIS IS THE ONE AND ONLY TIME IN THEIR LIFE THEY DO EXPERIENCE IT.

2

THEY LOOK BACK ON THIS EXPERIENCE AND RECALL BEING SUPPORTED AND VALUED.

By educating young people how to access and sustain a tenancy.

By enabling young people to improve all areas of their lives.

By engaging with young people, listening and encouraging.

By empowering young people to be safe and independent.



OUR VISION

PLACE

Provide outstanding support / housing.

PEOPLE

Delivered by the most committed and best people.

PARTNERSHIPS

Supported by strong, robust and reciprocal partnerships.

PROFILE

Resulting in amazing outcomes and opportunities for young people and a 1st class reputation as a service provider across all sectors.



OUR VALUES

COMMITMENT

HONESTY

EMPATHY

EMPOWERMENT

RESILIENCE

RESPECT

SUPPORT



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INTRODUCTION

Young people experiencing homelessness is wrong. Anyone experiencing homelessness is wrong but the additional pressures of youth create additional and serious risk, especially for young people leaving the care system.

Homelessness is devastating, dangerous and isolating.

The average age of death for people experiencing homelessness is 46 for men and 42 for women.

People sleeping on the street are almost 17 times more likely to have been victims of violence. More than one in three people sleeping rough have been deliberately hit or kicked or experienced some other form of violence whilst homeless.

Homeless people are over nine times more likely to take their own life than the general population.

YOUNG PEOPLE MAKE UP 25% OF THE HOMELESS POPULATION IN THE UK

BACKUP North West (previously Bolton Young Persons Housing Scheme) was established in Bolton in 1992 and since then has been dedicated to keeping young people who are homeless, safe.

In 2022/23 BACKUP received 291 referrals.

In 2021/22 BACKUP received 276 referrals

In 2020/21 BACKUP received 316 referrals.

In 2019/20 BACKUP received 394 referrals.

This year 2023/24 from April to September (inc) we have received 232 referrals; in just 6 months. However, unlike the past years we have been unable to move as many young people on. So, numbers leaving are reducing. The waiting list reached an all-time high in August 2023 of 117.

That's why we do what we do. The **BACKUP** 'why' is its way.



BACKUP is a registered charity and company limited by guarantee. The client group are all 16-25 years of age with additional support needs.

The aim is to prevent homelessness and enable independent living with long term goals of securing safe and affordable accommodation for young people when they leave the scheme. We have various elements to our service all currently operating in the Bolton area.

This plan for BACKUP outlines the 5 strategic objectives for the next 3 years and beyond within the current context of a challenging and uncertain operating environment.

The charity operates in uncertain economic and political times, a post pandemic world, cost of living crisis, and welfare reform. However, with a strong track record, positive feedback from partners and clients and excellent leadership, BACKUP is confident in achieving its vision. For young people who need BACKUP, we aim to make our space, their place.

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BACKUP PRIDES ITSELF ON BEING YOUNG PERSON CENTERED, AMBITIOUS AND RESPONSIVE.

Services are open 24 hours a day, 365 days a year and offer the best supported accommodation in the region. We deliver accommodation and support from 4 sites with staff on 24/7 on rotas. We also have a town centre based head office with 2 assertive outreach teams who work across the whole Bolton Borough on support and tenancy sustainment.

WHO?

BACKUP are fortunate to have multiple teams who all contribute to the smooth running of the organisation year in and year out. These are made up of:-

- Support Workers
- Mentors
- Administrators
- Fundraisers and social enterprise
- Managers
- Directors
- CEO
- Trustees
- Volunteers
- Commissioners
- Funders
- Donors
- Supporters



BACKUP supports young people to **thrive**, not just survive.

Specification BMBC x86	Projects x 104	Criteria	Availability to refer	Staffed
A) Emergency Homeless Provision x5	REDDS Place x5 units	Very High Needs	365 Days	24/7 Awake
B) Short Stay and assessment x7	REDDS Place x7 units	Very High Needs	365 Days	24/7 Awake
C) Supported accommodation x70	Loft House x10	High Needs	Monday - Friday	24/7 with sleep in for emergencies
	Project Front Door x12	Medium and High Needs	Monday - Friday	24/7 with sleep in for emergencies
	Lucas Project x28	Medium Needs	Monday - Friday	24/7 with sleep in for emergencies
	Outreach x38	Medium and Low Needs	Monday - Friday	Assertive outreach Monday - Friday
D) Supported Lodgings x4	Lodgings x4	Medium and Low Needs	Monday - Friday	24/7 with Householder Monday - Friday with BNW support staff
E) Move on Champion	Chances Team	All	Monday - Friday	Monday - Friday

WHAT?

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PARTNERSHIPS

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PROFILE

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PEOPLE

- Reduce staff turnover by 25%. Young people who use BACKUP services deserve to be supported by the very best people. Experienced, qualified practitioners. This means robust recruitment, retention, induction and training.
- 90% achievement against appraisal outcomes. A set of strong values and ethics must underpin all the organisation. Behaviours and competencies are afforded equal status.
- 100% achievement against Directors and CEO in post. Evidence of an experienced executive leadership team who offer autonomy and support
- 100% posts on the Board filled with a high calibre of Trustee. Evidence of strong and strategic governance from a committed and qualified Board of Trustees
- Evidence of promotion and encouragement of progression; Talent path from “floor to Board”.
- 90%+ achievements across staff satisfaction (feedback) survey results. Evidence of a positive and empowering culture
- Evidence of clear plans for business continuity and succession planning.



PLACE

It starts and ends with place.

- Secure, Safe, Affordable, Quality housing stock is our standard offer. BACKUP will increase / improve provision as required.
- Increase bed space by 20% over the next 3 years with stock appropriate for move on; very low level support needs. (20 units minimum)
- Create and improve the offer to young people that are working. Develop new services which are affordable.
- Create and improve offer to pregnant or new parents (single and couples) aged 16 – 21 years. (10 units)
- Grow our footprint (in/out Bolton)



PROFILE

- Increase Guardians by 50%. (ANOTHER 20)
- Charity of choice as an employer, service provider and beneficiary, evidence of increased funding, third party activity or added value.
- Maintain a positive history / track record / reputation
- Deliver amazing outcomes
- Produce clear and consistent brand/content
- Clear strategies on communications, marketing and fundraising
- Maintain strong relationships with ALL stakeholders.

PARTNERSHIP

- Evidence of collaboration: as a service provider, a local business, charity and enterprise
- Grow and sustain new and existing relationships
- Increase opportunities for income; evidence through ticket and event sales and sponsorship
- Deliver efficient, cost effective services; offer value for money
- Strengthen partnerships across the broader community, business, individuals, sectors



HOW & WHEN?

What will success look like?

ACCESS ADDITIONAL PROPERTIES FOR YOUNG PEOPLE TO USE AS MOVE ON ACCOMMODATION POTENTIALLY USING A PRIVATE INVESTMENT MODEL 2024

SECURE OFSTED REGISTRATION AND ANY INSPECTIONS/AUDITS Oct 2023 and April 2024

DEVELOP AND POTENTIALLY EXPAND THE SOCIAL ENTERPRISE 2025

ACHIEVE / EXCEED £100K ANNUAL FUNDRAISING TARGET 2024/ 25

ACHIEVE / EXCEED £125K GRANT INCOME TARGET 2024 / 25 / 26

HAVE LOW STAFF TURNOVER, HIGH RETENTION RATES 2024 onwards

HIGH STAFF SATISFACTION RATES 2024 onwards

OPERATIONAL KPIS annually

...EVALUATIONS AND FEEDBACK (YP,
STAKEHOLDERS AND COLLEAGUES)
annually

HR MATRIX ON STAFF RETENTION AND
RECRUITMENT, TRAINING AND
APPRAISALS annually

LOW VOIDS annually

LOW ARREARS annually

SUCCESS RATES (MOVE ON) annually

OUT OF BOROUGH
PARTNERSHIPS/FOOTPRINT

Fully compliant including Safeguarding,
BMBC contract, Financial audits, Ofsted,
Health and Safety, Insurance and GDPR

FINALLY:

Happy, safe, enabled and well-adjusted young people ready for living independently.

*A bonus will be that **AS A RESULT OF THEIR EXPERIENCE AT BACKUP** they may also be more confident, physically and mentally well, financially stable, law abiding, job ready or in education, liberated, empowered and contributing to our communities.*