

## Self Help Housing Association – Business Planning Workshop

Self Help Housing Association (SHHA) is a non-profit organisation providing supported housing for homeless client groups. People stay in their accommodation for between 6 months and two years and during this time, SHHA work in partnership to prevent any return to homelessness and ultimately to access a permanent home.

In 2014 SHHA recognised that their Business Plan needed to be reviewed and updated to reflect the fact that market place, customer base and funding arrangements were changing. Impart links were commissioned to run a workshop with key staff and Board members to start the thinking around the Business Plan review.

Board and key staff worked together to understand and agree thoughts around the following:

- “Who we are”
- “Who our customers are”
- Our Strategic objectives
- How the business may “grow”
- Short, medium and long-term objectives
- How to realise them

6. Aims and Objectives  
Before starting the workshop participants were asked to share what they thought the aims and objectives of the workshop should be. The outcome as follows:

**Aims Objectives**

- 1 To understand where we are going, how we will get there and our income given the restricted Supported Housing funding
- 2 To get strategic clarity around the needs case
- 3 I want to where stability is...
- 4 I want to hear about us and for the workshop to be relevant to us and what we are going to do
- 5 The mission is clear but funding affects us - do we have other opportunities or other opportunities?
- 6 Are we about property or support services or both?
- 7 I want us to be working better together

7. Who are we and what do we do?  
Participants were asked to work in their own for a few moments and then share 'who we are' and 'what we do', the outcome as follows:

**Who are we?**  
We are ...

1 Small	3 Local to Bristol
2 Independent	4 A "charity"
5 Associated business	6 Service to business of 24 properties with 76 tenants

**What do we do?**  
We are currently geared to:

- 1 Give homeless people the chance of support through support, advice and housing
- 2 Work in partnership with the Local Authority and ASC clearly
- 3 Help single people and families with complex needs
- 4 Manage existing supported housing
- 5 Provide a personalised business service
- 6 Provide a focused, relationship led service
- 7 Facilitate independent living
- 8 Provide temporary accommodation
- 9 Facilitate moving back into affordable housing
- 10 Make a suitable social profit



Business Plan themes were identified and participants mapped out where they felt the business should be in 6 months, 1 ½ years, 3 ½ years, 5 ½ years and beyond resulting in a strategic map for the future that will inform a Business Plan update.

10. Looking to the Future — where do SHCHA want/need to be in 6 months, 1 year, 3 years, and 5 years and beyond?  
Using the thinking gained from the PEST and SWOT analysis, participants were asked to work on this map for a few moments and then share where SHCHA should be in the future. A timeline of 6 months, 1, 3 and 5 years was agreed.

	March 2015	March 2016	March 2018	March 2020	Beyond
<b>Business Form &amp; Purpose</b>	Clarity of status - structure, branding, volunteers, charity Charitable status or not? Form of the business:	Clear about purpose Clear growth opportunities		Business/ increased growth SH growth within the plan asset based Diversified business streams	Income & expenditure to be a positive - growing and self sufficient Not reliant on LA streams
<b>Financial Funding</b>	Funding - status, options and risks Work around the financial plan Understand the financial models	Funding conditions that work for SHCHA			Secure future/ greater financial stability
<b>Service</b>		Employ a volunteer co-ordinator Equity LHM, Communications Manager and Fund Raiser	Increased charity/ voluntary running of support services Continue the service via provide at the high level Grant funding for additional services (trial pilot)		A bigger player in the wider housing sector not just reliant on support services
<b>Partnerships</b>		Consolidated relationship with ASC	Ensure SHCHA have a viable partner(s)		
<b>Assets</b>	Asset management strategy & review	Asset management plan with funding	Asset management plan and on target for retained stock	Sustainable stock, realised asset plan and investment Clear pipeline of future development/ acquisitions	
<b>Board</b>	Review Board terms of reference and groundrules Board skills assessment Board report template				
<b>Processes</b>	Succession strategy and par Communications strategy	All phone in-line Staff skills assessments and gap analysis			Plans being realised

Areas for improvement, concerns and risks were captured and a PEST and SWOT analysis was undertaken for the business.



Impart links have significant experience in Business Planning, reviews and validation.

For more information of if you would like to discuss this project, please contact:

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