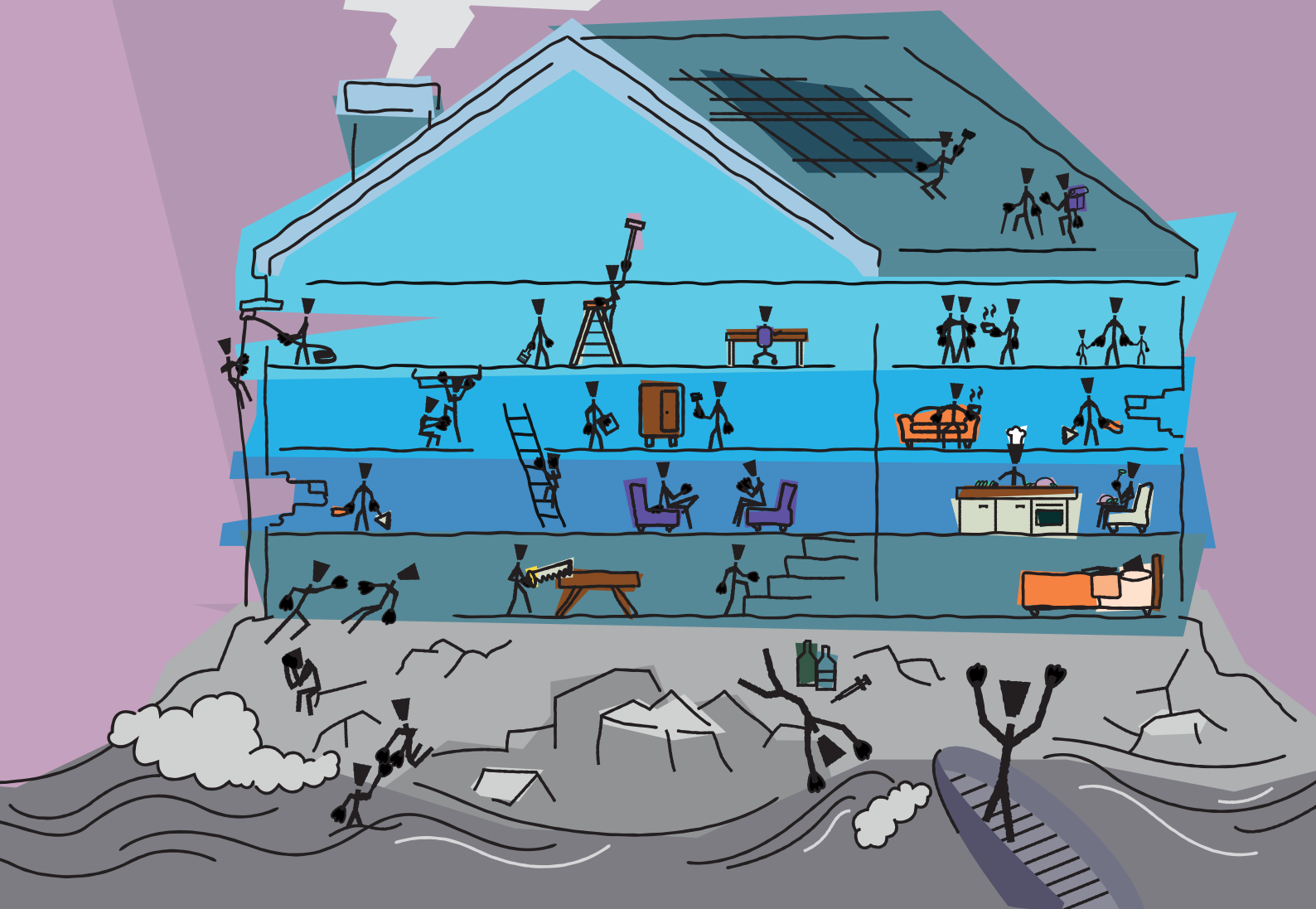


HANDCRAFTED

A HOPE + A FUTURE



Strategic Plan
2022 - 2026



INTRODUCTION

Dan Northover – Managing Director

"The process of developing this plan has been moving. We have spent weeks listening to stories and gathering views from our team, the people we work with, and other professionals.

There is such a clear need and a repeated call for us to be doing more of the good work that we have seen over the last ten years. I am passionate about seeing more people able to turn their own lives around and I'm excited about putting this plan into action"



Ronnie Salawone – Training Supervisor

"Everything we do is through love and serving each other, and that is so beautiful; it's amazing. I just pray for more lives to be restored really"



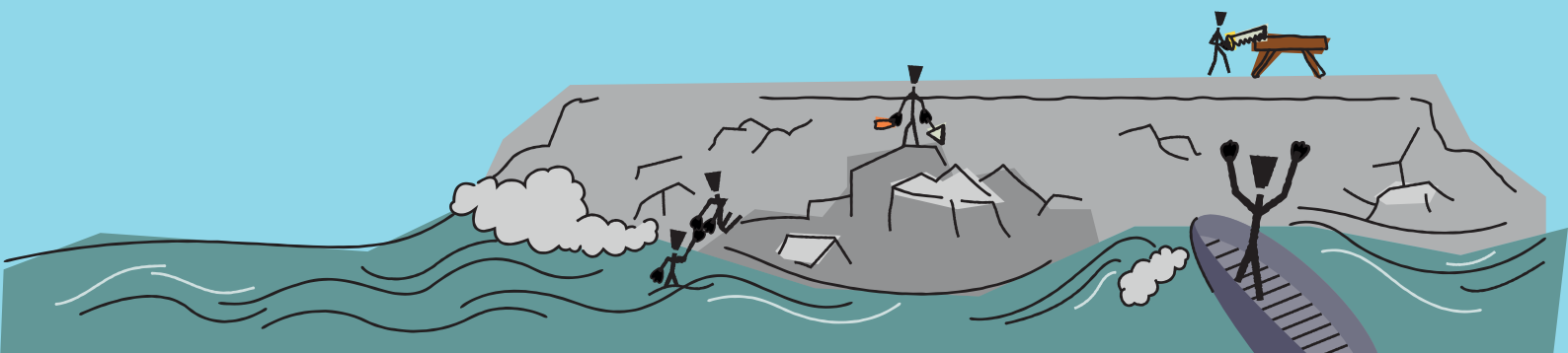
Jacob – Trainee

"I've been involved with so many different charities and organisations to try and sort my life out, and Handcrafted is the only one that managed it! I always say it's a charity of second chances. It doesn't matter who you are or where you're from - hello, we're Handcrafted!"



Shola Ameobi – Patron

"I think what's really beautiful about Handcrafted is that they use what is already available to the trainees and don't try and shoehorn anyone into boxes. They help individuals see their potential and show them that they are valued."



HISTORY OF THE CHARITY

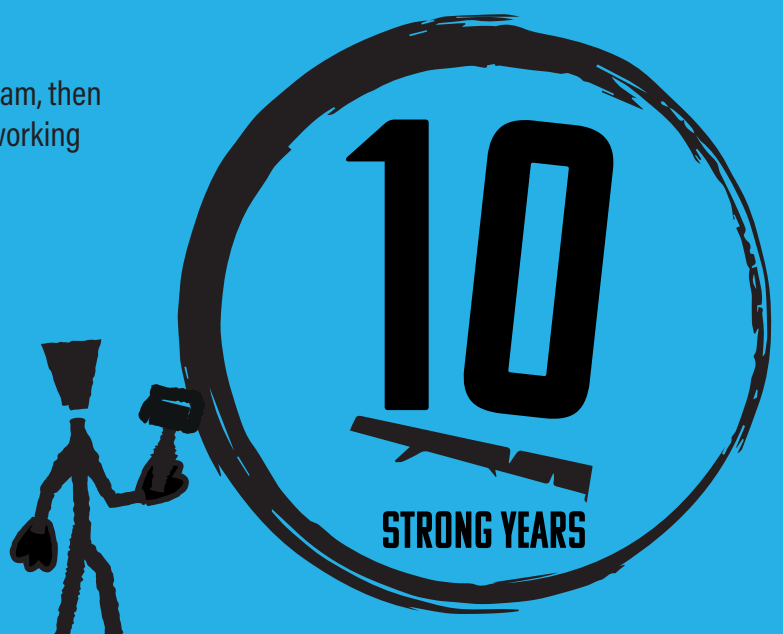
We started our first workshops in January 2012. A few people from a local church had been getting to know homeless people in Durham.

We were struck that people were being written off due to their situation, yet they clearly had skills, ambitions, and something to offer. Some people were being given free food, and yet they used to be professional chefs! Despite the challenges they faced in the storms of life, they had a real desire to turn things around.

We started sessions in woodwork, landscaping and decorating to try and find a positive way of engaging with people, and building community and routine. Anyone was welcome. As we gave people opportunities, we saw them start to build more stability for themselves. This was noticed by referrers such as probation and homeless hostels, who sent more and more people our way.

In 2013, we had our first go at renovating a house together, to be a home for some of our trainees. This was a great way to meet a real need in an empowering way, so this project became a key part of our approach.

We kept growing more training sessions in Durham, then Gateshead, then across the North East, always working with the strengths of our trainees.



OUR TAG LINE



A hope and a future

OUR MISSION STATEMENT

Handcrafted's mission is to connect with the excluded people in society, and offer opportunities that can empower them to turn their own lives around



OUR BELIEFS



All the work of this charity is freely available to everyone, regardless of their beliefs or any other differences. We do not have an expectation that people will engage with any faith-related activities.

Our approach is founded on the following beliefs:

- We believe that everyone is created with value and purpose, and everyone can create things with value and purpose.
- We want to share a radical vision of people turning their lives around and starting to contribute to society rather than take from others.
- We believe that every person has a role to play and there is a value in our differences. We have found that we live better when we work together.
- We want to reach out to people with an empathetic and compassionate approach, like Jesus did. We believe Jesus came down to our level, lived a life like ours and took on our struggles and pain.
- We are unconditionally loved and so we love others unconditionally.
- We believe that we have been shown unlimited compassion and forgiveness. We therefore seek to give everybody the opportunity to have a fresh start.

OUR VALUES

CREATIVITY

Everyone can
make something
to be proud of



EMPATHY

We will walk through
challenges together,
shoulder to shoulder



EMPOWERMENT

Everyone can learn
to take back control
in their lives

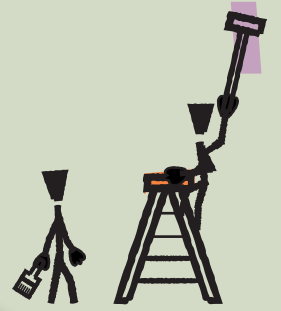


COMMUNITY

We accept people just
as they are, and we
support each other



WHAT DO THESE VALUES LOOK LIKE IN ACTION?



CREATIVITY

Trainees make something on their first day which is theirs to keep.

Trainees are encouraged to design their own projects and residents are encouraged to choose how to decorate their homes.

We will work creatively and come up with new approaches so we can continue to engage with the most vulnerable people in society.

EMPOWERMENT

Trainees build up skills in the workshops – moving towards greater independence.

Residents are empowered to feel ownership over their living space and make it their own home.

Support staff are trained to “do with” rather than “do for”.

Our approach to training, housing, and support is based on helping people identify their strengths, and aiming for an increasing sense of achievement. We celebrate small steps towards independence.

COMMUNITY

We all eat together at workshop sessions.

Trainees are encouraged into helping roles – with cooking, workshop tasks or housing renovation.

Every new starter is accepted as they are, regardless of their differences.

EMPATHY

We have a support framework that recognises that people are the experts on their own lives.

We connect with people on their terms and work with them on their strengths.

When we face conflicts and difficult situations, we realise that there is much more going on beneath the surface. So, we try to understand the hidden underlying needs rather than just the actions that we see.



OBJECTIVES FOR 2022 - 2026

1. OUR FOCUS IS ON PEOPLE



2. OUR HUBS ARE GROWING



3. OUR ORGANISATION IS STRONGER



4. OUR INFLUENCE IS WIDER



Objective 1

OUR FOCUS IS ON PEOPLE

Our focus is on people on the edges of society: people who do not have good opportunities to grow in their strengths and to build stability for themselves

A We will pioneer new approaches to long-term positive engagement with people who seem to face the most significant barriers to accessing the support they need:

Continuously trialling new activities as opportunities to engage people: a range of social activities, variations of training to build up confidence, and accessible relevant options for housing

Persisting with a long-term, flexible, and forgiving approach to work with people who have significant barriers to overcome over many years

Offering support widely and attempting to connect with every referral rather than a select few



B We will develop ways to help people move on and work together with other organisations wherever there are good opportunities available for our trainees:

Making the most of opportunities for trainees to be involved in leading sessions and activities

Working with the strengths of trainees to create enterprises and paid jobs

Connecting with other organisations to help people find more training, volunteering and support opportunities: helping people move into greater independence as much as possible



OUR FOCUS IS ON PEOPLE

1

C We will develop our experience and expertise in working with people with complex needs

Continuing and developing our existing approach in supporting those struggling with their mental health, homelessness, addictions, and social isolation

Developing specialised staff roles working across all our hubs to provide tailored services to groups that we have identified as having particularly high needs, including:

- Young Care Leavers with Complex Needs
- People affected by Domestic Abuse
- Asylum Seekers, Refugees and Stateless People
- People leaving Prison

EXAMPLE FOCUS:

YOUNG CARE LEAVERS WITH COMPLEX NEEDS

We have increasing referrals for young people who are leaving the care system, whose needs or behaviours have proven to be too complex for them to be able to access other support offered by Social Services

- We have **dedicated staff** who have undertaken training in specific issues such as relevant safeguarding risks and understanding the impact of developmental trauma
- They will **work with referrers** to identify people who could benefit from working with Handcrafted
- They will then work closely with people as they are referred and as they engage with hub staff, to ensure they get the **additional tailored support** that they need
- They will also **co-ordinate specific activities**, such as evening sessions, and ensure enough suitable housing is made available



OUR HUBS ARE GROWING

2

Our hubs are the local focus points for building community and delivering our core work of providing training, housing, opportunities, and support

D We will develop the core values, structures, support, and opportunities that will be consistently available from each of our hub locations

Ensuring our trainees have a positive experience in the workshop with access to quality equipment, materials, and staff time

Developing valuable skills training courses (including accredited courses) that are still accessible to people with mixed ability

Welcoming people into community, sharing food and creating positive social spaces

Providing quality homes and tailored long-term support



E We will flex and adapt our hub structure to meet some of the needs of specific communities and geographic locations

Retaining our flexible and innovative approach that prioritises our values over procedures and builds on the strength of people in the local community

Adapting our hub structure to include small, medium, and large hubs based on the needs and opportunities available in the target areas

Seeking to partner with the local church and other community groups



OUR HUBS ARE GROWING

2

F We will increase the number of hub locations to reach more people, including those living in more marginalised areas

Using our flexible hub model to pilot and run small projects in areas which are not well-served by the public or charity sector, to work with more people who are currently unable to access relevant support

Targeting areas that are identified as having high deprivation to grow our core operations over the next 5 years from 4 hubs to 8 hubs, including 3 large hubs



A Pilot Hub is how we start to engage with a new area, with 2 staff working 1 day per week to offer training and support and review the opportunity to develop a Handcrafted community here

A Small Hub will have one full-time and some part-time staff, offering daily training sessions for up to 6 people and 4 homes for supported accommodation

A Medium Hub has a team of 3 staff providing training for up to 12 people each day and managing 10 houses in the area. Staff will also look at enterprise and social activity opportunities

Some areas, such as cities, will be able to progress to **a Large Hub**. This will be based at a warehouse or converted commercial building and will have a team of 5 staff providing training and support for up to 20 people each day, as well as managing 20 houses. The hub will have its own social enterprise, host a range of social activities, and support partner organisations who provide relief services such as food parcels

OUR ORGANISATION IS STRONGER



Our organisation needs to be capable, and resilient to sustain and grow our key work. The strength of our provision depends on the strength of our team.

G We will build the capability of our team and give them the framework they need to work effectively.

Bringing in new trustees and senior managers to create a more diverse leadership team with different backgrounds, lived experience and professional expertise

Reviewing HR policies and procedures so that we can scale our staff team effectively

Striving for a healthy and sustainable team, to be an organisation that people want to work for, building on our core values, and considering and formalising our approach to key pressures such as out-of-hours support

Developing a Core team to strengthen the hubs with operations oversight, support frameworks, impact monitoring, financial and performance reporting, and other corporate support functions

H We will build long-term financial sustainability as a foundation for wider growth

Growing hubs that deliver the core work of Handcrafted sustainably by generating income from supported accommodation and training provision

Using grants, donations, and enterprise income to fund a 'Core' corporate function

Building a pioneering team of development staff, who will fund their roles by generating income for the charity while supporting and empowering our trainees and supporting the capacity of Hub teams

Investing in the long-term assets of the charity to help secure future delivery of our crucial services



OUR ORGANISATION IS STRONGER

We will put in place robust governance rooted in diverse expertise and experience to allow the organisation to thrive

Launching committees and working groups to focus the experience and expertise of trustees and managers to identify significant risk, issues, and opportunities and improve the organisation

Running regular stakeholder feedback and input sessions to ensure that the direction of the charity is continuously guided by the voices of trainees, referrers, and expert professionals

Reviewing and revising this plan each year to maintain a relevant record of the strategic direction and priorities based on latest developments in our environment, internal learning, and external input



OUR INFLUENCE IS WIDER

4

Our work is supported by key funders and partners who are engaged with our approach. As we develop a more thorough explanation and analysis of our work, we need to use story-telling and robust data analysis to influence our supporters and to contribute to the wider sector



J We will tell our story well and share our model with others

Sharing our model with funders and aim to be funded on our practices, rather than our projects

Communicating well and telling authentic stories, so that our trainees are empowered

Using these stories to ensure others can understand what we do, so that people who need to can find us and access our support

K We will continue to develop our compelling performance and impact measures with rigorous data analysis, to support our plans and approach

Developing an analytical approach to demonstrate the efficiency and effectiveness of the Handcrafted approach to key funders and partners

Iterating a model of empowerment that can be used to measure and report impact and performance

Dedicating resource to maintain quality data on activity, outcomes, and finances, to facilitate analysis that will meaningfully inform internal decision making and external partnership or funding decisions



OUR INFLUENCE IS WIDER

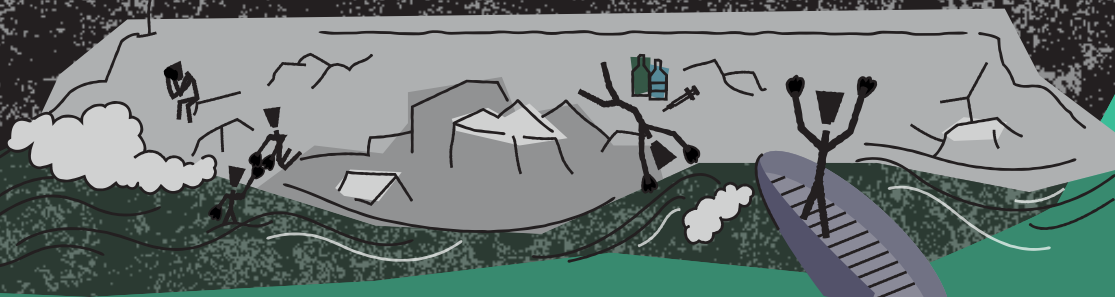
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L We will be a present and contributing resource nationally and in our local communities, collaborating with other organisations to ensure quality services are widely delivered

Sharing our model with the local authority and other policymakers to demonstrate best practice and reshape the way homelessness and mental health provision are delivered across the region

Sharing best practice with other organisations in the sector and working with them to offer better support to vulnerable people

Receiving support and expertise from other organisations, especially where they are more specialised, and pointing our people in their direction



HOW WE WILL MEASURE IMPACT



5 AREAS:

WE LOOK TO SEE PEOPLE EMPOWERED IN EACH OF THESE KEY AREAS:

1 LIVING SPACE

A safe place to live that feels like home

2 USING TIME

Something meaningful to do each day

3 SOCIAL LIFE

People to talk to and a good support network

4 SELF CONFIDENCE

Trust in own abilities and have something to give

5 COPING STRATEGIES

Ways to cope and bounce back when things get tough



4 STAGES:

AT REFERRAL WE IDENTIFY THE RELEVANT AREAS OF NEED, THEN WE MEASURE FOUR INCREASING LEVELS OF EMPOWERMENT:

1 ENTERING

"I am open to using resources available to me with some support"

2 ENGAGING

"I am using my own initiative and taking hold of opportunities"

3 APPLYING

"I have my own ideas of what I want to do using my new skills"

4 EXTENDING

"I am looking beyond myself, to build up my community"

OR "I am taking steps to strike out on my own without needing support"

DISTANCE TRAVELLED IN 2021

AREA	# OF TRAINEES	AVERAGE NO. OF STAGES PROGRESSED
LIVING SPACE	32	+2.1
USING TIME	142	+1.8
SOCIAL LIFE	100	+1.8
SELF CONFIDENCE	127	+1.7
COPING STRATEGIES	70	+1.4

HOW WE WILL MEASURE IMPACT

3 SOURCES:

TO GATHER EVIDENCE AND ASSESS STAGES, WE CONSIDER THREE SOURCES:

1 SUBJECTIVE VIEW

Talking with trainees about how they feel they are doing

2 OBJECTIVE VIEW

A collation of the views of members of the support team

3 THE METRICS

Statistically measurable indicators of empowerment

2 MEASUREMENTS:

THE OUTPUT FROM OUR ASSESSMENTS IS TWO MEASUREMENTS:

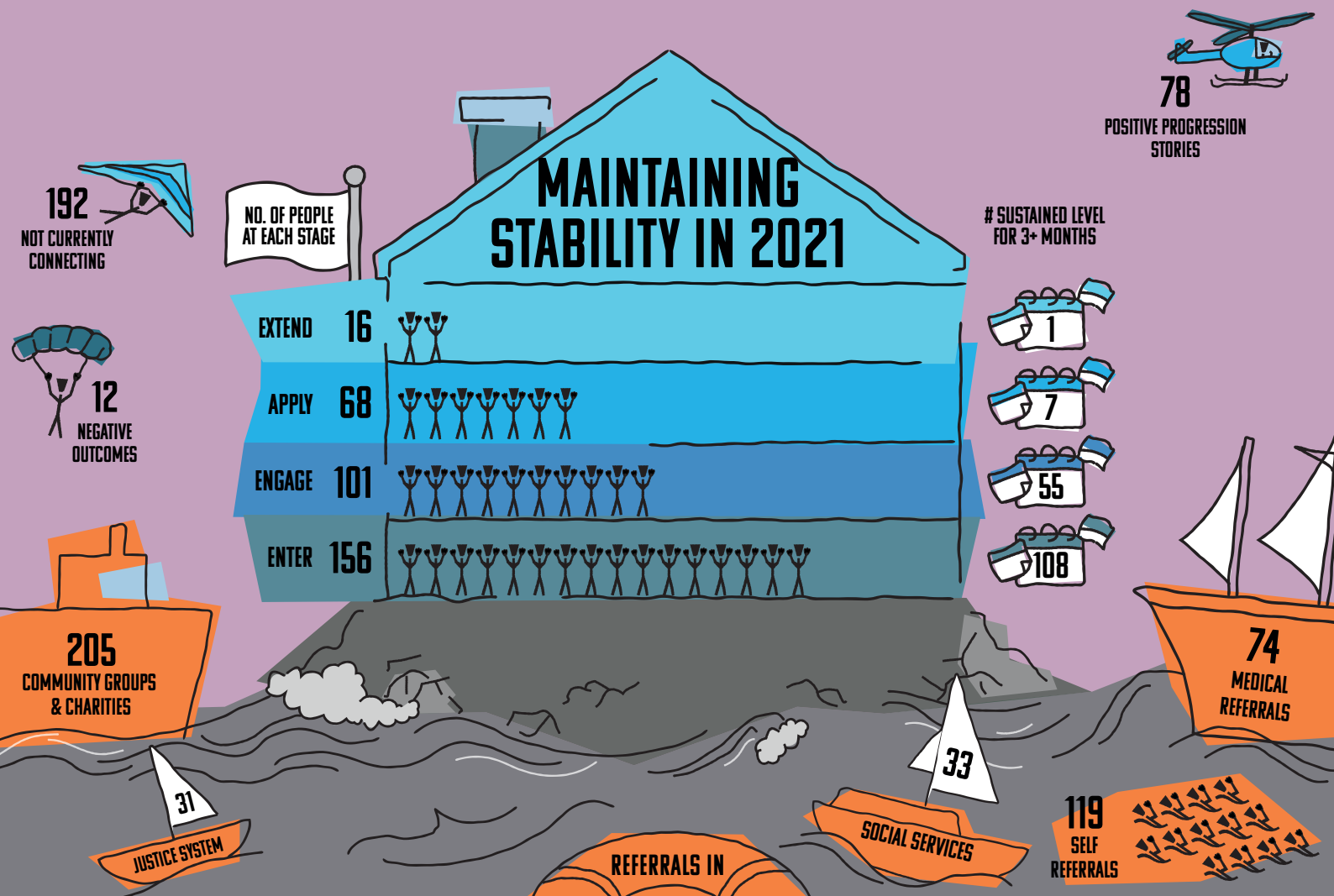
1 DISTANCE TRAVELLED

How many stages have trainees progressed in each area within the timeframe

2 MAINTAINING STABILITY

Which stage have trainees reached overall and how long have they managed to stay at this stage

1 EMPOWERMENT MATRIX:



HOW WE WILL MEASURE PERFORMANCE



These are the metrics that we will use to track the work that we are doing to empower as many people as we can as effectively as we can

These are the activities and indicators that we have identified as key to the work of empowering disadvantaged and excluded people

EMPOWERMENT AREAS	PERFORMANCE MEASURE	2021
Living Space	Number Of Residents Housed	63
	% Occupancy Rate	90%
	% Residents Paying Water Bills	63%
Use Of Time	Average Daily Session Attendance	21
	Trainees Regularly Attending for 3+ Months	233
	New Starters	445
Social Life	Average Daily Meals Shared	15
	Average Daily Support Visits	15
	People Attending our Social Activities	175
Self Confidence	Trainees Volunteering Or In Employment	31
	Completed Projects	790
	Trainees In Helping Roles At Handcrafted	99
Coping Strategies	People Supported to Maintain Recovery	97
	People Supported to Not Reoffend	86
	People Supported to Manage Mental Health	226



HUB STRUCTURES

This shows the team structure, scale and budget that can be used to make each hub financially sustainable in delivering core activities

HUB STRUCTURES	LARGE	MEDIUM	SMALL	PILOT
Project Manager	1.0	1.0	1.0	-
Training Supervisor	1.0	1.0	0.4	0.2
Support Worker	2.5	0.5	-	0.2
Administrator	0.5	0.5	0.2	-
Staff	5.0	3.0	1.6	0.4
Houses	20	10	4	-
Training Contracts / Grants	75,000	50,000	30,000	15,000
Premises Budget	18,000	7,200	3,600	1,920
Materials Budget	18,000	10,200	2,400	1,200
Other Costs	12,600	7,800	1,920	1,320

GROWTH PROJECTIONS

These projections are not prescriptive: we will aim to take the right opportunities at the right time. These projections are indicative of the potential to grow from 4 to 8 hubs over 5 years

HUBS	2021	2022	2023	2024	2025	2026
Large Hub	1	2	2	2	2	3
Medium Hub	2	1	1	2	3	2
Small Hub	0	0	1	1	1	2
Pilot	1	2	1	1	1	1
Total Hubs	4	5	5	6	7	8
Houses	34	50	54	64	74	88

STAFF	2021	2022	2023	2024	2025	2026
Hub Staff	10.8	13.8	15.0	17.0	20.0	23.4
Core Staff	3.6	4.0	5.0	5.0	5.0	6.0
Development Staff	3.7	5.0	6.0	6.0	6.0	6.0
Total Staff	18.0	22.8	26.0	28.0	31.0	35.4

FINANCIAL PROJECTIONS

This shows how this Strategic Plan and the growth projections can be financially sustainable over the five year time period. This is one scenario and these projections are also not prescriptive: we will respond to opportunities and risks as they arise and adjust this baseline

STAFF	2021	2022	2023	2024	2025	2026
General Grants	284,164	290,000	320,000	350,000	360,000	380,000
Rental Income	333,930	455,570	542,880	615,960	720,360	845,640
Training Contracts / Grants	133,856	206,770	237,500	270,000	320,000	372,500
Other Income	80,236	86,620	110,000	130,000	150,000	170,000
Total	832,187	1,038,960	1,210,380	1,365,960	1,550,360	1,768,140

EXPENDITURE	2021	2022	2023	2024	2025	2026
Salaries & Contractors	454,501	560,170	644,160	726,000	805,200	905,520
Housing Rent & Rates	146,995	216,720	280,800	318,600	372,600	437,400
Housing Maintenance	27,043	28,130	30,200	32,400	39,600	46,800
Training Premises	26,831	39,580	47,880	52,320	59,520	70,320
Training Materials	39,330	47,750	49,200	54,900	65,100	75,300
Enterprise Costs	19,026	34,180	50,000	66,700	80,000	93,300
Travel & Subsistence	11,900	13,890	15,900	17,700	20,700	23,400
Insurance	9,464	9,630	10,500	11,600	13,700	15,800
Sundry Expenses	28,990	25,080	26,040	28,440	33,240	37,800
Finance Costs	15,927	15,000	12,000	9,000	9,000	9,000
Depreciation	20,216	25,000	25,000	25,000	25,000	25,000
Total	800,224	1,015,170	1,191,680	1,342,660	1,523,660	1,739,640
Net Income / (Expenditure)	31,963	23,790	18,700	23,300	26,700	28,500