



CHESS SOCIAL AUDIT REPORT

FOR THE PERIOD APRIL 2018 TO MARCH 2019

SOCIAL
AUDIT
NETWORK

SELF
VERIFIED
ACCOUNTS

CHELMSFORD CHESS

Dated 13th September 2019

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EXECUTIVE SUMMARY

*“As CEO of CHESS Homeless, being able to increase our total number of bedspaces and offer a night shelter that reflects our values has been a fulfilment of a small part of the vision we have here at CHESS Homeless. Throughout this year CHESS helped **155** individuals (this includes those who engaged with our 4 month winter project, and not those currently in the provision – this is an additional 32 making the total **187**) Having the winter project offers another lifeline to those rough sleeping and it is a longterm ambition to offer a provision of this type in the coming years.*

The newly refurbished facility boasts 9 bedrooms, one of which is a disability suite, 3 private consultation rooms, Small training area with IT equipment, therapeutic green space and professional kitchen for the delivering of cooking courses.

We are seeing an increase in the numbers of single homeless adults and those rough sleeping, so being in a position to meet this need is very high on our radar. The complexity of issues that the majority of our clients come to us with, means that we are an ever evolving service seeking to adapt to the needs of our clients. This includes working closer with strategic partners and developing new approaches for the best outcomes to those that we serve.

We proud to partner with Chelmsford Epping and Maldon in the delivery of No 2nd Night out and hope to increase this to other local authorities in the coming year.”

Rob Saggs - CEO.

This audit has been drafted to cover the salient points required of Advanced Level Reporting however the CHESS approach has been to adopt the Self Verified Audit route to avoid unnecessary bureaucracy required of Advanced and Advanced Plus Audit. CHESS wish to fully acknowledge the support of all stakeholders in the generation of these results. The problems presented by the client group are varied and require a collaborative approach, these results are declared on behalf of all participating stakeholders. The audit report covers the period from April 2018 to March 2019 inclusive. All 5 CHESS Objectives were included within the scope of the Social audit. A summary of the key findings is included in this Executive Summary.

During this audit period CHESS has observed and achieved the following:

- 79 service users have been supported by the CHESS Change programme and 41 moved on to more settled accommodation [P34]
- CHESS increased the night shelter beds available from 7 to 9 a night by moving the Night Shelter into The Hub in 200 New London Road
- The opening of a new disability room opened at the beginning of the year provides 24/7 facilities for service users who require more accessible facilities.
- As well as 32 beds a night in regular accommodation services, the Winter Project also provided 10 to 14 emergency beds each night for rough sleepers through the coldest four months of the year, providing relief from rough sleeping for 76 individuals
- In total, CHESS prevented a total of 12,194 nights of rough sleeping in the Chelmsford area.
- CHESS helped 12 clients move into employment.

- CHESS was supported magnificently by 88 volunteers who each gave an average of 72 hours of their time to provide vital support to our efforts. This is a staggering amount of time from each volunteer and their support is a fundamental ingredient of our collective success.
- CHESS continued to build on the partnerships developed with 3 local councils to facilitate the No Second Night Out campaign and have been successful in a joint bid with Essex County Council to provide outreach services for rough sleepers across four districts in 2019/20
- CHESS are pleased to have developed links with another local accommodation provider, giving more scope for moving service users on to settled accommodation.
- Total Economic Impact is estimated to be £2,984,333, giving a 450% return on operating costs of £542,250
- The demand for CHESS accommodation remains high, with an average of 22 referral on the waiting list each month

Service User Story

"I became homeless when my relatives decided to relocate and move to another country and so my biggest challenge was having no family or supportive relatives. The situation was made worse by the fact that I was unemployed as I had recently completed my postgraduate studies.

My first port of call was the local housing offices where I was told that I was not a priority case since I had no minor children or any adverse medical condition. At this point, I was assailed by feelings of helplessness and utter hopelessness. My church Pastor offered to pray for me when I told him that I would be sleeping in my car and he prayed for my safety in the night and that no harm should befall me. At this point I didn't know whether to laugh or cry as my situation was dire.

A lady at the council referred me to CHESS and when I got to their offices I was welcomed by one of the Support Workers, she was like balm to my soul as she was the first kind voice I had spoken to in days and there was no sense of being judged because in all this harrowing experience my dignity had been trampled on in the way I had been spoken to, as to them I was only a number in the multitude of homeless people who walk through their doors on a daily basis.

To cut a long story short I was housed by CHESS for 4 months and in that time I continued bidding as I was already on the Housing Register and in December I was allocated a place of my own, a place to call home. I am eternally grateful to Jacqui and her team at CHESS as words cannot express my heartfelt gratitude for all the support they gave to me, they became my family, my sanity in that very dark period of my life.

GOD BLESS YOU ALL."

Dorothy, Ex-Accommodation Service User

ACKNOWLEDGEMENTS

CHESS would like to acknowledge the following organisations and individuals for their support in conducting this social audit:

All our Volunteers – Who serve in a wide range of roles from the board of trustees through to front line activities and without whom CHESS would not be able to provide the wide range of quality services it does.

All the individuals, groups and funders – Who, through fundraising and donations, enabled Chess to purchase the new night shelter that Chess is now operating from.

External agencies and businesses- With whom we have partnerships and or have provided funding and services

- Paul Gayler, Chelmsford City Council
- Russell Wallace, Epping District Forest Council
- Maldon District Council
- Spencer Clarke, Community Safety Partnership
- Lorraine Jarvis, CVS
- Leigh Wallis, Open Road
- URC Chelmsford
- PMG Partnership

Community groups and services – The results, outcomes, and impacts stated in the body of this report have clearly created a significant Social and Economic impact. CHESS recognises that these results are the combined effort of several other external stakeholders; such stakeholders deserve clear recognition for the constructive role they have played in delivering these outcomes and impacts.

- Church and community groups who work with us to help the homeless
- Joint referral panel managed by Chelmsford City Council
- Members of the Task and Targeting team
- Open Road
- Probation service
- Changes
- Doctors surgeries
- Rotary groups
- One Support
- CRC
- Wingspan Works
- Street Pastors
- Light House
- Chelmsford Furniture Project

Local socially and ethically minded traders- Who have kindly donated short life foodstuffs to redistribute to our service users and aided us with donation schemes. These include:

- Tesco
- Asda
- Lidl
- Aldi
- Raynor Foods
- Anglia Ruskin University Campus Refectory
- EBM
- Bradfield's Farm Dairy
- The Country Food Trust

Religious Groups- Who have raised the profile of CHESS within their circles and often provided facilities for events, fundraising opportunities, and donations

Ad-Hoc local event organisers - Who donated their time, energy and unwanted catered food.

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CHAPTER 1 INTRODUCTION

As a Charity and Incorporated Company, the organisation has historically followed the required format for the presentation and publication of annual accounts.

This is the seventh year of social audit accounting for CHESS. Social accounting is a valuable tool enabling a thorough self-examination of working practices and relationships. CHESS aims to publish the social audit annually, alongside the financial accounts.

As in previous years, it was decided Barbara Beaton would be commissioned to undertake the audit of the draft Social Accounts.

The primary purpose of CHESS Social Audit is to:

- Establish a framework and of ongoing monitoring, evaluation and accountability to the organisation's internal and external stakeholders.
- Help the organisation investigate its performance against social and environmental objectives and ensure that it is working in accordance with pre-defined values.
- Establish, demonstrate and publish to the wider Community and Society the social-economic value of its activities and outcomes.
- Use the Social Audit Report to improve future performance.
- Use the published standard in dealings with appropriate stakeholders and funders.

It was agreed by the trustees to adopt the SAN Self Verified standard which clearly frames the following:

- Multi-perspective: encompassing the views of people and groups that are important to the organisation.
- Comprehensive: inclusive of all activities of an organisation.
- Comparative: able to be viewed in the light of other organisations and addressing the same issues within same organisation over time.
- Regular: done on an ongoing basis at regular intervals.
- Verified: checked by people external to the organisation.
- Disclosed: readily available to others inside and outside of the organisation.

CHAPTER 2 BACKGROUND INFORMATION

Founding of CHES

In the early 1990s, Churches Together in Chelmsford ("CTiC") was concerned for the plight of homeless people. Their first response was to organise soup runs.

Harsh winters at that time caused further worries and so local churches took it in turns to open their halls for a week at a time so that homeless people could sleep there at night.

When it became clear a shelter was needed 365 nights of the year in the mid-'90s, CHES opened a Night Shelter. From this point, CHES has also developed move-on accommodation, support services, rough sleeper services and opportunities for employment. A service user's engagement with these services is part of the charity's 'Change Programme' and is ordered in such a way as to address the root issues of their homelessness and create personalised action plans to achieve sustainable independent living. If a client should choose to engage, CHES provides an end to end service to take them from the streets through to employment.

CHES Legal Structure

Chelmsford CHES is both a registered charity and a company limited by guarantee. Its constitution is governed by the Charity and Company law of England and Wales and by its own Memorandum and Articles of Association. Its objects, as set out in the Memorandum, are:

(a) To relieve hardship and distress amongst the homeless primarily but not exclusively within the district administered by Essex County Council and among those living in adverse housing conditions, in particular but not exclusively by a) the provision of emergency accommodation and associated services, and b) the provision of assistance towards acquiring a settled way of life through rehabilitation and permanent accommodation.

(b) The relief of poverty of persons living in the above-mentioned area.

Executive

CHES has an Executive team consisting of the Chief Executive Officer, Operations Manager, Client Support Senior Manager and Business Support Manager. The Executive is the vital link between day-to-day operations, the Chairman and other Trustees. It is responsible for managing all aspects of the day to day operation and personnel.

Members of the Executive actively support other work and organisations in the city who are concerned with the homeless and vulnerable.

CHES Finances

Operating costs for all CHESS activities in FY 2018/19 were £542,250. Total CHESS income for the same period was £594,426. Of this total, £311,658 came from Local and Central Government devolved grants and allowances, predominantly Housing Related Support and Housing Benefit. The remaining balance came from smaller funding streams and charitable donations.

The overall operating activity generated a net surplus £52,176 which has been allocated to strategic appointments to helping develop the charity moving forward.

Local Issues and Environment

There have been several changes within Chelmsford relating to the homeless, which impacted CHESS operation in the reporting year. These include-

Other Service Providers- Chelmsford continues to attract a significant homeless population, and there are a number of other service providers who have set up services in the city providing support and basic supplies (food, drink, sleeping bags, etc) to rough sleepers, however there is still an unsatisfied demand for safe accommodation for individuals affected by homelessness as illustrated by the pending referrals statistics stated later in Chapter 8.

Other avenues to move Service Users on to - This year, CHESS is pleased to have had another avenue open for placing service users over the age of 55, increasing possibilities for positive and sustainable moves from the service into permanent accommodation.

Winter Project funding- Once again Chelmsford City Council provided funding for the Winter Project through which CHESS was able to provide basic emergency accommodation to 76 individuals during the four coldest months of the year.

CHESS Stakeholders

The main stakeholders include:

Service Users

The homeless people of Chelmsford and the surrounding areas lie at the heart of everything Chelmsford CHESS does. CHESS exist solely to support them. Wherever possible, we strive to take their views and needs into account in all our planning and activities.

Members

For the public and other supporters, CHESS has a system of life and annual members based on subscriptions.

Trustees

The Charity's Trustees also serve as the company Directors. They are responsible for the strategy, policy, governance, finances and overall direction of CHESS.

The members appoint the Trustees at the annual general meetings. The Trustees can appoint additional Trustees between AGMs, subject to confirmation at the following AGM. Trustees serve for three years but are eligible for re-election.

The Trustees are obliged to prepare annual reports and accounts showing the results of their stewardship of CHESS. These are considered by the members at the annual general meetings.

Staff

During the reporting year, CHESS employed five full-time staff and nine-part time staff in the CHESS Night Shelter, support and office. An additional five part-time temporary staff were added to the team to facilitate the Winter Project.

Volunteers

Working alongside the paid managers and staff CHESS engage a team of 88 regular, unpaid volunteers. Volunteers discharge a variety of duties, from doing the laundry; tending to the garden and sleeping-over at the Night Shelter to collecting donated food.

External Stake Holders

CHESS partner with various other organisations within Chelmsford and Essex from whom referrals are taken, made and funding received for services to the homeless.

Service User Story

"I came to CHESS on 01/05/2019 after a close relative died whom I was residing with. When she died the property was sold making me homeless. I had to start claiming benefits which I had never done before and I was helped by the very dedicated chess team to do this. I had a car accident which has left me with limiting physical injuries such as a broken wrist which is not fully healed, arthritis in my pelvis and ankles, I suffered a head injury which left me with minor brain damage and damage to the nerves in my eyes leaving me with double vision. I was offered an appointment with an Osteopath which was incredibly helpful and such a fantastic service. I lost my mother some years back and have never been able to grieve for her. I was referred to the counsellor who I have had weekly appointments with and feel like I am making headway for the first time in years. My support worker helped me, due to my age to apply to CHP for immediately available homes and she came with me this week to do a viewing of a potential property. I have accepted the property and the support has continued to obtain furniture and help me set up my benefits to make sure I will stay

safe in my accommodation once I have moved. I am so grateful to chess for the amazing service that they have given me. All the staff are so friendly, and nothing is too much trouble for them. It has made me think about my future and what I could give back. I will always think of CHESS fondly as my future begins. I have no idea what would have happened to me without them. Bless you all."

Henry, CHESS Accommodation User

CHAPTER 3 PREVIOUS SOCIAL ACCOUNTS AND AUDIT

The overall result from the last Social accounting period 2017/18 reflected positively on CHES and its partner stakeholder groups. However, on reviewing the research and report of those accounts CHES have made a few modifications in this reporting period-

- The Auditing process in which the Auditor suggested CHES address the following areas when collating the 2018/19 accounts:
 - i) To review the wording of the Objectives and activities – As a result, CHES have made a couple of additions to the Social Objectives and removed the Aims section, which appeared to be a duplication of information.
 - ii) In the Performance report to include findings from all the data collected including economic benefit analysis – This year, we have included and considered more data collected from the stakeholder analyses.
 - iii) To consider how to develop methodology for collecting data about work undertaken with Chelmsford CHES'S wider client group- This year CHES collected data through the year – Engaged Rough Sleepers through the Winter Project and have collated feedback from the exit process.
- Feedback from the stakeholder analysis. The full list of comments and the actions taken have been added to the list of supporting documents mentioned in Appendix A and are available on request from the CHES office.

A few action points to improve our services included-

1. Upgrading move on-house accommodation where financially possible

In response, CHES has:

Reviewed the properties and produced schedules of work needed on each property.

Submitted funding applications for upgrades at the time of writing secured £14,600 for the refurbishment of the kitchen and bathrooms of one of the properties and furniture of two of the rooms.

Put money in the 2019/20 budget for house improvements

2. Reviewing Health and Safety, Risk Assessments and Training

In response, CHES has:

Reviewed and rewritten the health and safety policy for staff and provided training for those working with clients on managing risk. Trustees have started to review other policies and procedures. Staff

have undergone managing Risk training and CHESS secured funding so the team could have a security guard on the Winter Project for the whole time it was operational.

3. Increasing availability of Service User Training

In response, CHESS has:

Spent the reporting year looking at options for increasing service user training and as a result has obtained funding of nearly £6,000 for service user training and activities and developed relationships with organisations and individuals who can assist on a discounted, or voluntary basis. As a result, the start of the new financial year, CHESS had the following options for Training, Health and Meaningful use of time: Basic cooking, IT Course, Occupational Health Course, Osteopath Treatments, CCTV, 3D Printing and the potential of several other activities.

4. Investigating ways to help people move on in a very difficult market

In response, CHESS has:

- Investigated the social housing banding (priority) allocated to CHESS and if services users may sit at the same banding as some other providers. This has recently become a potential.
- Found another provider who can assist with taking people over the age of 55 who are ready to move on.

5. Continuing to develop and improve communications with our external stakeholders

In response, CHESS has:

- Continued to develop partnerships and attend forums
- Disseminated social accounts
- Redefined the Fundraising role to cover Marketing and recruited into the position to cover both areas
- Shown partnering organisations around the facility, as and when appropriate, to give them a feel of what CHESS do and give them time to ask questions.

6. Develop and support Volunteers Increase Training and Development

In response, CHESS has:

- Invited volunteers to a social Christmas event planned by staff.

- Reviewed and started to update induction documentation, preparing other documentation as necessary
- Invited volunteers to staff training as and when appropriate.

7. Review the Trustee Board Composition

In response, CHESS has:

- Acquired funding from Lloyds foundation which will provide consultancy support to perform a skills audit in 2019/20

CHAPTER 4 MISSION, VALUES, OBJECTIVES and ACTIVITIES

CHES Mission

Chelmsford CHES seeks to relieve homelessness and related hardship and distress amongst single adults in Chelmsford and Essex, through the provision of support services and temporary accommodation that helps them move on in their lives.

Our Values

- *We care for the homeless and vulnerable; respecting their need for safety and dignity.*
- *We promote a sense of security, self-worth and acceptance of the diversity of the individuals we serve.*
- *We encourage the growth and development of our staff and service users through partnerships and training opportunities with others.*
- *We are committed to equality of opportunity for all.*
- *We encourage responsible living standards from our service users.*

CHES Social Objectives

CHES has used the aims as set in the Memorandum and Articles of association to prepare the social objectives with a bit of modification to meet the social audit recommendations.

- To provide temporary accommodation for adult single homeless
- Supporting service users to secure a settled way of life through access to; External Accommodation, Employment & Education.
- Supporting improvement to the health and well-being of service users.
- Work with other agencies, companies, organisations & people groups.
- Work with and support volunteers.

These Social Objectives are referred to as our 'Objectives' throughout the rest of this report and are inextricably linked to each other to help deliver overall positive outcomes for service users.

CHES Activities

Our activities to achieve these objectives include the following:

1. To provide temporary accommodation for adult single homeless.

CHES activities are structured so as to-

- Maximise the availability of Beds within the organisation by configuring available rooms to optimise capacity whilst providing enough space and privacy for service users.
- Maximise the utilisation of Beds. Beds turned around as quickly as possible as previous client moves on.
- Provide hot meal for residents each day
- Provision of hot meal for non-residents each day
- Provide clothing /blankets /toiletries for clients and rough sleepers
- Through outreach and Night Shelter
- Manage oversubscription of the service

The CHES Change Programme

CHES provides accommodation 365 nights of the year through 3 different levels of accommodation, these include the Night Shelter, the annex (which is situated within a short walk of the Night Shelter and four move-on properties across Chelmsford. All work in conjunction with CHES support services to make up the CHES 'change' programme.

The CHES change programme offers an inclusive and non-judgmental opportunity to vulnerable single adults of all backgrounds and cultures.

These individuals are often pre-judged by wider society as people to fear or avoid and therefore rough sleepers are often ignored, shunned, and/or tragically, abused.¹

It is therefore vital that CHES and other partner organisations offer this client group a genuine inclusive opportunity for help, support and security. A selection of 'pen pictures' are visible throughout this report and compiled in Appendix B. These pen pictures have been written by former service users describing their experience and how CHES helped them.

In seeking help, from CHES, the service users' commitment to change is essential in order to address the root causes of their homelessness and equip them to move onto independent living. Without it, the

¹ <https://www.crisis.org.uk/about-us/latest-news/new-research-reveals-the-scale-of-violence-against-rough-sleepers/>

burden of dependency on the service would be too great with no lasting achievement for the individual.

A vital tool used within the Change Programme is the Homelessness Outcomes Star which is a visual representation of how a service user feels they are dealing with 10 different areas of life. These include-

1. Motivation and taking responsibility
2. Self-care and living skills
3. Managing money and personal administration
4. Social networks and relationships
5. Drug and alcohol misuse
6. Physical health
7. Emotional and mental health
8. Meaningful use of time
9. Managing tenancy and accommodation
10. Offending

The tool is used on a regular basis throughout the service user's stay in CHES accommodation to identify areas of need and where progress has been made.

The Night Shelter

The Night Shelter is used as the entry point into the CHES change and provides emergency accommodation for up to nine homeless people, in single bedrooms. From here, staff complete all the initial administration and assess the needs of the individual, providing intensive support to address issues of homelessness through support worker sessions and professional counselling. If required, CHES also refers service users on to other professional bodies such as GP's, Drug & Alcohol agencies, etc. After a period of intensive support, when ready and confident to do so, the majority are moved into CHES Move-On Accommodation.

Whilst referrals are accepted from other agencies, the Night Shelter is a "direct access" hostel, meaning that any homeless person can apply for admission.

Except for celebration days over the Christmas period, and bank holidays where the shelter is opened for longer, the Night Shelter is open from 7 pm until 9 am weekdays with a slight variation to extend opening times on Saturdays and Sundays.

Move-on accommodation- The Annex and other houses

The charity has 23 single bedrooms in five "move-on properties" (typically 4- or 5-bedroom homes dispersed around the Chelmsford area which serve as homes for those who are progressing towards achieving independent accommodation of their own. During their time in this accommodation,

service users continue to be supported by a support worker who ensures support services are maintained at a level appropriate to need.

Whilst all the Move-On properties allow each service user 24/7 access and a key to their own front door, one of the properties acts as an Annex to the Night Shelter, providing accommodation for those who have just moved out and may need to be located closer (this facility is a short walk away) or might need a little extra support. This facility, unlike the others, is fitted with CCTV in the communal spaces.

The Nightshelter and move on are complemented by the Rough Sleeper Outreach services and Winter Project to improve access and provide a wider reach.

Rough Sleeper Outreach

CHESS provides outreach services to rough sleepers in Chelmsford, Epping and Maldon through the 'No Second Night Out' campaign, signposting services for potential service users and distributing vital provisions advice and basic support as necessary. This also raises the profile of the other services CHESS can offer, should the individual wish to engage further.

Through the No Second Night Out campaign, CHESS partners with three local councils to provide relief to rough sleepers in Chelmsford, Maldon and Epping (Braintree is also set to come on board in the new financial year). Once reports are received through the Street Link portal, support staff try to locate the rough sleeper to see if there is a way they can be assisted by CHESS or other local services.

In addition, where demand for beds within CHESS exceeds availability, which it does often, as you will see later in Chapter 8, CHESS seeks to alleviate some of the hardships experienced by rough sleepers in Chelmsford by providing basic services through the Night Shelter. This includes the provision of hot food, drinks, clothing, sleeping bags and tents as well as the use of showers and cloth washing facilities.

Also, during the winter months, Rough Sleepers have access to basic levels of accommodation and support via the Winter Project.

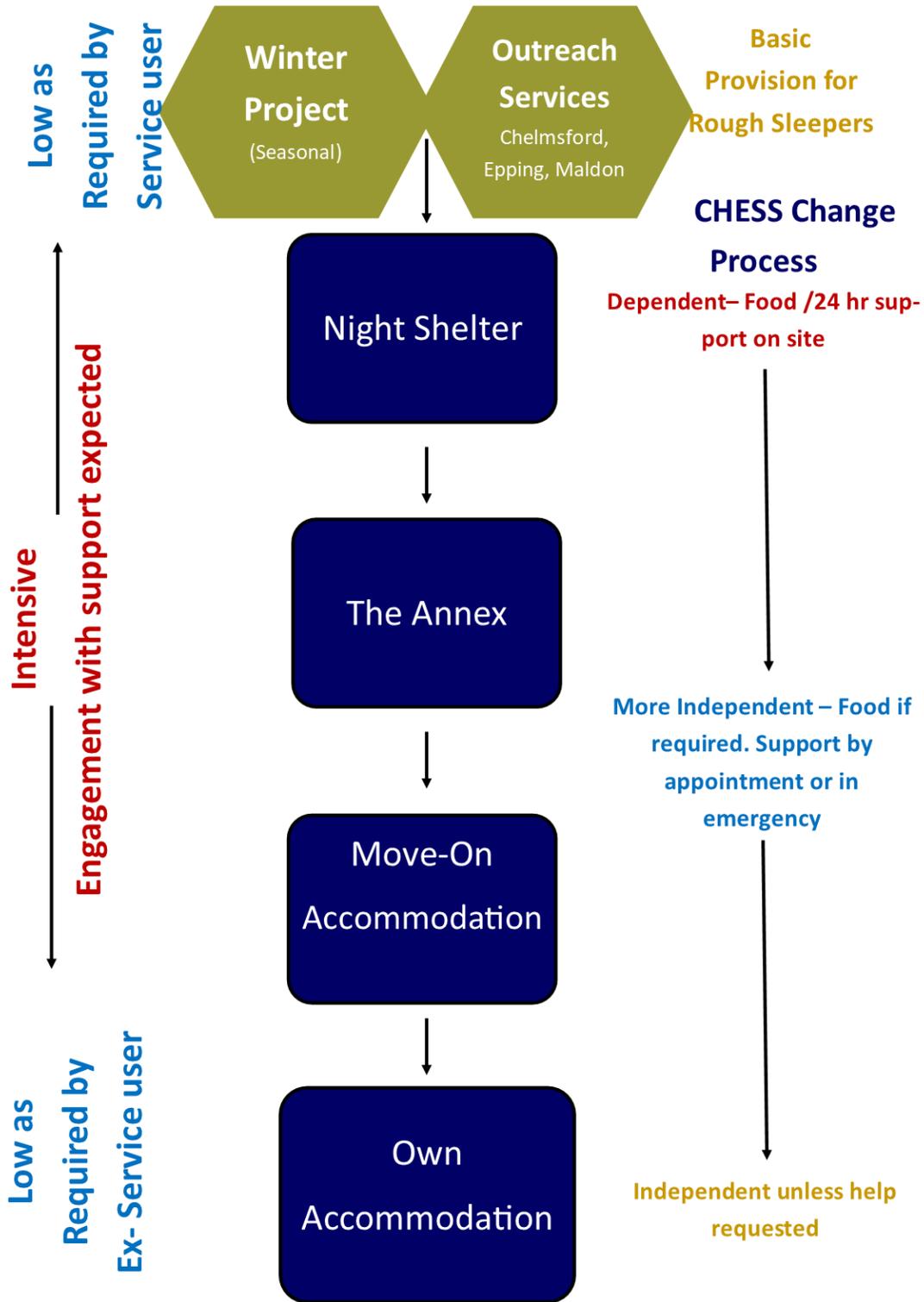
Winter Project

From December to the end of March, the Winter Project provides emergency overnight accommodation and supper for up to 10 people (14 in SWEP conditions where the temperature falls below zero), who would otherwise, due to lack of Night Shelter bed spaces, or unwillingness to engage with other CHESS services, be forced to sleep on the streets in the bad weather. This provides a safe and warm place for an individual to rest, eat, drink and find out what options might be available for them if they should wish to seek further help, this often involves referring on to the Night Shelter. If a service user doesn't wish to engage further, the only expectation on the Service user accessing the service is to abide by some basic service rules. Each service user is provided with a bag of bedding, toiletries and food. Clothes and other supplies are also made available, depending on need and rough

sleepers may attend the night shelter prior to the Winter Project accommodation opening time to get a main meal and hot drinks.

The diagram below shows how a CHES Service User might engage and progress through the Accommodation/Change process

Levels of personalised support and dependency through CHES services



2. Supporting Service Users to Secure a Settled Way of Life Through Access to; External Accommodation, Employment & Education

CHES activities -

- Encourage individuals to grasp appropriate opportunities to move on by developing skills based on individual needs.
- Ensure Support Based Activities are embedded in individual client consultations.
- Actively promote Choice Based Lettings and housing support applications
- Offer and promote employment opportunities

Training opportunities

CHES Support staff identify areas of interest as part of their support meetings and assist service users to access suitable training opportunities. This might be in-house, through a college or partnering organisation.

Employment Opportunities

CHES partner closely with Wingspan Works, a groundworks social enterprise, which provides employment opportunities for service users and those that have either been long term unemployed or that have been through the judicial system during the reporting year. Wingspan employed 3 new employees and retained employment of 4 from the previous year (this does not include the permanent Operations manager) Engagement with Wingspan Works means 'hard to employ' individuals can earn an income, build up skills and add a reference to their CV's to help obtain future employment. This, in turn, provides the employee with funds to facilitate independent living.

In addition, CHES help service users access other employment and training opportunities by helping research what is available and supporting them to make applications.

Lettings and Housing Support Applications

Gaining independence is the goal of everyone entering the CHES change programme and CHES endeavour to help individuals find and move into their own accommodation at the end of their stay. Where necessary, CHES staff also assist with sourcing furniture and furnishings and offer basic level support should an individual wish to have further assistance.

"From day 1, I had all the support I needed even after I got a house. Many thanks",
Ex-Service User

3. Support Improvements to Health and Wellbeing of Service Users

- Provision of regular individual consultations with skilled staff members.
- Arrange for clients to attend doctors, dentist and other specialist health appointments.

Personalised support planning

Once a service user enters the Night Shelter, a team of support staff work closely with them throughout their stay, and thereafter in certain cases. With this support, each resident is given the opportunity to prepare an individual Support Plan, the result of which, may entail the resident seeking treatment for alcohol or drug-related problems, undergoing additional training, preparing a budget or finding a job. A key tool used by the support team to address and monitor the success of issues includes the Homeless Link Outcomes star, which measures 10 different areas of life skills and helps assess how service users are progressing in confidence in each area.

Counselling

CHESS address the emotional and mental welfare of an individual attending CHESS, in part, by employing a qualified counsellor on a part-time basis to provide counselling to service users who have often suffered traumatic life journeys before arriving at CHESS.

Spiritual Support

For those who would like to access spiritual support, a chaplaincy team is available.

Referrals health-related agencies to other professional organisations

Where health care is required, support staff help service users register and access GP and mental health services.

While CHESS employs highly skilled support staff, they recognise the benefit of the expertise of other specialist agencies to address issues such as drug and alcohol abuse and offending. Where a needs assessment identifies professional help is required staff will make referrals to these agencies and encourage and monitor engagement through the service user support sessions.

4. Work with other Agencies, Companies, Organisations and People Groups.

- Routine Liaison between CHESS and other complementary Agencies, Organisations etc.
- Provide formal professional counselling sessions for clients where appropriate

CHES staff liaise on a regular basis with other agencies;

1. Collaborative work with partners

CHES staff regularly attend forums and task groups and staff investigate how CHES and other organisations can work together for the good of the client group

Senior staff are also regularly in contact with bodies with whom CHES have contracts or organisations through whom funding has been acquired.

2. On behalf of or assisting a service user's specific needs

With permission, CHES liaises with organisations to achieve specific outcomes for a service user. This often is required when dealing with a specific issue where a 3-way meeting between agency staff and the service user might help deal with the matter arising and assist in achieving a positive outcome.

CHES also provide professional counselling sessions for service users to access, if necessary, as stated in the activities for Object 3,

5. Work with and Support Volunteers

- Volunteer Forums held on a regular basis. Giving opportunity to feed information to volunteers and for volunteers to feedback
- Communicate Vision, Mission, Organisational Objectives, Activities and Values along with successes to Volunteer Group and the general public (as potential future volunteers)
- Train and develop volunteers in their role

Volunteers are a fundamental part of the CHES operation and are used in virtually every area of the charity in positions including, but not limited to:

- Support Assistance
- Sleep Over
- Cooking
- Office/Administration
- Processing of donations
- Laundry
- Outreach
- Gardening
- Driving
- Trustee Positions

Volunteer Forums and communications

Volunteer Forums help to generate an inclusive and diverse culture within CHES, which in turn helps to retain and recruit volunteers. CHES aims to have two volunteer forums a year and use this context to communicate the vision, objectives, activities, successes and relevant operational details.

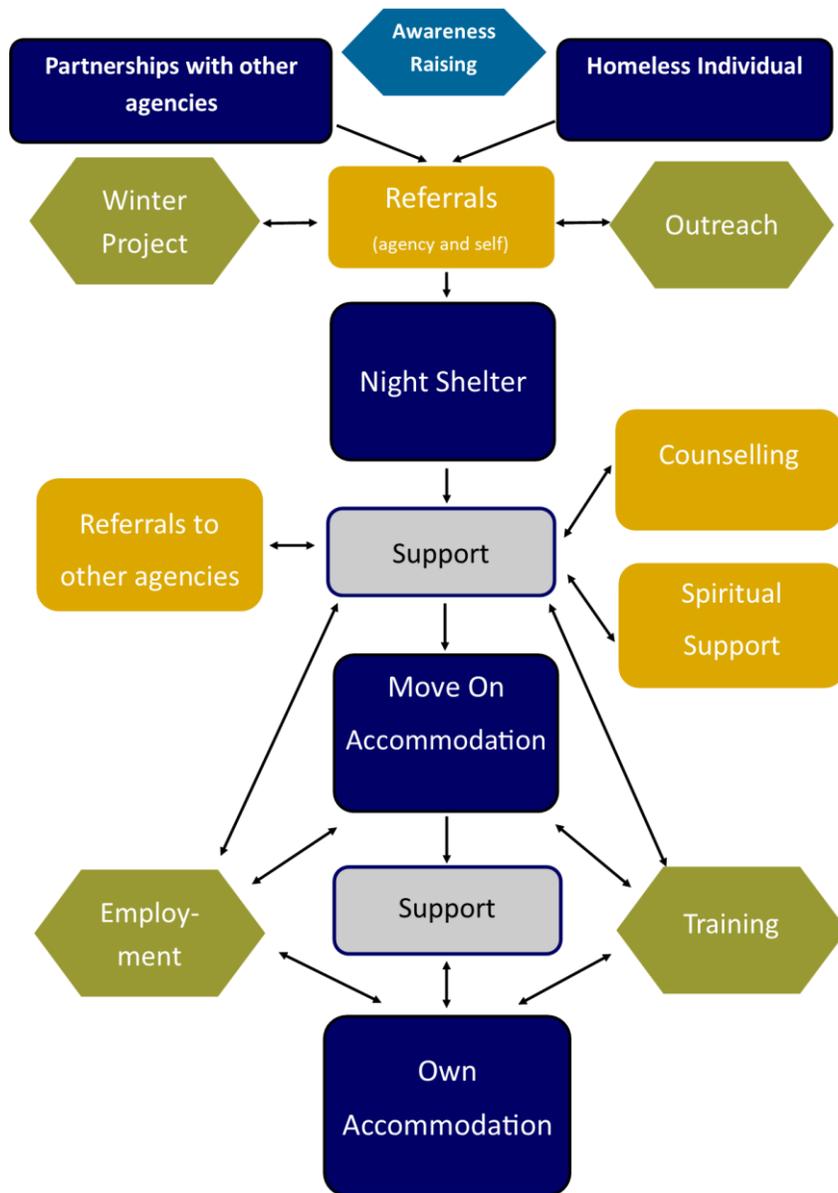
CHES also use an emailing service called Mailchimp to email relevant details to volunteers who have opted in to such contact.

Volunteer Training and development

CHES volunteers are integrated quickly into the operational system, ensuring clients benefit from a consistency of service by providing a full application and induction/training procedure,

CHES Activities and how they interact

Many activities contribute to CHES meeting their objectives and a simplified diagram of the way they work together to support the single homeless in Essex can be seen below. It should be noted that volunteers are active through the process, although the majority are involved in supporting the Night Shelter.

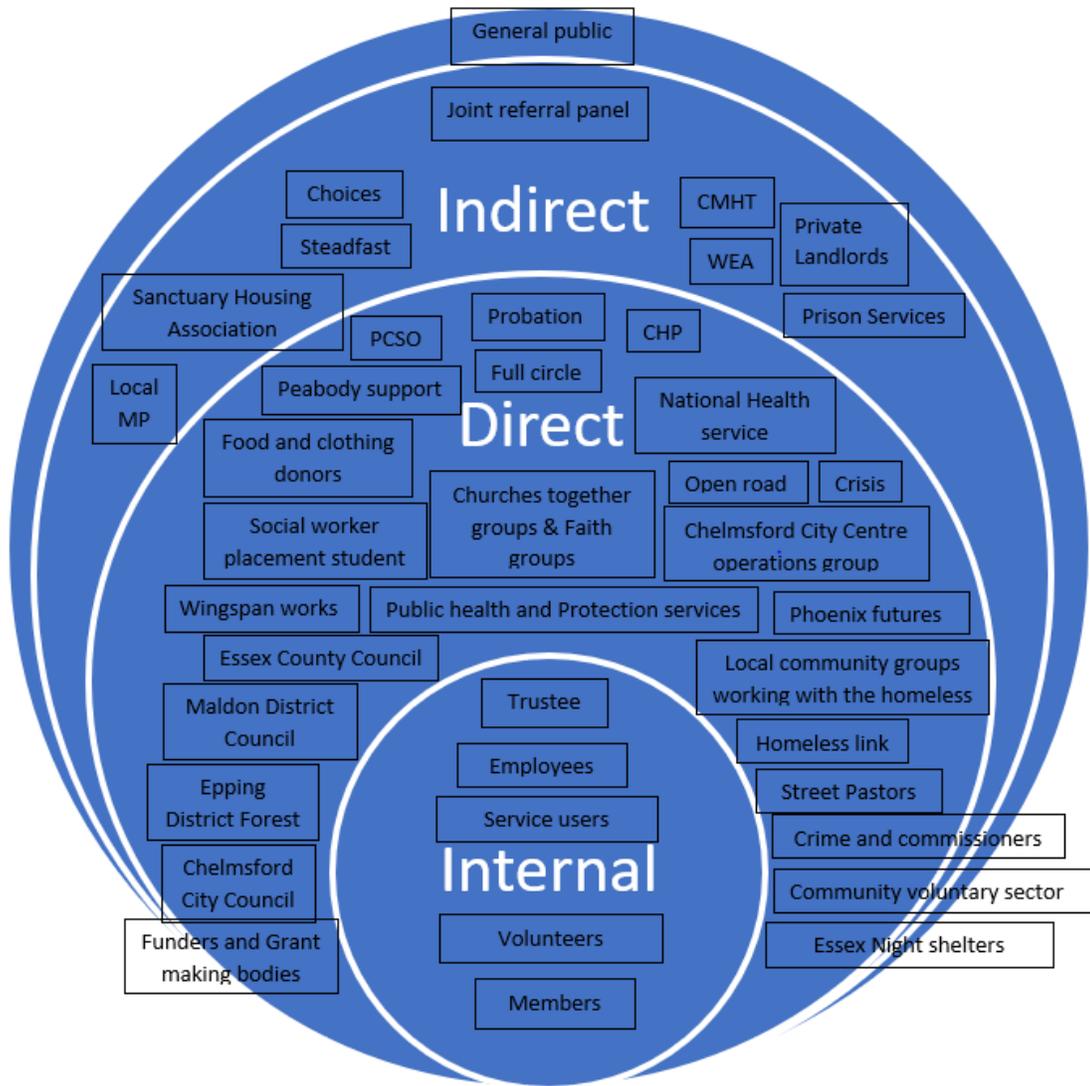


CHAPTER 5 OUR STAKEHOLDERS

Six main stakeholder groups were consulted during this Social accounting year within the following areas- Internal stakeholders, Direct Stakeholders and Indirect Stakeholders.

External Stakeholders; Trustees; Service users' group; Staff; Volunteers and Members

The following stakeholder map was developed by the CEO and CHES daytime staff to identify the individual organisations worked with during the social accounting period.



CHAPTER 6 SCOPE OF THE SOCIAL ACCOUNTS

This Social audit report considers all 5 organisational objectives at basic level and covers activity and performance during the period 1 April 2018 to 31 March 2019.

The Social audit report aligns with the financial reporting cycle for the organisation and will be prepared for release by the end of October 2019. An electronic copy will be published in an abridged format on the CHESS and SAN websites.

CHESS consulted with 6 key stakeholder groups during this accounting period. While there are others CHESS could engage, such as employers, it was decided to keep it to the five internal stakeholder groups and a mixture of external stakeholders that CHESS work in partnership with to provide support services in the community.

A survey of stakeholders via questionnaire was, as in previous years, considered to be the most effective way of achieving a fully inclusive and representative view of CHESS from the six different stakeholder group perspectives. This year, as with last, CHESS distributed the questionnaire electronically as an online form. This helped with the compilation of results and reduced staff time and resources required to prepare and send hard copies.

In the questionnaires, we asked stakeholders for ratings (positive and negative) as to how they felt CHESS were doing in meeting the aims the objectives of the organisation as well as feedback with suggestions for improving the service.

In addition, CHESS has compiled and used data from feedback forms used in routine service monitoring.

External Stakeholders

It was decided this year to canvas all the stakeholders CHESS work within the Task and Targeting group (made up of community safety, professional bodies and other charitable organisations who provide services to homeless individuals) as well as the local authorities who we provide Outreach Services for and CVS service who support CHESS through funding of the winter project and placing of volunteers.

CHESS did not target donors, or corporate organisations as we are updating our fundraising software and do not currently have access to reports donor data. This will be amended for the next financial year when we will look at also sending out to regular givers and corporate organisations who have supported us through the year.

Targeted- 28

Responded -7 responded and one declined to take part due to a conflict of interest.

Response Rate- 25%

Service Users- End User Group

CHESS support staff focused a significant amount of effort on canvassing the Night Shelter and Move-On Accommodation service users as end-users of the charity's activities.

Targeted- 32

Responded - 25

Response Rate- 78%

We also gained feedback from routine forms we use in our other services to provide insight into how rough sleepers and leavers perceive the services we offer, and some of these comments have been considered in Chapter 8.

Due to limitations in the systems currently used, time and resources, CHESS are unable to analyse all the data they have on service user engagement and progress through the change programme but we hope to explore this area more in future years.

CHESS Staff

All permanent (full and part-time) CHESS staff were canvassed with the stakeholder questionnaire. The numbers targeted and responded can be seen below.

Targeted- 14

Responded - 14

Response Rate- 100%

CHESS also gained feedback via email on some of the Outcomes from the statistics to clarify their perceived reasons where there were significant changes from last year.

CHESS Volunteers

CHESS sought to engage volunteers for whom we have permission to contact by email. This is our second-largest stakeholder group, amounting to 88 individuals. CHESS sent the form to 86 volunteers, due to contact subscriptions, from whom 25 responses were received.

Targeted- 86

Responded - 21

Response Rate- 24%

CHESS Trustees

CHESS has 9 trustees, all of whom were canvassed, all of whom responded.

Targeted- 9
Responded - 9
Response Rate- 100%

CHESS Members

CHESS has many members on its register (over 150) and in numbers make up the largest stakeholder group. However, many are life-time members of many years and some, because of changes in circumstances, are no longer actively involved. Members can express an opinion and vote at the annual general meeting, which in the reporting year was held in October with an attendance of 18. While CHESS has over 150 members, only 29 members have provided email addresses, all of whom were approached.

Targeted- 29
Responded - 6
Response Rate- 21%

Overall feedback from stakeholders

Feedback was generally very positive from all stakeholder groups (from which CHESS gained 82 responses in total), some of the statistics gathered has been used in Chapter 8 and quotes have been used throughout the report. The open questions on how CHESS could improve their service elicited several interesting suggestions and these have been taken forward as 'points' to consider in Chapter 12.

The full details on all stakeholder analysis is available in the CHESS office.

Service User Story

'I was a Carer for my mother from 2008 until she passed away in 2012. I was living in a private rented flat in Chalkwell near Southend-on-sea.

Unfortunately, being on benefits and unable to find work I found it increasingly difficult to pay the rent which was £675.00 per month. Then due to circumstances beyond my control, my benefits were stopped which meant I could not afford the rental payments and knew I was in danger of eviction. I then received a letter from my Landlord giving me a month's notice.

I then went to [a]council to explain my situation, but they were most unhelpful and told me that I was not considered vulnerable enough to be rehoused at that time. I also approached [another] homeless charity, but they were no better than[the] Council so eventually, I became homeless which was in February 2013.

During my time being homeless, I managed to survive by using the local food bank visiting churches who supplied me with food, clothes and toiletries. One particular church provided what they called suspended meals which meant that homeless people could have a cooked meal which was sponsored by donations from local people.

I was homeless for five and half years until August 2014 in that time I developed the health condition of scoliosis which is basically curvature of the spine and means I cannot straighten up and this puts pressure on other parts of my body and being on the streets exacerbated the condition. I am also in constant pain.

In August last year, I decided to leave [the] area as I felt that the streets were becoming increasingly unsafe especially for homeless people by gangs and the authorities seemed to be doing nothing about it.

I then came to Chelmsford in the hope of a better life and I have not been disappointed as CHESS and the local council have been very helpful. I am now re-housed, and I am now having a much better life.

I am especially grateful to CHESS for all the help they have given me.'

Harold, CHESS Accommodation User

CHAPTER 7 METHODOLOGY

The actual tools and methods used to measure success against CHES objectives were discussed and agreed with the Social Audit Group (SAG) in April 2019. These are explained in detail in SAN CD 17 & 26 and held in the CHES office.

In summary, the tools and methods used in this audit are;

Quantitative Results

- Numbers of people supported and planned outcomes of Service Users moving into their own accommodation.
- Night Shelter and Move-On Bed Availability & Utilisation
- Wait List / Unsatisfied Demand
- Counselling Hours Provided / Attended
- Support Meetings Arranged / Attended
- Number of Volunteers
- Average Hours Donated Per Volunteer
- Winter Project Bed Availability and Utilisation
- Outreach Visits

Note the source of all Quantitative data is the CHES Monthly Stats held in CHES Office

Qualitative Results

- Stakeholder consultation analysis (Service Users, Staff, Trustees, Volunteers, External Stakeholders)
- Targeted Questions of interest to External Stakeholders covering the wider issues of homelessness (Beyond CHES Objectives)
- Informal reflections by staff
- Information from exit information from service users moving on
- Pen Picture Story's from former Service Users (Appendix B)

Final Scoring of Economic Impact

- Number of Planned Outcomes from the Night Shelter and Move-On Accommodation – CHES Stats
- Number of Unplanned Outcomes from the Night Shelter and Move-On Accommodation – CHES Stats

- Composite Profile of Typical Service User (based on results of a 2013 study by St Mungo's and updated statistics from more recent reports by Homeless Link and Crisis)
- Internet based research to derive economic value for positive movement on each aspect of the Composite Profile
- Total Economic Impact derived from the sum of each element of the composite profile as defined in research material
- Total Economic Impact is provided as a range due to the application of probabilistic values reflecting the upper and lower band of uncertainty
- Estimated Value of Volunteer Hours
- We also have data from the outcomes star, but at the moment we don't a way of analysing. CHESS will be introducing a CRM over the coming year, so this data can be utilised in future.

CHAPTER 8 REPORT ON PERFORMANCE AND IMPACT

CHESS activities, as described in Chapter 4 all contribute to CHESS achieving the stated objectives. This chapter presents a high-level review of performance and impact for the year. Further detailed analysis, along with all data supporting the declared results for this reporting period are available from the CHESS main office.

This chapter presents a high-level review of performance and impact for the year. Further detailed analysis, commentary along with all data supporting the declared results for this reporting period are available from the CHESS main office.

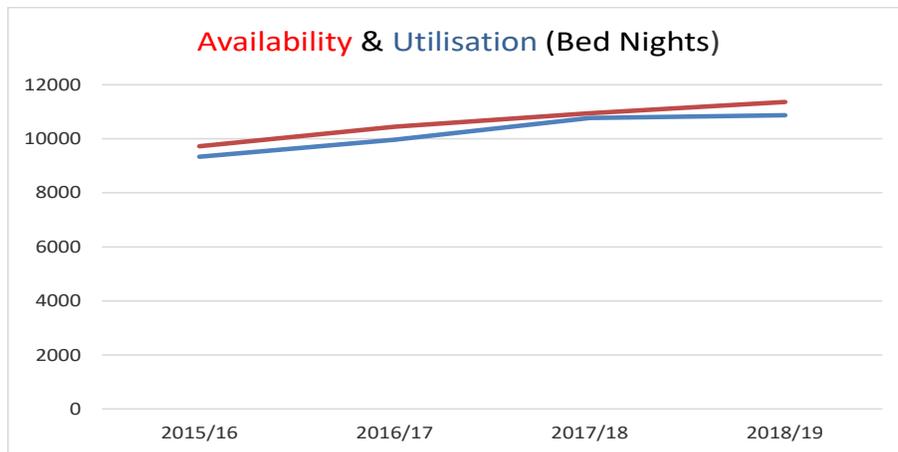
Objective 1 - "To provide temporary accommodation for adult single homeless"

CHESS provides several different types of temporary accommodation for single adult homeless through the Winter Project, Night Shelter and Move-On Accommodation.

The Night Shelter, Annex and Move-On houses

The Night Shelter and Move-On houses (Annex included) operate all year round and therefore makes up much of the accommodation CHESS provides to single adult homeless. During 2018/19 CHESS:

- Provided 79 individuals with an opportunity to engage with services to help them address issues and move on from their homelessness
- Increased bed capacity from 30 to 32
- Provided 11,358 bed-night units of accommodation
- Bed availability remained high in keeping with the 4-year trend illustrated below



There has been huge increase in the the throughput of Service Users generated a small increase in voids (due to increased tempo of change-over), this has impacted slightly on overall bed utilisation.

All night shelter residents are offered a daily hot meal and provided 2,455 cooked meals in the accounting year. Much of the basic foodstuff was donated by socially aware traders, donor groups and individuals (see acknowledgements), for which CHESS and the service users are very grateful.

Demand for beds regularly outstrips supply and CHESS manage the oversubscription of the service in two ways. One is by maintaining throughput (Primarily Objective 2) and the other is by dealing with surge capacity during periods of heightened need. The Winter project is used to meet these seasonal needs and dangers presented to rough sleepers within the coldest months four months of the year.

Winter Project

Take-up of the Winter Project was maintained at the same level as 2018/19, CHESS utilised a Church Hall equipped with camp beds and manned with support staff.

This year the Winter Project:

- Prevented 836 nights of rough sleeping which is up 4% on the 3-year rolling average.
- Had over 148 people book, and 76 unique individuals attend the project for one night or more. As individuals book the morning of the evening they wish to book on, these figures illustrate how quickly things change for homeless individuals. It is not unusual for a bed or a sofa to be secured with friends or family between booking and the project opening.
- Had 26 individuals move on into the Night Shelter from which 3 individuals moved on into their own accommodation by the end of the reporting period.

Client use of CHESS services comes with a commitment to abide by CHESS' policy on drug and substance abuse but there is a tolerance for the Winter Project service users, allowing safe sleeping without the expectation to engage with the full change programme CHESS offer. This was partly influenced by the death of a homeless man on the streets of Chelmsford in February 2018. Subsequently, the Winter Project was staffed with a security guard to ensure safety within the tolerance levels set by the policy. This additional service seeks to help reduce the additional trauma and health related issues of rough sleeping in extreme weather conditions and this year we were able to provide access to flu jabs through a voucher scheme provided by the local CCG.

Given continued high use of this service, CHESS is considering plans to run a project providing basic accommodation through-out the year and is looking at developing strategic relationships and securing additional resources to deliver it.

"Having the WP to come to every night has been a life saver for me, I'm not looking forward to it ending",
Winter Project Service User

Assistance to Rough Sleepers

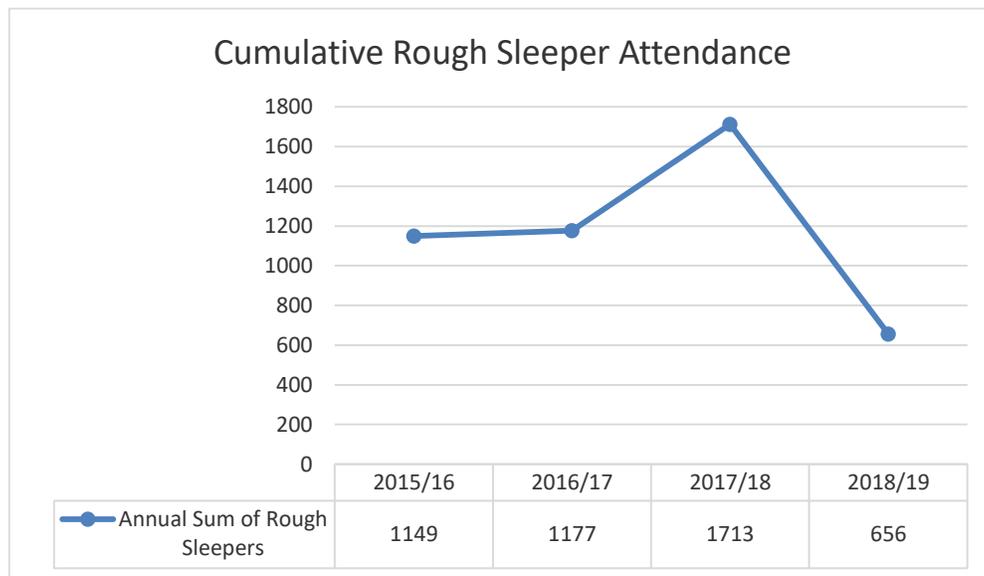
Assistance to Rough Sleepers is often the first contact CHES have with potential service users, outside of referrals. Contact usually comes through a visit to the night shelter to seek assistance and Outreach Visits.

Rough Sleepers at the Night Shelter

Rough sleepers who present themselves to CHES are provided with food, drinks, sleeping bags and bedding upon as necessary and it is vital that these vulnerable individuals know there are supplies for them if they need it. This year CHES provided 526 meals and 774 drinks for rough sleepers and met all requests for fresh clothing, bedding, showers and clothes washing and these figures clearly demonstrate CHES are actively supporting a vulnerable client group that sit outside the organisation's current capacity constraints.

This reporting year, however, CHES has seen the cumulative number of Rough Sleepers turning up at the Night Shelter each night in the year reduced significantly by 1062 to 656 and support staff believe the reduction is partly due to the increased bed capacity within CHES, the quicker throughput of Service Users, the geography of the night shelter (the shelter is further out of the city) and the provision of evening meals by other organisations in the city.

The graph below illustrates the reduction in the cumulative count of Rough Sleepers presenting at CHES.



Night Shelter staff also believe that several other organisations are now providing practical support (food and drink) for the rough sleeper community in the city centre and this has reduced the need of Rough Sleepers to access these services from CHES.

'The move from 23/24 (old night shelter) was, I think, the most significant factor (to the decrease) but also accessibility to other outreach services who provide food etc regularly in the city centre', Night Shelter Worker

Outreach Services

This year, CHES has continued to provide further assistance to rough sleepers through outreach services and staff and volunteers attended to street link referrals from 3 different districts, resulting in 145 visits to rough sleepers across Essex to hand out vital supplies and help signpost and assist with referrals, where possible. This is an increase of 71% on the last reporting year and a number of these visits resulted in rough sleepers engaging with other CHES services, such as accessing the Night Shelter and Winter Project. Currently the data to report on exact amounts of people who entered the accommodation services from outreach visits is not easily collatable, but CHES is implementing a new CRM in 2019/20 and hopes to be able to report more precisely on these statistics in future.

All stakeholder groups rated the success of achieving Objective 1 in this year and over 98% of 82 respondents rated their performance in this area as OK or positive (3% and 95% respectively).

The data presented above suggest CHES has done well at meeting the objective 'To provide temporary accommodation for adult single homeless', having provided 12,194 bed nights and helped 155 unique individuals with accommodation through all the services in 2018/19. It is also recognised that providing greater tolerance on entry to the Winter Project (simply requiring service users to be in control of themselves) created an environment this year that helped some of the entrenched off the streets and allowed them space to prepare to enter the CHES change programme. CHES would like to provide this facility 365 days a year, if funding were available.

Objective 2 - "Supporting service users to re-join society through access to; External Accommodation, Employment & Education"

External Accommodation

CHES gave 79 individuals the opportunity to move into the Night shelter and engage with the change programme this year and saw the amount off positive outcomes (those making it into other accommodation) rise from 35% in 2017/18 to 52%.

Ensuring individuals pass through the system) is vital to an organisation like CHES. The limiting factor of 32 bed spaces means that once an individual is ready and able to move on the opportunity needs to be grasped to enable CHES to accept the next vulnerable client in need of the help. Conversely if

CHES operational staff allowed end users to move on to quickly this would jeopardise the potential for an enduring positive outcome.

This year, CHES saw a significant increase in service users accessing private rent and supported housing.

| Accommodation Type | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 4 Year Average |
|-----------------------------------|---------|---------|---------|---------|----------------|
| Moved to supported housing | 10 | 10 | 6 | 19 | 11.25 |
| Moved in with friends or family | 10 | 11 | 1 | 5 | 6.75 |
| Gained own tenancy/social housing | 4 | 7 | 6 | 9 | 6.5 |
| Moved into private rent | 13 | 16 | 4 | 8 | 10.25 |
| Other – Planned | | 1 | 1 | 0 | 0.5 |
| | 37 | 45 | 18 | 41 | 28.2 |

When asked, experienced support staff have put this increase in people accessing external accommodation down to;

- **New connections and referral mechanisms with other housing providers**

In the last reporting year, CHES had one connection to refer on to and access to the services was limited by the referral through a JRP (Joint Referral Panel). In the reporting year, this housing provider took a number of CHES clients as a direct referral, which made it easier to move people on. In addition, in the Winter, support staff made connections with another supporting housing provider for over 55's and this has been a valuable avenue for homing some of the older service users.

- **Support workers and night shelter service users all in the same building**, helping with communication and support to deal with issues
- **Extra two rooms at The Hub**, enabling staff to work with more people in the more intensive support environment
- **The DDA room** to help with dealing with individuals who previously we would not have been able to accommodate to a successful outcome due to very poor physical or mental health

The statistics above show the service users moving into private rent has doubled. However, the total is still below the 4 year average for moves into private rent, which, as we concluded last year is down to no funding for a secure tenancy officer. Chelmsford area also suffers from low rates of affordable housing due to increased rental prices attributed to the London spread. Competition for low cost housing is high. Service users are further disadvantaged due to low numbers of properties available to people on benefits.

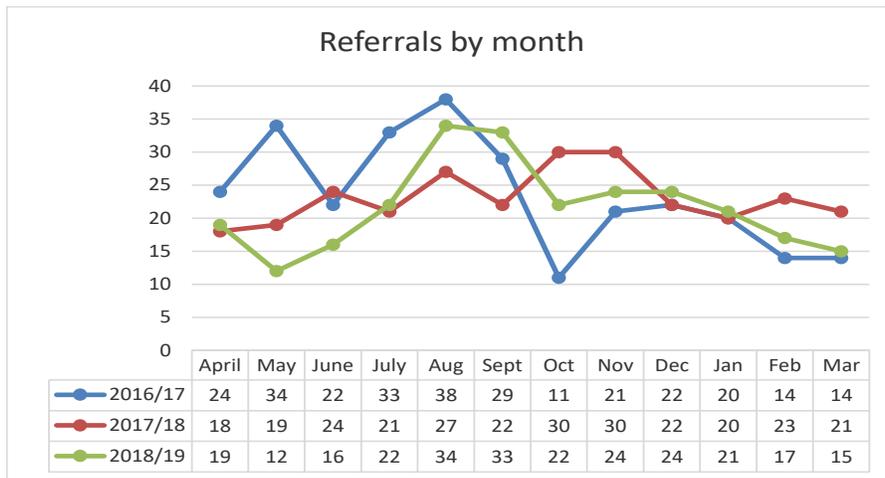
The throughput for social housing has not changed much from the previous reporting year and despite the positive outcomes this last year, knowing that the referral process might change again for our main supported housing connection, CHES would still like to pursue the possibility of a

banding review so services users can get into a band 2, giving a higher priority to social housing (as other local supported housing residents), rather than the current band 3.

Wait List – Unsatisfied Demand

The CHESs waitlist (or referrals pending) is refreshed each month and CHESs staff check the extent of need with each waitlist client. There are a lot of people on the waiting list and the numbers vary from month to month, with the oversubscription ranging from 12 to 34.

Referrals are assessed by a highly experienced staff team who allocate any available bed spaces based on need, vulnerability and a risk assessment of each client.



The monthly average unsatisfied demand is 22, a reduction of 1 over the past year. CHESs admitted an extra 28 service users in the last year, indicating that relative demand for services continues to grow. It can also be seen in the above that the demand has dropped during the period of the Winter Project and this is why CHESs would like to develop a project all year round.

Employment and Education

Employment opportunities give a service user possibilities for earning a regular income. CHESs have worked hard this year to increase opportunities and have assisted 12 service users into employment.

CHESs now work much closer with Prison Rehabilitation services and with social enterprises such as Wingspan to provide training and employment opportunities for service users and ex-offenders due release.

CHESs recognise that training and activities add not just to an individual’s skill base and possibilities for employment but also increases self-esteem. self-worth and positively impacts mental health.

Extending opening hours also provides Night Shelter residents with the opportunity to do something inside for a period in the day when they might otherwise be out.

'we need something more, something the service user could use during the day to keep them occupied and away from the culture some of them are in. I'm guessing that a day centre where they could come and learn new skills and engage in re-integration into society without having to slip back into habitual behaviour.' CHESS Staff

Of the 25 service users who responded to the questionnaire, only 4 were accessing any employment or training schemes in the 6 months prior to entering CHESS, but within 6 months of entering CHESS the number accessing schemes totalled 9, showing an increase of 125%. This engagement should be celebrated as staff find there are several factors which make progress into employment and training slow and these may be health-related (physical and mental) as well as confidence related. It is also the case that motivation can be low for some of the service users, making it additionally hard for support staff.

"The provision of temporary accommodation is very successful. We try to help our clients find employment or education; however, I find on the whole they want neither, they are happy with just a bed for the night, so we find this task difficult", CHESS, Staff

In 2017-18, it was recognised that an increase in training opportunities was required, and it is understood that one size does not fit all, and this might also impact engagement, and what appeals to one, might not appeal to another service user. In this reporting year, several successful funding bids were made so that in 2019/20 CHESS can increase the provision and range of training opportunities both in house and in collaboration with other agencies. With a greater range, CHESS is hoping interest and attendance will increase.

CHESS has also been seeking funding to:

- 'train a trainer' to provide certificated training in key areas of safety in the workplace.
- refurbish a number of move-on houses which will utilise current service users, providing a safe training environment and a record of achievements that support workers can help record on individual CVs.

CHESS see these activities as a way to offer a more holistic service and help clients from the streets back to independence, through employment and break some of the cyclical issues linked to unemployment, homelessness and offending (also known as the revolving door).

The ratings of CHESS' success at achieving this objective indicate that 88% of Stakeholders feel CHESS are successful (76%) or OK (12%). 10% of the stakeholders indicated that they 'didn't know', so success in this area might be worth celebrating more in future to make stakeholders more aware.

The statistics suggest CHESS' objective of "Supporting service users to re-join society through access to; External Accommodation, Employment & Education" has been successful. Without doubt, more could be done if there were greater move-on opportunities and funding and it is a concern that there might be changes again with move out accommodation availability if referral mechanisms change again. CHESS is currently looking at options to help mitigate this risk, including funding options to help individuals into private rent.

"I am very happy with the support Chess has given to me, such as courses, support meetings and help with appointments and form filling. These are things that in the past I have struggled with, but with the help of Chess beginning to do for myself which is a big step for me as I need to learn and have the confidence to do this." CHESS Service User

Objective 3 - "Supporting improvement to the health and wellbeing of service users"

Without help, the life expectancy of a homeless male is 27² years less than the national average and it is 37 years less for a female³. It is, therefore, reasonable to assume that, without the intervention of CHESS, some of the clients taken in, would be at risk of serious physical and mental health issues.

We have a skilled support team who deal with the health and well-being of the service users in a variety of ways from helping to access health care to helping to secure housing.

Improvements to Health and Wellbeing vary against the needs of each person and therefore individual support meetings are the best way to identify and address bespoke needs. The frequency of support meetings depends on the individual service user's needs but a meeting twice per month is a minimum expected level.

A key aim of these support meetings is to alleviate some of the stressful issues surrounding everyone's needs. Medical or other professional help (such as addiction support) is regularly signposted and facilitated by these support meetings. The aim is to encourage the client to engage in pro-active health care as opposed to the reactive stance displayed by many of this client group.

This year we asked clients about their health. Service users were asked to describe patterns and behaviour during the 6 months prior to joining CHESS and after entering the accommodation and support process.

Health Care

Of the 25 individuals who responded-

² https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf

³ https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf

- 14 Service users have engaged with other agencies since joining CHES

10 individuals who had not or could not access Mental Health Services, prior to entering CHES accommodation services accessed mental health services within a few months of arriving. Often, it's not until a need's assessment or the basic need of housing is met that a service user recognises they have mental health issues or has the confidence to seek help. Even if a service user tries to seek help before entering the CHES change programme efforts are often blocked due to complications presented if there is also drug and alcohol addiction. CHES staff work hard to help Service Users access mental health services and the stats show that this intervention has been successful for some.

'since being in CHES my mental health has improved as I am now on anti-depressants and my general quality of life has got better, which I am very happy about.' **CHES Service User**

'I did not know what help I needed. I didn't know how bad my mental health was' **CHES Service User**

State Benefits

Of the 25 service users, we received responses from 11 individuals were not receiving state benefits before entering CHES, all these individuals gained access after entry. This access is a step to financial independence and enables service users to consider financial options moving forward. Without any income, the service user would have no chance of moving on into accommodation.

From an operational perspective, CHES sees the stability of accommodation and individual support worker sessions as a critical success factor in achieving an overall positive outcome. There is a high level of anecdotal evidence that suggests most support workers can see the early signs of an individual struggling to maintain their newly adopted lifestyle changes. Support workers are often frustrated that they are unable to devote more time and resource to a service user 'on the edge of relapse'. Sadly, in the past, the resource capacity and geographically dispersed client base has made this intervention difficult but there is a feeling amongst the staff that the newly developed consultation rooms and having night shelter and offices in the same building have had a positive effect on the ability to support services users and detect more quickly when a service user is not doing so well and this may have contributed to the positive outcomes in the reporting year.

'I think having the office and support together makes it easier and quicker to deal with service users who are not engaging' **CHES Staff**

The Objective's ratings in the stakeholder analysis suggest that 93% of stakeholders feel that CHES is doing OK (11%) or is successful (82%) in this area..

In light of the above, CHES has done well in meeting this objective, but there is obviously room for improvement which has been recognised by staff members planning has begun to continue all the above but also engage other organisations and individuals to help improve service user health and

well-being in the new financial year. Plans are already in place to work with an osteopathy clinic, occupational therapist and yoga teacher, who can deliver yoga and mindfulness classes.

Objective 4 - “Work with other agencies, companies, organisations & people groups”

CHES work with external stakeholders in the following ways-

Access to professional services

Some service users present with issues beyond the scope or resources of CHES in house capability. To meet this need CHES maintains close contact with other professional bodies/ individuals best placed to deliver the service. CHES fund a professional counsellor who provided 135 counselling hours to service users. CHES also provided 94 hours of specialist Eye Movement Desensitisation & Reprocessing Therapy (EMDR) treatment.

Collaboration between CHES and other professional bodies is vital to the holistic service provided to service users. Other agencies within the care network are engaged on an ‘as needs’ basis. CHES made 21 referrals to other agencies in this year. CHES also made 230 housing-related enquiries on behalf of service users. The success of these networks is a key enabler to improve the prospects of all service users.

Forums and Task Groups

This year, CHES has hosted 12 monthly Task and Targeting meeting, and the CEO and Client Support Senior manager have attended regular meetings with the councils they have contracts with.

Gaining referrals for services

Referrals are regularly made to CHES from other agencies, such as probation and the council and the staff have a good working relationship with these agencies which helps CHES gain referrals to rooms.

From the stakeholder analyses, external stakeholders indicated that-

- 100% felt the collaboration/partnership with CHES through 2018/19 was fruitful in supporting those affected by Homelessness
- ‘Communication which fitted the partnership’ scored an average of 4.8 out of 5
- 100% wished to continue working with CHES in the future

This is positive feedback for CHES, who could not do what they do without the help and support of other organisations.

The ratings from the stakeholder analyses on this Objective also show that 77% of all stakeholders feel that CHES does OK (13%) or are successful (63%) at working with other organisations. Over 20% stated that they didn't know and most of these were from the service user and volunteer groups. It is unsurprising that the volunteer groups are less aware, as many are on duty in the evening, or weekends and much of CHES collaboration would be done within office hours and relate to funding and support services which fewer volunteers are a part of. It is also not unexpected that the Service Users are less aware because they would not necessarily know about the collaboration needed to obtain and maintain contracts, sustain appropriate services for homeless individuals across the city or to maintain the support they have access to.

Without CHES rough sleeper's lives would be so much worse off in Chelmsford and the surrounding areas', External Stakeholder

Objective 5 - "Work with and support volunteers"

Volunteers are a fundamental part of the CHES operation and it is important that the views of Volunteers are considered and valued at all levels of the CHES organisation. Volunteers are represented on the CHES management meetings.

There were 21 new volunteers who attended inductions this year. With routine attrition, the average number of active volunteers increased by 3 to 88. Total Volunteer hours recorded for the year were 6350.

Each CHES volunteer has on average donated 72 hours of their time to assist CHES and ultimately the service users. This is a huge commitment from the volunteers engaged with CHES and reflects the importance of the homelessness issue within the local community.

It is vital to the ongoing viability of CHES that the views and development aspirations of this stakeholder group are considered at the Management and Strategic levels of the organisation. 'Volunteer forums' are held throughout the year. The forums communicate information on the success and performance of CHES with open debate on topical issues.

One of the volunteers gave the following feedback-

'Listened to feedback and actioned valid suggestions. A useful and informative introduction and presentation. Can't think of anything to improve, except try and get more volunteers to come along if possible', CHES Volunteer

One of the trustee's feedback also stated-

'Our volunteers (including those who raise funds) could be better informed', CHES Trustee

Communication is always a challenge and more so when attendance to forums is restricted, often, by time and availability. Only 28% of respondents have ever attended a forum and information sent out

on emails is restricted by what volunteers have signed up to receive from CHES, so getting information out is difficult. Currently, volunteers are recruited and managed by managers who do a fantastic job but are involved in a great number of other areas of the charity and it would be reasonable to assume that engagement might be better if there was more personalised communication and time given.

This reporting year staff arranged a Christmas Quiz and Fish and Chip for volunteers to be involved in alongside service users as a celebration and little thank you for all the hard work they put in through the year. This was a purely celebratory/ social event and was generally well-received by those who could attend.

From the stakeholder analysis, of the 82 responses, 83% felt that CHES was OK (16%) or successful (67%) in achieving its objective to work with and support volunteers in this reporting year. Of the 13% who said they don't know, the majority were Service Users and this might be because, once individuals move out of the Night Shelter, they have less interaction with volunteers as cooks and sleepovers are on duty in the evening/night and the day time volunteers are often working in the office or in a role that may not be so obvious to them.

'We are incredibly fortunate with volunteers, who do a really amazing work alongside the staff team to keep things running', CHES Staff member

CHAPTER 9 ECONOMIC IMPACT

Deriving an Economic Impact against positive outcomes (people moving on in a planned way) from this client group is difficult and subjective and needs to be defined by the assumptions made and supported by reference material. The assumptions and detail on how the range of values were calculated can be found in Appendix C. The chart of calculations for each facet of the expected value is listed at Appendix E-1. The results of the expected values with the stated assumptions on the range of upper and lower probabilities is contained in Appendix E-1. The source reference for each assumption is identified and listed in the Reference section. The source reference data spans a range of studies over several years. Therefore, the economic benefit stated in each study has been normalised to 2018 Economic conditions using indices drawn from the Consumer Price Index on the ONS website. For the remainder of Chap 9 the mid-point values have been quoted for simplicity.

The derived Expected Value (mid-point) for each successful outcome (individual moving on from CHES in a planned way) is £50,468. CHES achieved 41 planned outcomes during this period. Applying this value to the overall outcomes gives an Economic Benefit of £2,917,862.

When other material economic impacts such as the value of CHES Volunteer hours are added to the impact of the Outputs, we get a total economic impact of £2,984,333. Based on the total operating costs of £542,250 this represents a return on the initial costs of 450%.

It should be noted that CHES is made up of some Local and Central Government sourced finance, used to offset operating costs. For clarity and transparency CHES would like to declare and acknowledge contributions from Housing Benefit, Housing Related Support Chelmsford City Council, Epping Forest District Council and Maldon District Council.

The calculation included a sensitivity analysis with various adjustments applied to the results as the key assumption on positive outcomes is sensitive in relation to the declared economic impact. The results and rationale of this exercise are illustrated in Appendix D with tabulated results found in Appendix E-2.

We also added the value of the average 72 hours served by each of our 88 volunteers during the year, considering the cost of otherwise staffing the vital areas they cover and roles they fulfill.

Results

As a result of the year-round supported accommodation and emergency bed spaces provided by the winter project during the harshest months, CHES prevented a total of 11,584 nights of rough sleeping in 2018/19.

Through the change programme offered via the four stages of support, 79 people were given the opportunity to regain control of their lives and make moves towards independent living.

Without help, the life expectancy of a homeless male is 27⁴ years less than the national average and it is 37 years less for a female⁵. It is reasonable to assume that without the intervention of CHES, some of the 79 clients taken in or the rough sleepers given basic assistance in the winter, would suffer serious, if not life-threatening, health-related, issues.

Environmental Impact

CHES complies with its stated Environmental Policy, which can be found within the CHES office.

The environmental impact of CHES has been captured in two main ways.

- 1) The Carbon Footprint of the CHES operation has been quantified in terms of energy use at the Night Shelter, move-on houses, the main office and the van. The total emissions generated because of CHES Energy usage was 32,159kg Co₂e this is the equivalent of 8,779kg Carbon.

⁴ https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf

⁵ https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf

The NEF web-based tool (<http://www.carbon-calculator.org.uk/>) was used to calculate this impact data from basic energy usage data. Details of the calculation are available in the CHESS office.

- 2) The other key environmental impact is the use of unwanted or discarded goods by CHESS to re-use in a variety of ways. Resource limitations prevent a full analysis, but the key headlines are as follows;

Donations of Food and Utilisation of short life products

CHESS is donated food through-out the year from organisations and individuals who kindly shop on behalf of the organisation. Particularly significant times for donations include the harvest period, when an appeal is made and Christmas. The harvest appeal is remarkably well supported with engagements from local schools, organisations and other community groups.

CHESS also make regular visits to socially aware traders and collect short life perishable foodstuffs. Participating stores include those listed in the stakeholder list in Chapter 5. CHESS also receive ad-hoc public donations of catered food from; weddings, funerals and religious festivals and events.

All donated foodstuffs are used in the provision of evening meals and snacks for the night shelter and visiting rough sleepers and operational staff estimate that approximately 60% of all food stuffs used in the preparation of evening meals are from these sources.

Donations of goods

CHESS accept donations of clothes, blankets and furniture from individuals this year.

Not only does this provide a great stock of items that can be used for rough sleepers, as the need arises, but also ensures the future use of goods that may otherwise have gone to landfill.

Waste Recycling

CHESS recycles waste, both in the office and night shelter facility, reducing the amount being sent to landfill. It also takes part in a clothing and rag recycling scheme, where donated, or abandoned clothing and bedding which is not suitable for reuse is collected in return for money.

CHAPTER 10 ISSUES FOR ACTION AND ACHIEVEMENTS

The overall results from this social audit reflect positively, CHES and its partner stakeholders have achieved significant positive outcomes which have all translated into very positive Social and Economic Impacts. CHES has acted on stakeholder feedback from the previous report to learn, improve and evolve this year.

This year's stakeholder analysis has proved helpful with further identifying areas of success and celebration as well as those that could do with more attention in the next reporting year.

Below are areas brought up by one or more of the stakeholders for which CHES will consider appropriate actions to help address.

In this reporting year CHES' achievements include-

- A significant increase in positive outcomes on the previous reporting year.
- 100% External Stakeholder satisfaction in CHES' collaboration and desire to continue working together.
- A smooth move of Night Shelter and support services up to the new building, creating a positive environment for service user engagement
- The success of the Winter project in creating an environment where rough sleepers could engage with CHES without great expectation, providing room to build relationship and enable a smooth transition from the streets into the CHES change programme.

Actions to be taken from this accounting year include-

- Identifying other avenues for housing for people leaving CHES to mitigate the risk of changing referral processes.
- To improve offerings of health and wellbeing opportunities and activities offered to service users.
- To continue building relationships with partnering organisations for the benefit of the service users and giving more feedback to external stakeholders, where necessary.
- Working on communications with all stakeholders and celebrating or relationship and the time and resources they all give to CHES.
- Increase volunteer profile and communications.
- Implementation of a CRM system that will help CHES with recording service user data and services accessed from the first engagement.
- More Training and Activities for service users to help create opportunities for learning and social engagement
- To increase accommodation, assessment and support services for rough sleepers, so that we can work with people before they enter the CHES change programme
- Mitigate the risk of referral mechanisms into other housing providers changing again.

CHAPTER 11 PLANS FOR NEXT SOCIAL ACCOUNTING CYCLE

As part of our mission CHESS aims to:

'Become a catalyst for change and partnership recognising the resources of others'

CHESS will use the Self-Verified Social Accounts to:

8. Make positive changes to the way it operates and services it offers to better achieve its' objectives
9. Develop relationships and partnerships with the stakeholder groups consulted in its formulation
10. Publicise the achievements of the charity

The lessons learned from this social audit will be taken forward into future iterations and statistics will be refined to ensure we measure what is important and remove unnecessary detail in our data.

CHESS commits to-

- Work with stakeholders across the year to collect and collate data required in a systematic fashion in order to balance effort and workload
- Develop the way in which it collates its statistical information,
- Involve others from the stakeholder groups to improve the Social audit so that it becomes a valuable reference document.

The social accounting report is, therefore, something that CHESS will continue to develop and produce as it enables us to serve our client base more effectively.

APPENDICES TO CHESS SOCIAL AUDIT 2018/19

APPENDIX A- List of Detailed Supporting Information

APPENDIX B - Client Case Studies / Pen Pictures

APPENDIX C - Economic Impact

APPENDIX D - Sensitivity Analysis

APPENDIX E-1 -Economic Impact Calculations

APPENDIX E-2 -Sensitivity Analysis

APPENDIX F - Key Aspects Checklist

APPENDIX A - List of Detailed Supporting Information

All supporting documents are available in the CHESSE office.

- Item 1 - Issues and actions from previous social audit
- Item 2 - External stakeholder questionnaire and feedback
- Item 3 - Staff team questionnaire and feedback
- Item 4 - Volunteer stakeholder questionnaire and feedback
- Item 5 - Service user stakeholder questionnaire and feedback
- Item 6 - Trustee stakeholder questionnaire and feedback
- Item 7 - Member stakeholder Questionnaire and Feedback
- Item 8 - Questionnaire Information Compiled
- Item 9 - Impact Mapping of CHESSE Objectives (SAN CD 17)
- Item 10 - Link between; Objectives, Activities, Outputs, Outcomes, Indicators, Data Source For all objectives (SAN CD 26 Worksheet)
- Item 11 - CHESSE Statistics 2018/19
- Item 12 - Co2 and Carbon Footprint Calculations
- Item 13 - Environmental Policy

APPENDIX B Service User Case Studies / Pen Pictures

A sample of short pen pictures has been inserted throughout this report to help provide a human context to the impact of CHES 'Outcomes' supported by broader stakeholder activities. For the purposes of anonymity, names have been changed.

1. *I became homeless when my relatives decided to relocate and move to another country and so my biggest challenge was having no family or supportive relatives. The situation was made worse by the fact that I was unemployed as I had recently completed my post graduate studies.*

My first port of call was the local housing offices where I was told that I was not a priority case since I had no minor children or any adverse medical condition. At this point I was assailed by feelings of helplessness and utter hopelessness. My church Pastor offered to pray for me when I told him that I would be sleeping in my car and he prayed for my safety in the night and that no harm should befall me. At this point I didn't know whether to laugh or cry as my situation was dire.

A lady at the council referred me to CHES and when I got to their offices I was welcomed by Tracy, one of the Support Workers, she was like balm to my soul as she was the first kind voice I had spoken to in days and there was no sense of being judged because in all this harrowing experience my dignity had been trampled on in the way I had been spoken to, as to them I was only a number in the multitude of homeless people who walk through their doors on a daily basis.

To cut a long story short I was housed by CHES for 4 months and in that time I continued bidding as I was already on the Housing Register and in December I was allocated a place of my own, a place to call home. I am eternally grateful to Jacqui and her team at CHES as words cannot express my heartfelt gratitude for all the support they gave to me, they became my family, my sanity in that very dark period of my life.

GOD BLESS YOU ALL.

Dorothy, CHES Accommodation User

2. *I came to CHES on 01/05/2019 after a close relative died whom I was residing with. When she died the property was sold making me homeless. I had to start claiming benefits which I had never done before and I was helped by the very dedicated chess team to do this. I had a car accident which has left me with limiting physical injuries such as a broken wrist which is not fully healed, arthritis in my pelvis and ankles, I suffered a head injury which left me with minor brain damage and damage to the nerves in my eyes leaving me with double vision. I was offered an appointment with an Osteopath which was incredibly helpful and such a fantastic service. I lost my mother some years back and have never been able to grieve for her. I was referred to the counsellor who I have had weekly appointments with and feel like I am making headway for the first time in years. My support worker helped me, due to my age to apply to CHP for immediately available homes and she came with me this week to do a viewing of a potential property. I have accepted the property and the support has continued to obtain furniture and help me set up my benefits to make sure I will stay safe in my accommodation once I have moved. I am so grateful to chess for the amazing service that they have given me. All staff are so friendly, and nothing is too much trouble for them. It has made*

me think about my future and what I could give back. I will always think of CHESS fondly as my future begins. I have no idea what would have happened to me without them. Bless you all.

Henry, CHESS Accommodation User

3. I was a Carer for my mother from 2008 until she passed away in 2012. I was living in a private rented flat in Chalkwell near Southend-on-sea.

Unfortunatley being on benefits and unable to find work I found it increasingly difficult to pay the rent which was £675.00 per month. Then due to circumstances beyond my control my benefits were stopped which meant I could not afford the rental payments and knew I was in danger of eviction. I then received a letter from my Landlord giving me a month's notice.

I then went to Southend Borough Council to explain my situation, but they were most unhelpful and told me that I was not considered vulnerable enough to be rehoused at that time. I also approached HARP which is Southend's homeless charity but they were no better than Southend Council so eventually I became homeless which was in February 2013.

During my time being homeless I managed to survive by using the local food bank visiting churches who supplied me with food, clothes and toiletries. One particular church provided what they called suspended meals which meant that homeless people could have a cooked meal which was sponsored by donations from local people.

I was homeless for five and half years until August 2014 in that time I developed the health condition of scoliosis which is basically curvature of the spine and means I cannot straighten up and this puts pressure on other parts of my body and being on the streets exacerbated the condition. I am also in constant pain.

In August last year I decided to leave Southend area as I felt that the streets were becoming increasingly unsafe especially for homeless people by gangs and the authorities seemed to be doing nothing about it.

I then came to Chelmsford in the hope of a better life and I have not been disappointed as CHESS and the local council have been very helpful. I am now re-housed and I am now having a much better life.

I am especially grateful to CHESS for all the help they have given me.

Harold, CHESS Accommodation User

Feedback from Current Accommodation Users-

'Due to being in a domestic violence relationship before coming to chess I neglected my health and wellbeing needs which I am now able to focus on.'

'Chess have provided everything I have needed.'

'I am in a situation that I never thought I'd be in and prior to joining CHESS, I felt I was at rock bottom with literally nowhere to go or turn to. CHESS have given me nothing but help, support and encouragement and completely turned my life around.'

'I have found that Chess have taken me in and treated me very fairly and given me equal opportunity to take on all the opportunities available. Chess have treated me with both dignity and respect. I was homeless on the street before entering Chess and in a very vulnerable position both mentally and physically battling a drug addiction and with mental health problems as a result, since entering Chess I now am stable on my drug treatment programme and not using illicit substance and also I have been prescribed anti-depressants and anti-anxiety tablets. Before I was in CHESS, I found it very hard to do any of this. I feel I am beginning to take life more seriously and my standard of living is getting much better.'

'Chess have provided me with me with temporary accommodation which I am very pleased about and am being supported in filling out my housing register forms with my support worker in order to get my own place.'

'Very grateful to start at Chess because always had solution to any problems may have.'

'Chess has given me hope that I can improve my life by taking the help which is being given to me and by staying with it. I must continue to engage with the services within chess and outside agencies. I am doing this to the best of my ability, and I feel much better as a result.'

APPENDIX C Economic Impact

With such a diverse set of needs, it is very difficult to capture the true Social and Economic impacts for everyone influenced by CHES. To help quantify this impact, a composite profile has been used that is intended to be representative of the typical CHES client base.

Composite Profile

Our composite profile, based on one used in a 2013 statistical survey of homeless people commissioned by St Mungo's has been used in all previous Social Audits and the methodology remained consistent, over the years so we could compare year on year performance.

This year, we have amended some of the statistics from more recent reports from Crisis and Homeless Link. The research data used to extract economic impact has been produced across recent years. CHES has normalised the different economic impact data to 2018 Economic Conditions. Escalation indices have been derived from the Consumer Price Index data from the Office of National Statistics (ONS) website.

This composite profile has enabled the Social Audit Group to form reasonable assumptions on client habit and lifestyle that can be used to derive a set of 'Expected Economic Values/Impacts' that are constructed from each facet of the composite profile.

Using 'Expected Values' methodology CHES are able to combine an expected benefit with an assigned portion of the composite profile and a probability value based on the likelihood of outcome. There is clearly uncertainty over any single point estimate of an outcome and therefore minimum and maximum values have been added to 'bound' the uncertainty to derive an upper and lower range of expected values. For simplicity, the mid-point value has been quoted in the main body of the report.

CHES Executive Director has reviewed recent economic analysis linked to the issue of homelessness. This research has been normalised to 2018 Economic Conditions as described above and each facet of the claimed impact has been assessed for likely impact on the typical service user profile presenting to CHES. Examples of this are laid out below:

Prison

Reference sources quoted a cost of a 12-month prison sentence to the Public Purse as £ 37,543 (this cost is considered very modest as it does not include judicial and police processing costs). CHESS SMEs considered the potential magnitude of this unit of benefit in the context to the typical client group e.g. the prison sentence avoided by positive outcome could be between 3 months to 9 months (note - typical client profile is repeat petty offenders going through prison on relatively low tariffs). The St Mungo's data already identified that 45% of clients presented with this issue. CHESS SMEs then considered how many of their typical client group would draw likely benefit from this stated impact. The range of claimed benefit for re-offenders correlates closely to securing housing and a job and therefore the expected range was quantified as 0.75 to 0.95 indicating the close correlation between the combined issues.

Thus, the calculation relating to Economic Benefit for breaking the cycle of prison tariffs generates the following upper and lower expected values.

Upper value = £37,543 (cost of 12-month tariff) * (0.75 or 9 months (upper estimate of likely tariff avoided) * 45/100 (Element of composite profile classed as repeat petty offenders) * 0.95 (Utilisation factor (quantifying likely benefit to local client group. Note-This upper range calculation uses the optimistic value).

Lower value = £37,543(cost of 12-month tariff) * (0.25 or 3 months (lower estimate of likely tariff avoided) * 45/100 (Element of composite profile classed as repeat petty offenders) * 0.75 (Utilisation factor (quantifying likely benefit to local client group. Note-This lower range calculation uses the pessimistic value).

General notes on Expected Values Calculation.

Uncertainty in the values centre around 2 key points;

1. Likely Benefit Gained, In the example above this is how many months' prison tariff would be avoided by typical CHESS clients. Thus, recognising that not all clients presenting with this problem would produce the same anticipated economic benefit.
2. Likely Utilisation of the Declared Factor. In this example the factor is breaking the cycle of repeat offenders, the composite profile indicates that 45% of clients present with this issue. Effectively this element of the calculation allows CHESS SME's to escalate or moderate the composite view (derived from St Mungo's composite profile) to reflect CHESS SME view on the local client base.

When the uncertainty is viewed from both the optimistic and pessimistic viewpoints upper and lower uncertainty levels are generated. Naturally, the greater the uncertainty over the 2 points above will produce a wider spread between the upper and lower Utilisation Values.

During this reporting period CHES have attempted to narrow the range of uncertainty by utilising additional data generated from further direct studies of this client group. Reference D 'Healthcare for single homeless people' identifies major cost drivers for the client group identifying key trends such as;

Health Care

- Hospital Admissions are 3 times greater for a homeless person compared to the General Population.
- The use of A&E services is 5 times higher for a homeless person when compared to the General Population.

The preliminary estimate of the cost of acute services for the homeless population is £85,000,000. This equates to over £2100 per person per year and is probably an underestimate. This cost is 4 times greater than the average cost of the General Population. Due to the quality of the research and the cautious underestimate of costs, we have removed the uncertainty factor from our calculation and taken the full estimated benefit for every successful outcome.

This assessment of economic benefit calculation is repeated for each element of the perceived benefit (see Appendix E-1). The sum of the 'Optimistic' & 'Pessimistic' Expected Values are calculated and this generates a range of likely Economic Benefit for 1 Positive Outcome. The result is merely stating that the most likely economic impact lies somewhere within the range. It would require significant further study and consume scarce resources to narrow the uncertainty this cannot be justified in a small organisation such as CHES.

Hostel Services

In addition to the calculated benefits above the MEAM Manifesto (Ref C) quotes a cost of hostel-based accommodation at £19,000 per year, this has been escalated to 2018 economic conditions to generate a cost of £23,662. This reflects the cost saved by society by CHES providing this service. So as a base level of economic benefit CHES provided 32 beds saving £757,184 per year. In addition, for every positive outcome, the need for the cost of 1 hostel bed stay is removed, the average stay is 148 days or 0.405 of a year. So, an additional economic benefit of £9,585 has been applied to the total economic impact for each positive outcome. Many of the CHES costs saved are enduring and therefore savings run into perpetuity.

For simplicity, CHES has only calculated savings based on 1 year's costs.

The results of the expected values with the stated assumptions on the range of upper and lower probabilities is contained in Appendix E-1. CHES achieved 41 Positive Outcomes in this period with 38 negative outcomes. It would be unrealistic to suggest that all initial positive outcomes achieved a long-term result, as sadly, some clients are likely to experience a setback.

It has been documented in some recent CHESS client 'Pen Pictures' (from prior Social Audit Reports FY11/12 to 14/15) that an individual could go through the CHESS system up to 4 times before finally achieving a lasting lifestyle change. This view is supported by CHESS operational staff who see a pattern of faces churn through the system. Applying this hypothesis to the data, we can produce assumptions on the perceived total value of both positive and negative outcomes.

The level of value assigned to an unsuccessful outcome is assumed to be representative of an equivalent fraction of 1 successful outcome less a standing element of clients who sadly will never achieve a successful outcome. Based on these assumptions the calculations generated a range of Economic Benefit between £2,185,989 and £3,649,736.

Economic Benefit of Volunteers

Other material economic impacts are the value of the Volunteer hours to CHESS and the wider society. In Objective 5 we declared a total of 6,350 volunteer hours provided by 88 volunteers. It is worth restating this is a hugely impressive personal commitment by a fiercely dedicated and truly generous group of individuals. The social value provided and social statement these individuals have made is far more significant than the derived economic value. It signifies the real importance of the issue in a diverse element of the community who want to make a difference.

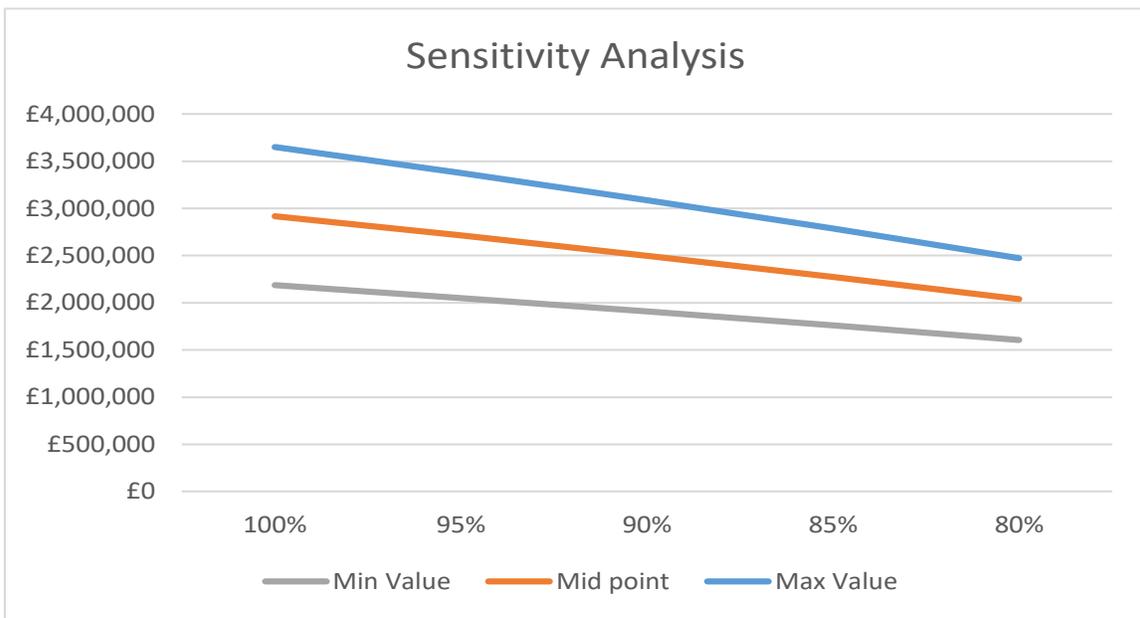
The economic impact of the volunteer hours provided by the local community was generated using 2 assumptions; National Living Wage and Essex Average Salary based on a 37-hour week.

Each hourly rate was applied to the donated hours to produce an additional impact between £52,134 and £80,807. Combined with the upper and lower Expected Values already calculated this gave a total economic impact between £2,238,123 and £3,730,543.

Based on total operating costs of £542,250 this represents a return on initial costs of between 588% and 313%.

APPENDIX D Sensitivity Analysis

Sensitivity analysis was applied to the results. The key assumption influencing the results is the % of successful outcomes that will achieve an enduring change in behaviour. The detailed calculations surrounding the Sensitivity Analysis can be found at Appendix E-2. The two variables (enduring successful outcomes and apportioned value of unsuccessful outcome) were factored into the sensitivity analysis on a decaying scale of utility (minus 5% at each incremental point). The value in the optimistic outcome range was reduced by 7.5% and the pessimistic range reduced by only 6.2% per increment.



This would support intuitive thinking that the key assumption on optimistic values is more sensitive to change (by a ratio of 1.61:1) than the pessimistic value, where sensitivity ratio is only 1.33:1. Using the midpoint values generates a sensitivity ratio of 1.51:1 and therefore the Average Value is sensitive (>1:1) to change on this key assumption. All of the calculations and analysis on economic impact must be tempered with the stated limitations; diverse client base, fixed composite profile moderated by anecdotal review by CHES Operational Staff. The latter is derived from a limited but knowledgeable CHES operational team all of whom are supporting front line services.

APPENDIX E-1 Economic Impact Calculations

| Composite Profile Issue | Possible Benefit | Unit of Benefit | Original Unit Cost | Potential Range of Benefit | | | | Moderated Benefit to Local Profile | | Range of Expected Value | | Ref for Unit Cost | Assumption on likely Magnitude of Benefit | Assumption on Benefit to Composite Profile | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|--------------------|------------------------------------|------|------|-----------------------------------|------------------------------------|--------------------|-------------------------|--------------------|-----------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--|
| | | | | Benefit - 2018 Economic Conditions | Min | Max | St Mungos Profile (Revised) | Min | Max | Min | Max | | | | |
| Approx 50% of clients had issues with substance use (Ref B- https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/810284/Drug-related_harms_in_homeless_populations.pdf) | Positive intervention can remove dependency and reduce NHS burden | Annual Social & Reactive cost avoided. | £45,857 | £75,195 | 0.6 | 1 | 0.48 | 0.8 | 1 | 17,325 | 36,093 | Ref D- Drugs and alcohol, Home Office Research Study, Economic and social costs.pdf, 2000 | Highly likely that a significant reduction in health care needs can be achieved by appropriate intervention. | Close to unity most clients responding positively should benefit in line with reference data. | |
| 45% of clients were ex-offenders or had been in prison (REF A- http://www.mungos.org/homelessness/facts/homelessness_statistics/) | Link between homelessness and Crime. Intervention & Support can break this link. | Overall resource expenditure cost per prisoner 2017/18 (of 12 month prison sentence) | £37,543 | £37,543 | 0.25 | 0.75 | 0.45 | 0.75 | 0.95 | £3,167.69 | £12,037.22 | Ref E- Her Majesty's Prison and Probation Accounts 2018/19 | Many of this client group are repeat offenders so the magnitude of the benefit would be significant. | Close to unity most clients responding positively should benefit in line with reference data. | |
| Net Contribution of UK worker to GDP per capita | The long term aim is to help each client to become a net contributor to society. | Average positive impact of 1 UK worker on GDP 2017/18 | £32,758 | £32,758 | 0.4 | 0.6 | N/A - Purely Outcome based impact | 0.1 | 0.4 | £1,310.32 | £7,861.90 | Ref F- Trading Economics, 2018 | Contribution not likely to be in the scale of average UK worker, therefore downgraded to more modest contribution | Not all successful outcomes secure employment, some will still require an element of state support. | |
| Reduced Cost of long term hostel costs | Positive outcomes will no longer require hostel bed | 1 year hostel cost | £19,000 | £23,662 | 1 | 1 | N/A - Purely Outcome based impact | 0.405 | 0.405 | £9,585 | £9,585 | Ref G- M4AM a four point manifesto, 2019 | This impact is either yes or no therefore positive impact is 1. | Benefit is based on average stay of 1 client in CHSS in this reporting period, 148 days or 0.405 of a year. | |
| 73% had a physical health condition & 80% had Mental Health issues. Ref C - The Unhealthy State of Homelessness | Positive intervention & professional assistance can alleviate condition and remove secondary related health issues. | Difference between annual Healthcare cost per person of Homeless vs General Population | £1,590 | £1,986 | 1 | 1 | N/A - Purely Outcome based impact | 1 | 1 | £1,986 | £1,986 | Ref H- Healthcare for Single Homeless People, 2019, Department of Health | Highly likely that a reduction in health care needs can be achieved by appropriate intervention and move back to main stream lifestyle. Supported by reference data. | Strong supporting evidence (in Ref doc) suggests this figure is an underestimate. Therefore no uncertainty applied to this figure | |
| Total Range for Expected Value of Economic Benefit for One Positive Outcome | | | | | | | | | Min=£33,374 | | Max=£67,563 | | | | |

APPENDIX E-2 Sensitivity Analysis

| Number of Positive Outcomes in Period | 41 | | Number of Negative Outcomes | 38 | Total Derived Economic Value | | |
|-------------------------------------------------------|-------------------------------------------|------|------------------------------------|-----------------------------------------------------|-------------------------------------|-------------------|-------------------|
| | % positive outcomes with enduring outcome | | | Assumption on value of life lesson / learner effect | Max | Mid-Point | Min |
| | 0.75 | | | 0.25 | £3,649,736 | £2,917,862 | £2,185,989 |
| | 0.7 | | | 0.2 | £3,375,936 | £2,713,339 | £2,050,743 |
| | 0.65 | | | 0.15 | £3,088,285 | £2,498,470 | £1,908,655 |
| | 0.6 | | | 0.1 | £2,786,784 | £2,273,255 | £1,759,725 |
| | 0.55 | | | 0.05 | £2,471,433 | £2,037,693 | £1,603,954 |
| Difference in Value of 5% reduction in key assumption | | | | | £273,800 | £204,523 | £135,246 |
| % Reduction in Economic Impact | | | | % Sensitivity | 7.50% | 7.01% | 6.19% |
| Value of Volunteers | Hours | 6350 | | Sensitivity Ratio | 1.61:1 | 1.51:1 | 1.33:1 |
| Min | National Living Wage | | £8.21 | | £80,807 | £66,470 | £52,134 |
| Max | Essex Average Salary | | £12.73 | | | | |
| Declared Range of Economic Impact | | | | | £3,730,543 | £2,984,333 | £2,238,123 |

APPENDIX F Key Aspects Checklist

1 Human Resources

| | | Number | | | Date/Details/Comment |
|-----|-------------------------------------------------------------------------------------------|---------------------------|---|----|----------------------------------------------------------------------------------------------------------------------------|
| 1.1 | Number of employees: Full-time Part-time Occasional Volunteers | 5 9 5 88 | | | Occasional Staff Used in Winter Project Average Active Volunteers within the Reporting Year. Up 1 on the previous year. |
| 1.2 | Number of members | 193 | | | As of March 2018 |
| 1.3 | Policies and Procedures in place: | Y | N | NA | |
| | a. employee contracts | Y | | | |
| | b. employee job descriptions | Y | | | |
| | c. staff appraisals | Y | | | |
| | d. grievance procedures | Y | | | |
| | e. disciplinary procedures | Y | | | |
| | f. equality and diversity policies | Y | | | |
| | g. equal opportunities | Y | | | |
| | h. pay differentials between the highest-paid and the lowest paid | Y | | | |
| | i. other, such as family-friendly policy: | Y | | | |
| 1.4 | Investors in People | | | | |
| 1.5 | Consultations: | | | | |
| | a. with paid employees | Y | | | Team Meetings |
| | b. with volunteers | Y | | | Volunteer Forums |
| | c. other | Y | | | External Stakeholders & Trustees |

Additional information

2 Good Governance and Accountability

| | | Y | N | NA | Date/Details/Comment |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|-----|----------------------------------------------------------------------------------------------------|
| 2.1 | Legal form of organization: Constitution (tick appropriate): Sole trader <input type="checkbox"/> Association <input type="checkbox"/> Partnership <input type="checkbox"/> Company limited by shares <input type="checkbox"/> Company limited by guarantee <input checked="" type="checkbox"/> Industrial and Provident Society <input type="checkbox"/> Credit Union <input type="checkbox"/> Community Interest Company <input type="checkbox"/> Workers Co-operative <input type="checkbox"/> Charitable status <input type="checkbox"/> Housing Association <input type="checkbox"/> Other What?..... | Y | | | |
| 2.2 | Appropriate annual return filed | Y | | | Charity Commission return 11 th Jan 2019. Companies House 6 th October 2018. |
| 2.3 | Annual General Meeting held | Y | | | October 2018- 18 Attended |
| 2.4 | Regular Board/Management Committee meetings | Y | | | 10-12 Normally Monthly during this reporting year. |
| 2.5 | Annual Report published | Y | | | Published on October 18. Copy given to members at the AGM |
| 2.6 | Membership increased | | N | | Not actively pulling in new memberships |
| 2.7 | Social Accounts prepared | Y | | | Yes, Draft seventh-year accounts produced. Sept 2019 |
| 2.8 | Social Accounts verified by Social Audit Panel | | | N/A | To be audited by Barbara Beaton |

| | | | | | |
|------|------------------------------------------------------|---|--|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.9 | Social Accounts reported to Stakeholders | Y | | | The Final Social Accounts will be published on CHESS & SAN Websites. Main Stakeholder Group will be notified by email with Exec Summary and Link to Full Accounts on Web. |
| 2.10 | Consultations: | | | | <i>[Summary of consultations included in Chap 6 Stakeholder Analysis and Appendix A</i> |
| | a. with members of the organisation | Y | | | All Staff, Volunteers, Members, External Stakeholders and Service Users |
| | b. with members of the Board or Management Committee | Y | | | All Trustees |
| | c. with Advisory Body members (if appropriate) | | | N/A | |
| 2.11 | Other quality systems used: | Y | | | |

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| Additional information |
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3 Asset Lock and Use of Surplus

| | | Y | N | NA | Date/Details/Comment |
|-----|---------------------------------|---|---|----|----------------------------------------------------------------------------------------------|
| 3.1 | Asset Lock in constitution | Y | | | |
| 3.2 | Use of surplus: | | | | <i>[please tick all relevant in current year]</i> |
| | a. no surplus made | | | | |
| | b. to reserves or re-investment | Y | | | Operating Surplus of £52,176, to invest in strategic appointments in the next financial year |
| | c. to charitable purposes | | | | |
| | d. to employee bonuses | | | | |
| | e. to directors' emoluments | | | | |
| | f. to other | | | | |

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| Additional information |
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4 Financial Sustainability

| | | Y | N | NA | Date/Details/Comment |
|-----|------------------------------------|---|---|----|--------------------------------------|
| 4.1 | Annual Accounts prepared and filed | Y | | | Charity Commission & Companies House |

| | | | | | |
|-----|----------------------------------------|---|--|--|-----------------------------------------------------------------------------------------------|
| 4.2 | Balance sheet strengthened/weakened | Y | | | Strengthened |
| 4.3 | Profit/loss for year | y | | | Total Incoming Resources = £594,426 Resources Expended = £542,250 Net Surplus = £52,176 |

Additional information

5 Environmental Sustainability

| | | Y | N | NA | Date/Details/Comment |
|-----|-----------------------------------------------|---|---|----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.1 | Environmental policy in place | Y | | | Policy was last reviewed in Jul 16. Copy available in CHESS office. |
| 5.2 | Reports on environmental practices available: | | | | |
| | a. energy use: heat and light | Y | | | 31,030 Kg of Co2 (22560+8470) |
| | b. energy use: transport | Y | | | 1,129kg Co2e |
| | c. consumption of materials | | N | | Not Recorded. |
| | d. re-use of materials | | N | | Sleeping Bags, Blankets, Clothes, Short life perishable foodstuffs (donated by local traders) are collected and used in preparation of meals. Estimated use of donated food stuffs is approximately 60% of total consumption. |
| | e. recycling of materials | | | | Standard Council Recycling and recycling of clothing |
| | f. waste disposal | | | | Standard Council Recycling |
| 5.3 | Carbon footprint calculated | y | | | 32,159kg Co2e this is the equivalent of 8,779kg Carbon |
| 5.4 | Other | | | | Bagging of clothes and bedding, that are not fit for use, for a recycling service for which CHESS receives money. |

Additional information

6 Economic Impacts

| | | Y | N | NA | Date/Details/Comment |
|-----|----------------------------------------------------|---|---|-----|-------------------------------------------------------------------------------------------------------------|
| 6.1 | Purchasing policies defined | | | N/A | |
| 6.2 | Report on effect of purchasing policies available | | | N/A | |
| 6.3 | Local multiplier effect of organization calculated | | | N/A | |
| 6.4 | Savings to public purse calculated | Y | | | Chap 8 & Appendix E-1 Range from £2,185,989 and £3,649,736(Excludes Value of Volunteer Contribution at 6.5) |
| 6.5 | Value of volunteer contribution | Y | | | Chap 8 & Appendix E-1 Range from £52,134 and £80,807 |
| 6.6 | Total inward investment attracted | | | N/A | None |
| 6.7 | Cash and in-kind contributions to the community | | | N/A | None |
| 6.8 | Other financial and economic impact calculations: | | | N/A | None |

Additional information- Total £2,238,123 and £3,730,543 – Mid-Point- £2,984,333