

Making Change, Changing Lives

Social Interest Group

2020-2023
Strategy



Social
Interest
Group



SIG Investments

penrose



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Foreword

This 3-year strategy began in April 2020, three months after the pandemic started; we had to swiftly change our plans. People became even more willing to talk openly about their own mental health concerns and with figures showing 1 in 4 of adults predicted to experience a common mental disorder and 10% will experience depression in their lifetime. This gave us an opportunity for us as a group to get involved in the conversation and encourage those stepping forward wanting support to keep mentally and physically well.

Sadly, it has been reported that during the pandemic due to Isolation many adults turned to alcohol and the boarder gangs were able to trade their drugs more easily with an increase in adults turning to illegal substance. This has meant a greater demand for our services.

We also know, from recent studies, that recidivism from people leaving prison is highest where alcohol or substance misuse is involved and more so if there are co-morbidities which include mental illness. This means that our services are

Over the next year, we will build on the strong foundations created that have seen us continue to grow the number of people we support and the SIG's financial stability.

We are fully committed to:

- Ensuring our work influences society and provides services and early interventions to help turn off the crisis tap in black mental health and the disproportionate numbers of people of colour in the criminal justice service.

- Improving the lives of those we support by ensuring they have a say in how we run and develop our services, influencing policymakers, evidencing impact and improving staff reward and development.

- Achieving a firm financial footing is vital. Over 90% of our income is from commissioned services. By 2024, we want to diversify our income to 60%/40% split between commissioned and non-commissioned income.

- Exploring and implementing new technology to help deliver the best experience possible and enhance the support we give to service participants and residents.

Gill Arukpe, Group Chief Executive

Purpose and Values

VISION

People in our society have every opportunity to live fulfilled, healthy and constructive lives.

VALUES

Transparent We are upfront and visible about the actions we take, open to scrutiny from stakeholders, service users and staff.

Empowerment We provide tools, training and information to improve individual performance and give clients a choice and control to develop and get on with their lives.

Ambitious We are eager and have a strong desire to accomplish as much as we can for our people.

Inclusive We listen, try to understand and include all our people (residents, participants, staff and stakeholders) in all we do to ensure we make a difference and get things right.

MISSION

Working in partnership, we will deliver quality support, and health and social care through:

- Prevention
- Early Intervention
- Recovery
- Rehabilitation



20.1m

Turnover

32

Services across London
and the South East

488

Units of
Accommodation

440

Trained and Dedicated Staff

4

Like-minded Charity
Members in the Group

Who We Are

The Social Interest Group (SIG) was formed to bring together like-minded organisations who want to grow and stretch their reach; providing a structure to work together, share knowledge and skills to find positive solutions for people who need social support and healthcare.

As a group of charities, we work as one organisation. We are experts in delivering innovative integrated public services across health and social care to ensure we achieve the best outcomes.

We work with commissioners, mental health trusts, GPs, clinicians, local community groups and the Criminal Justice Service to identify the right support and care for clients and better understand their needs.

Using our collective expertise and specialisms, we find positive solutions for people with the most complex needs and challenges in life. We support them to turn their lives around; specialising in people who have high support needs because of their homelessness, chaotic lifestyles, challenging behaviours and co morbidities, trauma, and sometimes lifestyle choices that are a risk to themselves and others.

Together, we provide a wide range of high quality residential, community, and prison-based services for people affected by:

- Mental Illness
- Substance and alcohol misuse
- Homelessness
- Trauma
- Personality Disorder
- Forensic Histories

Group Structure

SIG Penrose

Penrose provides practical social support and healthcare services for people who may be vulnerable because of their social and healthcare needs. Penrose's expertise is in rehabilitation, technical and therapeutic support that aids recovery reduces offending and changes behaviour. It specialises in working with people excluded from other services due to personal or public safety risks.

SIG Equinox

Creating a good impact report means being transparent with your audience. Back up your claims with relevant data. Keep your sentences concise when necessary, but dive into detail when it comes to qualitative and quantitative evidence. Remember: an impact report is a combination of understanding your mission, your work, and your audience, and communicating that clearly with the rest of the world.

SIG Pathways to Independence

Pathways to Independence provides supported housing for vulnerable, single homeless people in Kent and Medway with additional support needs. It provides skills training opportunities and resilience building to become self-reliant and self-supporting.

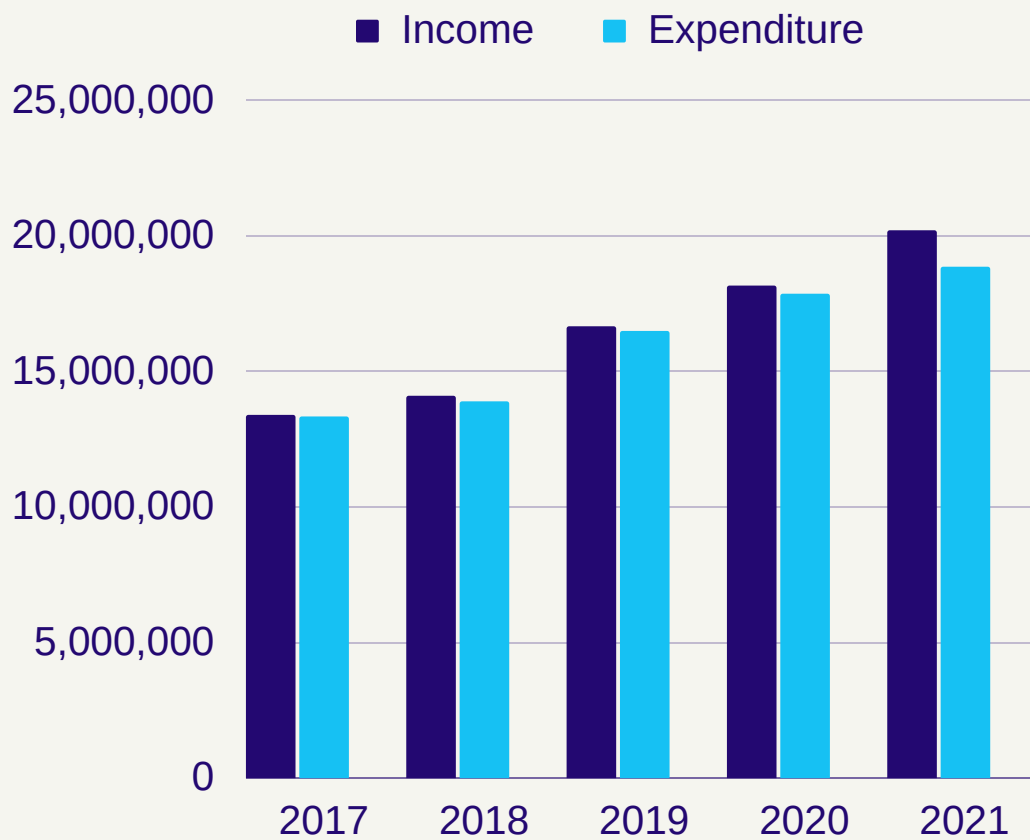
SIG Investments

SIG Investments holds the Group's property portfolio and loan book. As part of our registration with the Regulator for Social Housing, we produced new standards and policies around our residential services and resident support, including compliance with the Rent Standard and National Housing Federation Governance Code.

Financial History

INCOME & EXPENDITURE

Financial history over the last five years, year ending March



Five
years

of Consistent Growth

95%

Achievement of Budget
vs Actual

Our sector continues to face challenges of increasing demand against a backdrop of national staff shortages. The Social Interest Group has met these challenges head-on and continued to thrive in an era of increasing competition for existing and future funding.

We achieved this by:

- Providing value for money services that work closely with local partners to ensure service users are supported to achieve their goals and have the best experience possible.
- Adapting to the ever-changing needs of commissioners, successfully winning new business through tendering and creating new solutions.



How We Work

We are ambitious, creative and persistent in the way we work, ensuring we achieve high impact and outcomes in all we do. We empower clients to take charge of themselves, and give them the skills and resilience to live healthy, fulfilled lives. We aim to provide holistic, person-centred support ensuring proper integration and co-production of services that work together to change lives. We focus on five critical areas so that the people we support have the best chance of moving forward in a positive direction:

Economic Wellbeing

Each resident and participant receives tailored support for their journey and circumstances. Maximising income at an early stage of the support planning process fosters independence and recovery.

Staying Safe

We support people in addressing specific areas of risk. Positive risk management and good decision-making can keep our residents, participants and the local community safe. This can be a gradual process by developing engagement and trust in the support provided by our staff.

Achieving Ambition

We support people to achieve their ambitions and aspirations, including gaining basic literacy and social skills. We provide support to improve links with family and develop positive social relationships with friends and within the community.

Healthy Living

We support people to access primary healthcare and take responsibility for their basic health needs, including nutrition and exercise. We achieve this by working with a range of specialist partner agencies. We also run events and programmes designed to foster healthy lifestyles, increase social inclusion, and improve community engagement.

Making Positive Contributions

Service users contribute from the outset. Our Participant and Resident Council represent the voices of the people we care for. Services are co-produced with them. We use insights and expertise from service users, particularly in staff training and policy development. We also partner with community, voluntary and statutory agencies to create opportunities for service users to utilise their time and skills positively for the community.

Impact & Outcomes

14,033

People Supported
Last Year

85%

Positive Move-on

0.3%

Unplanned Returns
to Hospital

0.3%

Unplanned Returns
to Prison

Achieving Our Ambitions



By the end of 2023, we are committed to five strategic objectives:

- Work to influence positive social change
- Achieve long term financial stability
- Continually improve and enhance our quality and performance
- Keeping the culture, purpose, our values and service users at the heart of what we do
- To grow and extend our impact

Work to influence positive social change

- Use our service participants, residents and staff own experience to influence policy makers and key stakeholder.
- Ensure that people of colour and other discriminated and protected groups have inclusivity in today's society and are better supported to divert from crisis and criminal justice systems.
- Use the data we have collected over the years to help shape the types of services we need in the future
- Liaise with those with the ability to make long term, sustainable change and seek to influence their decisions through evidence-based impact reporting
- Look to influence local, regional and national policy by being an advocate for our service users to ensure they get the right sort of services at the right time

How will we know we are on track?

- Develop at least 1 new model of service provision that ensures an alternative to prison and/or early intervention services to divert people away from hospital care and/or prison
- Produce at least 1 reports over the next year using our data to evidence the impact of our work on local communities
- Hold focus groups with our service users to hear about the types of services they want to see in their local area and/or nationally
- Increase membership on national boards and steering groups by 5%

Achieve long term financial stability

- Diversify our income through changing the ratio of commissioned service income versus non-commissioned income.
- Pursue alternative funding such as grants, corporate funding, social finance as well as fundraising activities.
- Continually review our expenditure so it offers value for money by using our buying power to get the best deals for our service users.
- Monitor and review our residential voids to ensure we maximise service usage.
- Review our structure and reduce our spending on overheads where possible.
- Maintain and improve our current market share in the delivery of health and social care provision including our property portfolio.
- Maintain and improve our contractual compliance ensuring mitigation of financial penalties.

How will we know we are on track?

- Daily, weekly and monthly financial analysis.
- Development of new KPIs that track progress against an agreed baseline.
- Voids do not exceed an average of 10% across the group in any given year.
- Progress towards 60% - 40% revenue split over the next 5 – 7 years.
- Understand our market share within each industry and look to increase.
- Reduce our agency costs by 40% over the next 3 years by developing our flexible staff model and bank. Finding incentives for staff to stay and be better rewarded.

Continually improve & enhance our quality & performance

- Embed the theory of change and a psychologically informed environments across all our services.
- Ensure all our services whether registered or not maintain and improve CQC status of 'good'.
- Continue to design and improve our training offer to both front line staff and middle managers empowering them to lead and deliver successful projects.
- Ensure that there is a supportive, appropriate and effective service user feedback loop.
- Develop a comprehensive evidence-based outcome framework.
- Ensure that our service offer is fully inclusive of all diverse communities.
- Carry out internal audit and compliance of all front line and central services.
- Explore and imbed new technology to empower both our staff and service users and ensure.

How will we know we are on track?

- Development of new KPIs that track progress against an agreed baseline.
- Year on year improvement against internal service review standards.
- Schedule of robust service audits with clear processes for feedback and dissemination of learning to drive continuous improvements.
- Evidence of service user feedback being incorporated into our day to day work.
- Ongoing review and implementation of Equality & Diversity action plan.
- Measure performance of staff and staff teams.

Keeping the culture, purpose, our values and service users at the heart of what we do

- Embed the Theory of Change agenda across the organisation.
- Roll out and embed the Fulfilling Lives core competencies framework to ensure values-based recruitment and clear behavioural expectations.
- Ensure that as a Group we embed our 5th aim to ensure inclusivity for our staff and service participants and residents.
- Ensure that there is a supportive, appropriate, and effective service participants and residents user forum.
- Ensure the Peer and apprenticeship program is embedded.
- Ensure that our approach is embedded into any future bid and that where that is not compatible, we do not bid.
- Undergo a review of our staff retention strategy and succession planning.
- Develop a SIGI model of the National Housing Federation 'Tenants Together Charter'.
- Develop and implement the SIG Investment property strategy.

How will we know we are on track?

- Increase in positive outcomes for service users by 50%.
- Increase in positive completions of the staff survey by 50%.
- Improved staff retention rate by 20%.

To grow and extend our impact

- Increase, improve and develop our range of services within current geographical territories and beyond (including widening the service offer for addiction services and the LGBTQ+ community).
- Continue to identify other charities suitable for a merger or acquisition.
- Consider our current volunteering opportunities to review whether our impact can be extended within existing communities.
- Consider the opportunities to improve our existing property portfolio (freehold / housing association).
- Seek investment opportunities to fund the development of new and existing initiatives (e.g. housing and employment for ex-offenders).
- Clearly define our delivery model and explore opportunities to market this.
- Develop our social value add to all our service sites to ensure our impact support local communities.

How will we know we are on track?

- Increase in volume of projects by 10%.
- Increase in revenue generated by 20%.
- Increase in charities within the group.
- A clear property strategy in place which is underpinned by registration of SIGI as a Registered Provider of Social Housing.
- Development and implementation of an Evaluation Strategy to better articulate our impact.

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Interest
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equinox

Π Pathways to Independence
BEYOND HOMELESSNESS

SIG Investments