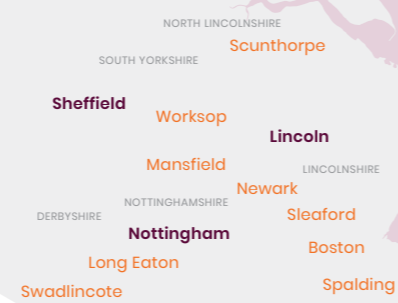


Our services

We provide services in the East Midlands and South Yorkshire. The summary below is correct at November 2020. For more information please visit our website www.frameworkha.org



HOUSING SERVICES			
SERVICE	TYPE	AREA SERVED	CLIENT GROUP
Sunrise House	Supported Housing	Nottingham	Teenage Parents
Women's Complex Needs	Supported Housing	Nottingham	Women with Complex Needs
Men's Complex Needs	Supported Housing	Nottingham	Men with Complex Needs
London Road	Supported Housing/Move-on	Nottingham	Homeless Men
New Albion	Supported Housing	Nottingham	Homeless People in Priority Need
Forest Road	Supported Housing	Nottingham	People with Complex Needs
Crescent Recovery Service	Supported Housing	Nottingham	People with Mental Health Issues
Michael Varnam House	Supported Housing	Nottingham	People in Alcohol Recovery
Hughendon Lodge	Supported Housing	Nottingham	People with Mental Health Issues
Homeless Families Service	Supported Housing	Nottingham	Homeless Families
Cluster Team	Move-on Accommodation	Nottingham	Homeless People
Sherwood Street (and Cluster)	Supported Housing/Move-on	Mansfield	Homeless People
Potter Street (and Cluster)	Supported Housing/Move-on	Worksop	Homeless People
Russell House (and Cluster)	Supported Housing/Move-on	Newark	Homeless People
Elizabeth House (and Cluster)	Supported Housing/Move-on	Broxtowe, Gedling and Rushcliffe	Homeless People
Stepping Stones	Supported Housing	Ashfield, Bassetlaw, Mansfield, Newark & Sherwood	People with Mental Health Issues, Autism Spectrum Disorders & Learning Disabilities
Transitions North	Supported Housing	Ashfield and Mansfield	Young People
Transitions South	Supported Housing	Broxtowe, Gedling and Rushcliffe	Young People
Step Up	Supported Housing	Amber Valley, Derbyshire Dales (part), Erewash & South Derbyshire	Young People
Lincolnshire Housing Related Support Partnership	Supported Housing	Boston, Lincoln and South Holland	Homeless People
Move on Support Service (MOSS)	Enhanced Move-on Support	Lincoln	Homeless People
The Corner House	Supported Housing	Lincoln	People with Complex Needs
Anvil House	Supported Housing	North Lincolnshire	Homeless People
Sneinton Hermitage	Supported Housing	Nottingham	Former Rough Sleepers
Housing First	Long term supported tenancies	Nottingham	Former Rough Sleepers

HEALTH SERVICES			
SERVICE	TYPE	AREA SERVED	CLIENT GROUP
Wellness in Mind	Mental Health Support	Nottingham	People with Mental Health Issues
Nottingham Recovery Network	Drug and Alcohol Support	Nottingham	People with Substance Misuse Issues
Clean Slate	Offender Support	Nottingham	Offenders with Substance Misuse Issues
Street Engagement Team	Substance Misuse Intervention	Nottingham	People Misusing Drugs
Nature in Mind	Eco Therapy	Nottingham, Nottinghamshire	People with Mental Health Issues
Edwin House	Residential Care	Nottingham	People with Substance Misuse Issues
Inpatient Detox Unit (IPDU)	Alcohol and/or Drug Treatment	Derbyshire, Leicestershire, Nottinghamshire, Southwark & Yorkshire	People with Substance Misuse Issues

EMPLOYMENT SERVICES			
SERVICE	TYPE	AREA SERVED	CLIENT GROUP
Better Working Futures	Employment Support	Nottingham, Newark and Sherwood, Bassetlaw	People with Disabilities and Health Related Conditions
Opportunity and Change	Employment Support	Nottingham, Nottinghamshire, Derby, Derbyshire	People with Complex Needs
MOVE	Employment Support	Lincolnshire	People with Complex Needs
Skills Plus	Skills Training	Derbyshire, Lincolnshire, North Lincolnshire, Nottingham & Nottinghamshire	Homeless People
Skills Plus for Change	Skills Training	Derby, Derbyshire, Nottingham & Nottinghamshire	Homeless People
The Training Centre	Skills Training	All Areas	Framework Service Users
Volunteering	Employment and Skills	All Areas	Framework Service Users / General Public
Barista	Social Enterprise	Sutton in Ashfield	Framework Service Users / General Public
Job Entry Targeted Support	Employment Support	Nottingham and Nottinghamshire	Recently Unemployed People

SUPPORT SERVICES			
SERVICE	TYPE	AREA SERVED	CLIENT GROUP
Street Outreach Team	Support	Nottingham, Nottinghamshire, Sheffield	People who are street homeless
Opportunity Nottingham	Support	Nottingham	People with Complex Needs
Family Mentor Service	Support	Nottingham	Families
Moving Forward	Floating Support	Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood, Rushcliffe	Homelessness Prevention for people with Mental Health Issues
Moving Forward Crisis Service	Floating Support	Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood, Rushcliffe	People with Mental Health Issues leaving hospital
Brighter Futures	Floating Support	Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood, Rushcliffe	People with Learning Difficulties
Homeless Prevention Service	Support	Nottingham	People in Housing Crisis
Nottinghamshire Prevention & Resettlement Service	Support	Ashfield, Bassetlaw, Broxtowe, Gedling, Mansfield, Newark & Sherwood, Rushcliffe	Former Rough Sleepers
Lincolnshire Housing Related Support Partnership	Floating Support	Boston, East Lindsey, Lincoln, South Kesteven & South Holland	People at risk of Homelessness

Our transformative approach

Prospectus for 2021 and beyond
Including 2019/20 Annual Report

Thank you

For our work to be successful we rely on the support and cooperation of a wide range of partners in the voluntary, statutory and corporate sectors. We also rely on the enduring commitment of our supporters, whose generosity and community spirit contributes so greatly to our work.

A Company Registered in England and Wales and Limited by Guarantee 3318404.
RP No. LH4184. Reg. Charity No. 1060941.
Registered office: Val Roberts House,
25 Gregory Boulevard, Nottingham NG7 6NX.
www.frameworkha.org



**Respond.
Respect.
Empower.**

Who we are

We are a charity working across Derbyshire, Lincolnshire, North Lincolnshire, Nottingham, Nottinghamshire and in Sheffield. We deliver housing, health, employment and support services to people with a diverse range of needs. Regardless of their past, or the challenges they face, we empower people to discover a better, more independent future.

Our vision

Our vision is for individuals and families to be decently housed and supported, looking to the future with hope and living in inclusive communities where people are valued for who they are and what they can be.

Our mission

Working to end homelessness and tackle disadvantage.

Our values

Our values reflect the spirit and ambition of our work:

- We **respond** to the people we support whatever the challenges they face, and to our colleagues because teamwork enables us to achieve.
- We **respect** the people we support whatever problems they bring, and our colleagues whatever our differences, expertise, experience and lifestyles.
- We **empower** the people we help to create better futures and our colleagues to help realise them.

Our services

Our services provide a safety net and a platform for real and lasting change.

- **Housing** - We house and support people who are homeless, prevent others from losing their homes and help them to sustain their tenancies, because all need a place to call home.
- **Health** - We offer specialist clinical services to people with health issues, because physical and emotional wellbeing is fundamental to a stable, independent and fulfilled life.
- **Employment** - These services, including education and volunteering, build skills and employability, because people need financial stability, a sense of self-worth, and control over their future.
- **Support** - Our support services keep people safe and add to the quality of their lives, nurturing confidence, building esteem and engaging them as part of a community, because this makes us all stronger.

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Respond.
Respect.
Empower.



Looking forward

“Despite unprecedented challenges we embrace the future with confidence.”

The impact of the Covid-19 pandemic has affected all of life – not least this report on the year to March 2020. What happened before belongs to a different era and has been overtaken by the pandemic. So this document is as much prospective as retrospective. We report on what was achieved in 2019/20 and share our plans to meet need in the different world of 2020/21 and beyond.

Framework’s response to Covid-19 has again demonstrated the special qualities of the voluntary sector: flexibility and resilience will continue to be needed in the days ahead – as will the generous support we receive from the community.

Responding to the crisis

Closure for lockdown in the spring was not an option for Framework. Thousands of homeless and vulnerable people are living with mental health issues and drug and alcohol problems. Covid increases the challenges they already face.

Service users have depended on the continuing availability of our front line staff whose effort to maintain essential services deserves special recognition. Their commitment and positive response have been fantastic.

Surely now we have established the principle that Framework’s staff are just as much keyworkers as those working in the NHS or elsewhere in social care. In continuing to deliver housing, health, employment and support during lockdown Framework played, and plays its part in helping to ‘save the NHS’.

The strategic implications

The crisis has further accentuated the need for joined up, systemic responses to homelessness and exclusion – particularly for those who face multiple disadvantage.

The promised review of social care must recognise the vital role of supported housing and community-based support in complementing the work of the NHS and other statutory services: this requires an integrated and properly funded national programme for housing-related support, accompanied by a capital programme to develop new accommodation and reconfigure existing provision.

The response to the crisis created new-found common purpose between

statutory and voluntary sector partners to address the immediate needs. The best example of this was Everyone In. We now hope for similar levels of collaboration and joint problem solving to help new cohorts of homeless people. This is what Framework means by systems change.

A new direction

Framework brings decades of experience to its work: December 2020 marks 50 years since the incorporation of Nottingham Help the Homeless Association which merged with The Macedon Trust in 2001. In 2021 we celebrate the 20th anniversary of Framework, the product of that merger, and the step change in service breadth and quality that has been achieved.

2021 will also mark a change of direction for us. The constraints on service delivery caused by ten years of austerity followed by the pandemic demand a new approach. Too many of the interventions now offered are partial responses to need from which some people are excluded. We want to change this through:

- ▶ systemic, joined up and personalised service delivery drawing on evidence of what works
- ▶ better use of new technology to support more people more often and more effectively
- ▶ new sources of funding to complement commissioned services – helping to shape them by adding impact and value.

Flexible funding and personalised help

Research by Fulfilling Lives, a national programme in which Opportunity Nottingham participates, has demonstrated the value of personalised support and care planning: this informs packages of assistance that are coordinated by expert agencies in response to individual need. A similar approach is also working well at Nottingham’s Wellbeing Hub which treats people with drug and alcohol issues.

Current commissioning practice is driven more by political priorities and statutory obligations than the actual needs of individuals. Ideally strategy should be driven by the compelling

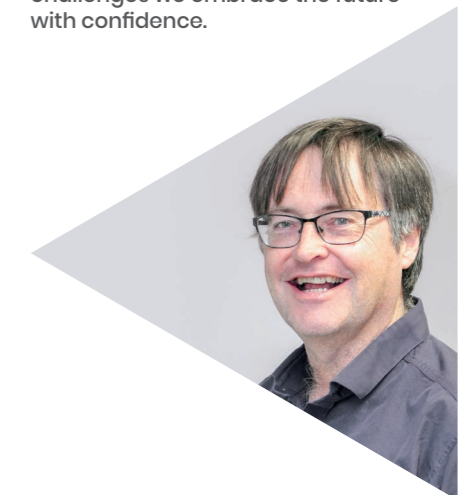
evidence from Fulfilling Lives and elsewhere supporting the proposition that services should be integrated and responsive to individual need. We hope to influence future commissioning by increasing the complementary resources available through broadening the base of fundraising.

DHP, the leading national promoter of live music, has shown how this can work in practice. Over three years they have supported Framework to the tune of £242,000 through their annual one day festival Beat the Streets. The significance of this remarkable support is enhanced by its flexibility: DHP’s managing director George Akins has allowed the funds to be used in whatever way they are needed to tackle rough sleeping. This mirrors the successful approach that Nottingham Building Society have already taken in their support for Framework over the past ten years.

Foundations laid in 2019/20

In the year to March 2020 Framework assisted 18,425 separate individuals. We housed 2,724 people; provided specialist drug, alcohol and mental health services for another 8,378; supported 5,078 more in the community, and provided education, training, volunteering and employment services for another 2,245 people.

Over the same period we strengthened our governance, financial position and service infrastructure. All of these are foundations for the transformation of the offer we make to service users. Despite immense and unprecedented challenges we embrace the future with confidence.



Andrew Redfern
Chief Executive
November 2020

The post-Covid plan

The Covid-19 pandemic is challenging for individuals, organisations and communities. Framework has taken many actions to respond to the immediate situation. We also know that the future will not be the same as the past! To fulfil the ambition of Framework's 2019/22 Corporate Plan in a much changed environment we will need to change the way we work. Consequently a new Strategic Delivery Plan is being developed with a transformative offer to service users at its heart.

Enhancing service delivery

The over-riding aim of the transformative service offer is to enhance the quality of delivery and the outcomes for service users. We are aiming to do this at a time when much-diminished local authority funding is under renewed pressure and the level of need continues to rise. This transformative offer will add value through:

- ▶ the availability of services to each individual across Housing, Health, Employment and Support
- ▶ good professional practice in PIE (Psychologically Informed Environments) using the principles of TIC (Trauma Informed Care)
- ▶ new accommodation options for people who are homeless including Housing First and supported move-on
- ▶ specialist treatment for people with physical and mental health and substance misuse issues accessed by referral, directly or through outreach
- ▶ the availability of social work professionals and clinical psychologists
- ▶ wraparound training and employment services
- ▶ practical assistance with rent deposits, furniture, equipment and subsistence (food, toiletries and clothing) for those establishing their lives in the community.

The pandemic has forced the adaptation of working practices to continue meeting the needs of service users whilst controlling the spread of infection and remaining compliant with social distancing rules. Among the changes have been increased use of alternatives to face-to-face and locally administered support: these include triage, telephone meetings, online engagement, roving support and group delivery.

We have found it is still possible to deliver responsive and timely interventions despite the restrictions. The use of modern information and communications technology, including mobile applications, has been crucial. A by-product has been the empowerment of service users to make greater use of digital solutions not only in their dealings with Framework but also in the wider community.

Protecting assets

A priority of the Strategic Delivery Plan now in development is to protect those assets that are Framework's strengths and which contribute to its reputation for high quality service delivery.

The charity's greatest asset is its highly motivated and well-trained staff on whose commitment we depend. The new transformative service offer will be underpinned by increased investment in technology and working environments to maximise the opportunities for flexible working and better work/life balance. This will promote Framework as a good employer and improve recruitment and retention.

We have invested heavily over many years to develop an extensive estate of suitable, high quality accommodation across all the areas where we work. The protection and growth of these housing assets is fundamental to the new service offer as are plans to replace any sub-standard stock.

Provision is being made in our long term financial plan for all our property to be maintained to a high standard. We are also considering the potential for the conversion of existing offices to housing as an alternative to disposal.

Modernisation, efficiency and viability

Framework's continued financial viability underpins all earlier considerations. Notwithstanding a relatively strong balance sheet our operating margins are slender so efficiency is a high priority. We will continue to modernise our infrastructure, systems and working practices to deliver it.

To accompany the downward pressure on cost we will develop a new fundraising strategy to give us the freedom and resources to manifest the transformative service offer.

Accreditation

Four quality standard kitemarks indicate Framework's ambition and endorse its achievement.



Investors in People

IIP status measures performance in human resources and organisational development.

Framework was awarded the Gold (Advanced) standard at its triennial assessment in September 2019: this is only achieved by 2% of assessed organisations.



Disability Confident

The award of Disability Confident Champion/Leader status in summer 2019 was a significant accolade. This DWP initiative is to ensure that people with disabilities are not disadvantaged in employment.

The Level 3 award recognises Framework's commitment to encourage applications, meet support needs, monitor progression and encourage other employers to gain Disability Confident status.



Matrix Standard

The DfE's Matrix Standard is for organisations that deliver information, advice and/or guidance (IAG).

The most recent assessment report highlighted leadership, continuous personal development of staff, the contribution of volunteers, and partnership with other organisations among our key strengths.



ISO/IEC 27001

This is an international standard for the management of information security.

Framework's certification is a source of assurance on an increasingly important aspect of our work.

Successful In Depth Assessment

In July 2019 the Regulator of Social Housing (RSH) carried out an In Depth Assessment (IDA) of Framework in its role as a Registered Provider of Social Housing.

The outcome was a G2/V2 rating for compliance with the Regulator's governance and viability standards. We are now working towards G1 – the highest governance rating. The rating for viability (V2) is considered satisfactory since a high proportion of our income derives from low margin contract delivery.

Particular areas of strength were identified by the assessment. These included financial stress testing with accompanying mitigations and triggers; the Risk Appetite Statement; and the focus on Framework's mission. The assessment also recognised Framework's success in maintaining financial stability over many years despite the uncertainty of its funding streams.

Corporate Plan 2019/22

The Corporate Plan describes how Framework will work towards the realisation of its mission to end homelessness and tackle disadvantage. This activity is defined by seven objectives:

1. Sustainment and growth
2. Financial viability
3. Effectiveness, efficiency and value for money
4. Investing in our people
5. Beneficiary participation
6. Learning and Sharing
7. Responsiveness and responsibility

Housing

Supported housing is at the heart of Framework's offer. Our ability to make this offer has significantly increased in the past year and the process continues.

Framework is consolidating its supported housing offer in a variety of ways:

- ▶ In Nottingham and Lincoln we established the first 'Safe Space to Stay' hubs for rough sleepers as part of our local role in the Rapid Rehousing Pathway funded by the Ministry of Housing, Communities and Local Government (MHCLG).
- ▶ MHCLG's Rough Sleepers Initiative (RSI) is funding supported accommodation for 15 former rough sleepers at the Corner House in Lincoln.
- ▶ Our Housing First offer in Nottingham has been expanded as part of the RSI. This model, based on best practice, targets those people with complex needs (combinations of homelessness, substance misuse, mental ill-health, and offending history) and a history of rough sleeping.
- ▶ Contracts to house homeless people at Anvil House in Scunthorpe (North Lincolnshire) and Cross Street in Gainsborough (West Lindsey) have been extended, as have those for the Transitions services (based in Sutton in Ashfield, Mansfield and West Bridgford) which continues to support vulnerable young people.
- ▶ In Derbyshire Framework is partnering with Adullam Housing to deliver Step Up – a county-wide housing, support and tenancy sustainment service for young people including care leavers.
- ▶ Framework now provides Stepping Stones in Mansfield, Newark, Sutton in Ashfield and Worksop. This is a new supported housing service for adults with mental health issues, learning disabilities and autism-spectrum conditions.
- ▶ Framework is leading a partnership with Longhurst, Nacro and the Salvation Army to deliver a new Lincolnshire-wide housing-related and floating support service for adults with support needs.

In the midst of lockdown, Framework was asked by Nottinghamshire County Council to expand provision for young people forced from their homes. The need was met in weeks – just one part of our response to the Covid-19 emergency.

“ Framework have been a key delivery partner for the City of Lincoln Council for a number of years. Most recently we have worked together to deliver vital Rough Sleeping Initiative projects within the city including a scheme providing units of supported accommodation for those with complex needs and a Somewhere Safe to Stay Hub. Framework have always been open to new ideas and have a proven ability to quickly develop quality schemes despite often difficult circumstances. During the Covid-19 pandemic Framework rapidly adapted working procedures to ensure our most vulnerable clients continued to receive the support they needed, and also remodelled existing accommodation so that the Hub could continue to operate within the tight restrictions.”

Alison Timmins, County Homelessness Partnerships Manager, City of Lincoln Council

More and better housing

Over the years Framework has prioritised the provision of high quality self-contained accommodation both in core services (hostels) and as move-on. This continues with a programme to develop at least 74 new units in the three years to March 2022.

Work began on half of these during 2019/20. An exciting development on the site of the former Duke of York pub in Boston comprises 18 units to form the core of a new homelessness pathway. It is supported by the local authority, Homes England and the Medlock Charitable Trust.

In Basford, Nottingham, 12 new flats for people with enduring mental health issues were delayed by planning issues but are on course for completion in February 2021. Prior to that six units will be handed over at Ortzen Street for Housing First use.

Planning consent has been secured with capital from Homes England and Nottingham City Council for 16 self-contained units on a site in St Anns. This will replace the existing service for people with complex needs on Forest Road in much improved premises.

Sites have been identified elsewhere to develop further supported move-on flats subject to funding and planning consent.

There are discussions with Nottinghamshire County Council on the transformation of services for young people. An improved housing offer would include separate provision for unaccompanied asylum seeking children (UASC) and others with high or distinctive support needs.

Framework hopes to participate in the government's Rough Sleepers Accommodation Programme, intended to provide homes for those brought indoors at the start of the lockdown through the Everyone In initiative.

Our plans to address the shortage of good quality housing for single people will increase the 1,235 units of accommodation managed by Framework on 31 March 2020.

2,724
people were housed

1,050
people moved on to more independent accommodation

528
helped to maintain accommodation



The Corner House, Lincoln



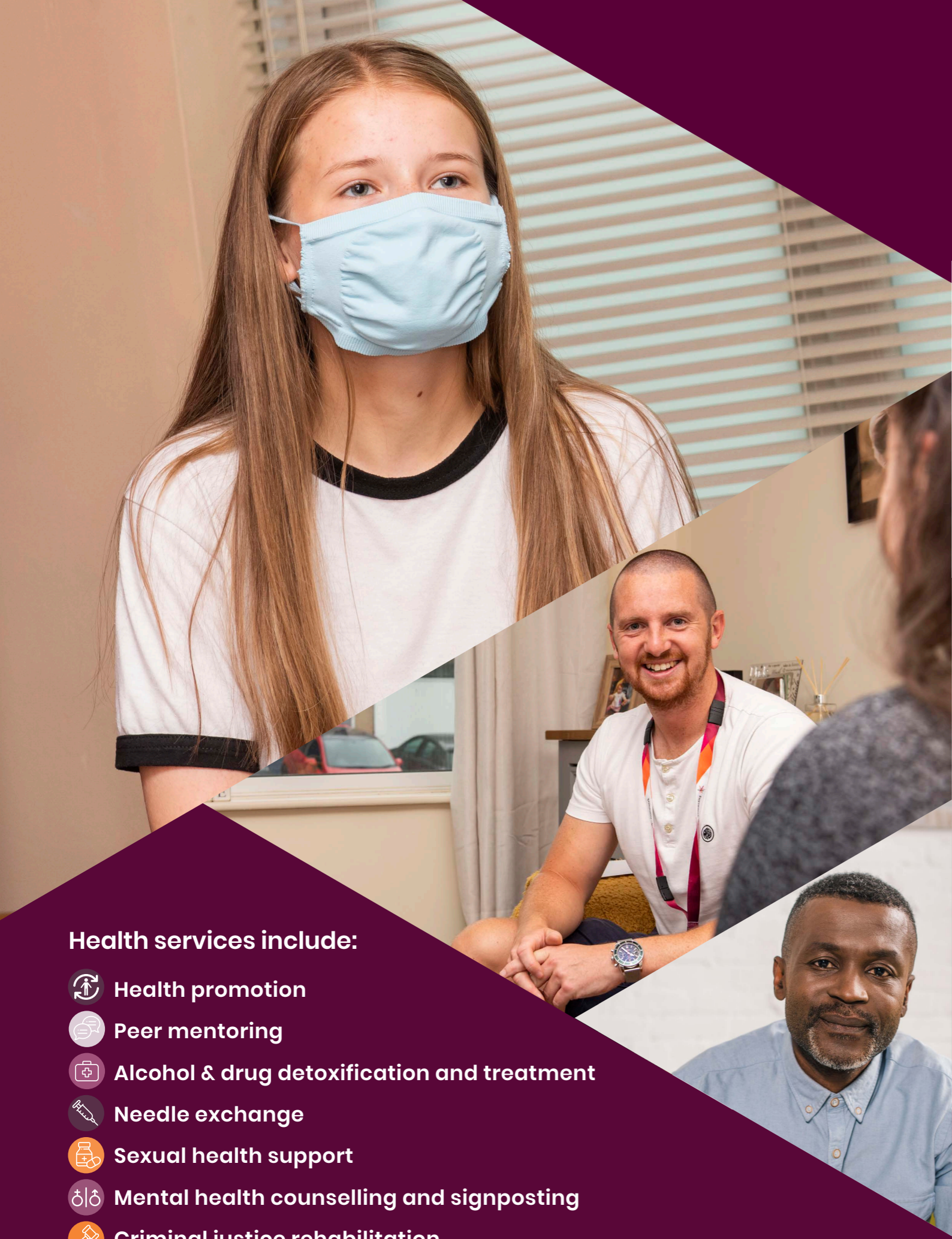
Housing services include:

Supported housing 




Move-on support 

Accommodation finding 

Resettlement support 



Health services include:

-  Health promotion
-  Peer mentoring
-  Alcohol & drug detoxification and treatment
-  Needle exchange
-  Sexual health support
-  Mental health counselling and signposting
-  Criminal justice rehabilitation

Health

Good physical and mental health is vital to human flourishing and is especially important to the people who come to us for help, often facing many challenges. Our delivery is innovative and strategically engaged but, above all, is changing and saving lives.

Strategic impact

The Nottingham Integrated Care Partnership (ICP) was launched in 2019/20 to drive improvements in health, care and housing. Framework's membership brings a voluntary sector perspective to a discussion at the heart of our agenda. The ICP's early activity demonstrates that service integration is possible and beneficial.

An immediate ICP priority is to join up services for people with multiple and complex needs – a significant result of the experience and learning gained through Opportunity Nottingham and the system change ambitions of the Fulfilling Lives programme.

The ICP, working with Opportunity Nottingham, is now piloting a coordinated, multi-disciplinary support and treatment service model for rough sleepers, many of whom present with complex needs. This is building on the multi-agency response to Everyone In, the scheme to house rough sleepers quickly during the spring lockdown, many in hotels. Framework and its partners delivered assessment, support and resettlement planning plus hot meals in a safe environment. The Homeless Health team made daily visits to register everyone with a GP. Mental health assessments, testing, screenings, and treatment for blood-borne viruses and STIs were also available. Nottingham Trent University will evaluate this pilot to inform future plans.

In addition, Framework is working with Nottinghamshire Integrated Care System (ICS), to enhance the voice of excluded people in the design of treatment services. We hope to see better interventions for people with a personality disorder, those with co-existing substance and mental health problems and chaotic drinkers. Its future workstreams are expected to focus on wider links between homelessness and health.

Ground-breaking services

Edwin House in Nottingham comprises two distinct services of note. Work on the 48 bed registered care home was completed in 2018 and it has established a unique offer. For some residents it is their home for life while others are enlisted in a pilot project with Nottingham University Hospitals Trust: the service is reducing the length of time these people spend on hepatology wards by providing specialist alcohol treatment and care.

“ When I first came to the Wellbeing Hub I had exhausted my family's patience – depressed, no self-esteem, not at work, drinking heavily with the sole purpose of self-destruction. Then I met Emma my case worker who gently listened with no apparent judgement whatsoever. She was the first person I have ever felt understood me: she nurtured, supported, advised and believed in me, making me feel like a real person again instead of an alcoholic monster. Many heart-rending sessions later my relationship with alcohol has changed. My family love me again and have forgiven me for what I put them through. Thank you so much Emma, I will be grateful to the end of my days.”

An anonymous patient of Nottingham Recovery Network

8,378

people helped by specialist drug, alcohol and mental health services including

3,739

people supported to access drug and alcohol treatment

2,481

people supported by Wellness in Mind

Most of these residents subsequently move on to their own accommodation. The other part of Edwin House is an alcohol detoxification unit that accepts referrals from across the East Midlands and beyond.

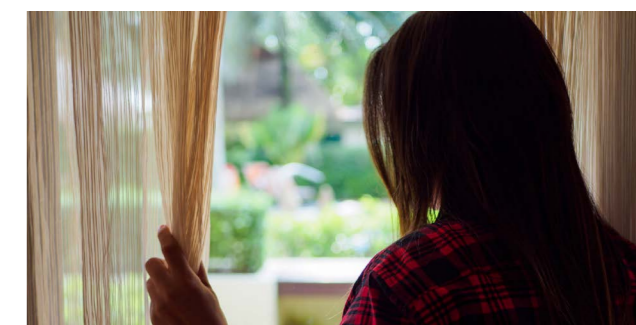
Edwin House celebrated a Good rating from its Care Quality Commission assessment in the autumn of 2019. It will build on this with a new focus on reablement – providing people with the skills to move on and live more independently.

As a care home Edwin House is particularly vulnerable during the pandemic. Working closely with Public Health and other statutory partners Framework has established robust infection control procedures to reduce the risk to the service and its residents.

Led by Framework, Nottingham Recovery Network (NRN) integrates services from partner agencies in a single drug and alcohol treatment pathway allowing interventions to be tailored to individual need. It too provides opportunities to collaborate with NHS partners, for instance in researching the effectiveness of different treatments for substance misuse and its complications.

NRN's biggest challenge is to keep doing more for less. It has absorbed a 25% reduction in its funding whilst the scale and complexity of demand is increasing. Despite this we have reduced the number of deaths from drug overdose; opened a specialist needle exchange; and embarked on a pilot to assess and treat substance misuse among patients approaching discharge from forensic mental health wards across the East Midlands.

During the spring lockdown, unlike many comparable services, NRN remained open with some of its work (including virtual therapy groups and video counselling) moving online. Its distinctive approach is being promoted in other areas.



Rachel Gibbs worked as a fully qualified bar manager until the closure of the pub she was running. After two years unemployed Framework supported her to become an administration apprentice through the DWP Work Programme, and she was later employed by Framework as an employment adviser herself. Later she trained staff to use the new Better Working Futures systems, subsequently became a Health and Wellbeing Adviser and, in 2020, was appointed team leader for Framework's new Job Entry Targeted Support programme. Rachel, who suffers from hearing loss, says: "I love it – being able to help clients on the same journey as me and showing that apparent barriers relating to ability and health can be overcome."

Rachel Gibbs, Team Leader, Job Entry Targeted Support Service



Employment

Framework's employment activity is well placed to respond to the economic fall-out from Covid-19.

Better Working Futures

Framework currently delivers the DWP's Work and Health programmes to people with disabilities and health-related conditions in Nottinghamshire, having successfully delivered DWP-commissioned mainstream employment programmes for nearly 10 years. In that time it has supported around 15,000 people on their pathway to employment.

Job Entry Targeted Support

As a result of its successful contribution to DWP employment programmes Framework was invited to deliver the flagship Covid recovery programme Job Entry Targeted Support in Nottingham and Nottinghamshire.

Opportunity and Change

Framework manages a partnership of 13 organisations across Nottinghamshire and Derbyshire which supported 568 people with multiple and complex needs towards employment in 2019/20. Funding from the European Social Fund and National Lottery Community Fund has been extended until June 2022.

Covid delivery challenges

Working practice changed radically throughout the service in March 2020 when office-based working and face-to-face support was suspended. Remote working alternatives have proved effective with more than 50 people moving into employment in their first job.

In addition to employment support Framework has taken its Skills Plus programme online – successfully providing practical training to promote independent living among service users, especially people with learning disabilities supported by Brighter Futures.

Training Centre support

Framework began to deliver its Homeless to Home training programme, funded by the National Lottery Community Fund, at its Training Centre in Bulwell, Nottingham in June 2019. Using the Centre's training 'flat' the programme provides training in practical living skills for homeless people setting up their first home – from cooking on a budget to household repairs.

From the start this project has enjoyed enthusiastic support from Deloitte's Nottingham team who raised money to fund the flat's development and have continued to fundraise for the Training Centre. After an initial three year partnership Deloitte renewed its agreement to support Framework for a further three years in 2019.

Volunteering

Volunteering is a key way for the public to support Framework and for former service users to gain valuable workplace experience. As part of our offer to volunteers there is now a structured programme in place to help volunteers successfully gain employment with Framework.

Building confidence is fundamental, so celebrating achievement through recognition and reward is a priority: this includes certification for the achievement of milestones and recognition at the volunteers' own annual awards ceremony and through the Volunteer of the Year at Framework's annual awards, the AFTAs.

Covid response

In March 2020 employment and skills, business development and fundraising staff came together to form the Volunteer Response Team to channel public support for homeless and vulnerable people during lockdown.

The Training Centre was re-purposed as a warehouse, catering hub and distribution centre. For details see page 16.

2,245
people were helped
by education, training,
volunteering and
employment services

998
people were supported
into paid employment

222
people volunteered with us



Employment services include:

Social enterprise 







Specialist employability support 

Volunteering 

Life skills training 



Support services include:

-  Family mentoring
-  Street outreach
-  Crisis prevention
-  Homelessness prevention
-  Resettlement
-  Personalised programmes for complex needs

“ I am incredibly proud of the team. First for their determination to continue supporting our very vulnerable clients during a pandemic and for putting the clients before themselves. Even when we were told the virus was taking the lives of hundreds of thousands of people across the world they continued to work – even harder than they normally do, and showed their dedication to our clients and the service. Sheffield couldn’t have a more kind, caring and compassionate team who are determined to work with our clients in the best way we can to meet their individual needs.”

Aimee Lowe, Team Leader, Street Outreach Team, Sheffield



Support

Support runs through everything we do. Having adapted its delivery in response to the pandemic we will enhance our offer in response to the additional need that has been created.

Street Outreach

We continue to work closely with local authorities in Nottinghamshire, Lincolnshire and Sheffield to implement the Rough Sleepers Initiative – expanding street outreach work to include specialist mental health, social work and nursing expertise.

The Covid-19 lockdown in spring 2020 refocused this work on Everyone In. Whilst assessing rough sleepers, referring them to hotels, and planning their resettlement, our Outreach Teams continued to encounter new people arriving on the streets.

PIE and TIC

In 2019/20 Framework engaged clinical psychologists to test the benefits of Psychologically Informed Environments (PIE) and Trauma Informed Care (TIC) for staff and service users. There were pilot projects at complex needs services in Nottingham and our young people’s services in Nottinghamshire. The impact on wellbeing is sufficient to justify investment and training to roll out PIE and TIC across Framework by 2022.

Specialist support

Following a successful tender the existing work at Chatsworth House, Sutton in Ashfield has been consolidated and expanded to become Stepping Stones across North Nottinghamshire (see page 8). The Family Mentors service in Nottingham is part of the Lottery-funded Small Steps Big Changes programme and complements our offer to homeless families.

Community-based support

Our community-based services – Brighter Futures, Moving Forward and Homelessness Prevention – have adapted well to the Covid restrictions. The principles of agile working, making use of modern technology, are already embedded and provide a model for the rest of Framework.

A survey of those using community-based services showed that more than 80% possess a smart phone, laptop or PC and are comfortable using them. Remote support has improved our offer to them and will be further extended in the coming year. This modernisation of community-based support is making it more effective

and efficient. Face-to-face contact is still available for those who need it – primarily on doorsteps, in gardens and public spaces. Using PPE and adhering to the protocols staff will still enter homes when urgent and necessary.

Two new community-based support services are available from autumn 2020. One is a homelessness prevention service working closely with Nottinghamshire districts and boroughs. It is funded by MHCLG with a particular focus on prison leavers and people leaving mental health wards. The other is the floating support element of the new contract in Lincolnshire. In addition Framework has retained the contract to deliver Moving Forward in Nottinghamshire: this was set up by Framework in 2003 to support people in the community with mental health issues including those recently discharged from hospital.

The need for prevention

The experience of lockdown affected and continues to affect people in different ways depending, for instance, on their appetite for social contact. It illustrates the need for the range of interventions that contribute to crisis prevention. Sadly prevention services were an easy target in the early years of austerity; consequently many vulnerable people lost their homes. The dramatic rise in rough sleeping prior to 2017 showed what a false economy these cuts were. The pandemic provides further evidence of how important prevention work is. The time has come to make prevention part of a national programme again.

5,078
people supported in
the community

1,579
rough sleepers
worked with

724
rough sleepers resettled
in accommodation

Community Engagement

Support from the community takes many forms – financial, in-kind and intangible, and its sources are numerous and diverse.

The support includes individuals, churches and other faith group who make regular donations; schools, Rotarians and other community groups who give in cash and in kind; members of the public who organise and participate in fundraising events or offer their time and talents as volunteers; and corporate donors and local businesses who fundraise and sponsor our activities.

The Covid response

Covid-19 brought an abrupt halt to most of our fundraising events. It also showed the deep reservoir of goodwill for Framework and those it exists to serve. Our community supporters responded positively to the online events that were hastily planned to fill some of the gaps in our income.



An emergency appeal was launched to cover additional expenses (including safe accommodation, PPE, mobile phones, food and medical supplies) for those who were shielding or self-isolating. It was quickly answered with donations totalling £40,000 from members of the public and small charitable trusts; Nottingham-based live music promoter DHP re-directed the funds raised at its Beat the Streets festival to support the appeal; and leading corporate supporter Nottingham Building Society contributed £40,000 in total. These generous donations complemented a £200,000 grant from the government's Coronavirus Community Support Fund, distributed by The National Lottery Community Fund.

A call for food was answered in an overwhelming fashion by private, charitable and commercial donors who made extensive and ongoing gifts in kind. Key contributors included Sewa Day, Open Kitchens, EverSo, FareShare, Bombay Sweet Centre, Pork Farms and Morrisons.

Framework's Training Centre in Bulwell was repurposed as a warehouse and logistics hub. The training kitchen, originally created to provide cookery courses as part of lifeskills training was handed over to a team of volunteer professionals comprising a chef from a Nottingham restaurant, a cook from a local school, and a college lecturer. The food donations were used to produce 20,000 ready meals over a five month period from the start of lockdown to mid-August.

These 'home cooked' ready meals were distributed by another team of volunteers who drove them to Framework accommodation services and to the people we support in the community across Derbyshire, Lincolnshire, North Lincolnshire and Nottinghamshire.

In addition to the meals the drivers delivered food parcels and thousands of care packages containing toiletries, bedding and baby products. There were even Easter eggs for every child living with a Framework service user and the young people we housed.

We are deeply grateful to all the donors and volunteers who contributed.

“A very high risk client who needs to self-isolate due to being HIV positive was overwhelmed with the service they received. I believe the food provision makes compliance with HIV treatment possible. Please pass on my gratitude to the providers of this excellent, potentially life-saving service.”

A front line worker

Deloitte.

The Nottingham



In partnership with
THE NATIONAL LOTTERY
COMMUNITY FUND



Jake Bugg at Beat the Streets 2020



Food donations via our Volunteer Response Team



Nottingham Building Society £10,000 donation

People

The people who work for Framework are fundamental to its effectiveness.

This year more than ever we have been thankful for the quality and character of our staff. Their commitment is consistently outstanding: during the pandemic their courage and flexibility have been crucial to keeping our services going in the most difficult of times.

Two thirds of those employed by Framework are female. During the year our mean gender pay gap fell from 7.1% to 6.1% (compared to a national average of 18.1%) and the median figure from 2.5% to just 0.1%.

Framework's Equality and Diversity Policy is being reviewed by the Board. The updated version will take account of new legislation and changes in the demography of the areas where we work, the aim being to ensure that these are represented in the leadership and management of the organisation. In addition we have published an Anti-Racism Statement and are working to realise the commitments it has made.

Strengthening leadership

During 2019/20 Framework's Senior Leadership Team (SLT) was strengthened with new recruits to help deliver strong financial management, improved central services and innovation in service delivery: of the seven members of SLT at June 2020, three have arrived in the past two years.

Enhancing governance

The Board welcomed five new members in 2020 to broaden its skills base, ensure the quoracy of its committees and prepare for retirements. In September 2020 Rebecca Rance became Chair in succession to Chris Prentice who served on the Board with distinction for ten years, including the last three as Chair.

The Board

Rebecca Rance (Chair)

Housing consultant, former housing organisation Chief Executive with over 30 years' experience in housing; previously non-executive director of Longhurst Group and Rykneld Homes.

Catherine Arkley

Charity management consultant specialising in strategic planning, operational management, and fundraising. Formerly CEO of Children's Liver Disease Foundation.

Diane Diacon

(Chair, Audit and Risk Management Committee) Retired Director of the international Building and Social Housing Foundation; a widely published author on housing-related issues.

Tim Gallimore

Organisational development consultant with senior experience including Boots, Dixons, Halfords and South Yorkshire Housing Association; multi-academy trust Chair.

Jane Geraghty

Former Head of Probation for Nottinghamshire with 40 years' experience in the service. Holds diverse non-executive leadership roles in the public and voluntary sectors.

Louise Harris

Director of Corporate Services at Amnesty International UK. A qualified accountant with a Masters in People and Organisational Development.

Ruth Hawkins

Retired as Chief Executive at Nottinghamshire Healthcare NHS Foundation Trust; formerly an NHS Director of Finance for 22 years.

Debbie Maitland

(Chair, Governance, Remuneration and Appraisal Committee) A senior civil servant with a specialism in leadership and talent development, previously an international HR Director in a global speciality chemical company.

Carrie McNabb

Head of Service: Finance and Business Development at Equation Nottinghamshire following a career in the technology industry.

Patrick Mitchell

Director of Innovation and Transformation at Health Education England; with 35 years' management experience in the NHS and international healthcare consulting.

Diana Parrish

Retired secondary school head teacher; education consultant; former trustee of a national charity supporting adults with special needs.

Dr. Vinay Shankar

GP and Digital Lead in Nottinghamshire. Works within the NHS Time For Care team and former GP Fellow for Nottingham City CCG.

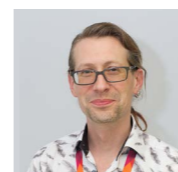
Nigel Turner

Held senior finance positions at Next, Northern Foods, British Midland Airways; now a board member for international air industry businesses.

Senior Leadership Team



Andrew Redfern
Chief Executive



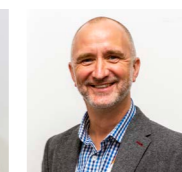
Apollis Clifton-Brown
Director of Health and Social Care



Lisa Del Buono
Service Director



Claire Hardwick
Operations Director



Dave Newmarch
Director of Corporate Services



Dave Smith
Service Director



Suzanne Williamson
Director of Finance, Governance & Risk

Patrons

Sir John Peace

Lord-Lieutenant of Nottinghamshire

The Right Reverend Paul Williams

Bishop of Southwell and Nottingham

Finance

Framework is committed to delivering safe, effective services that provide value for money. In so doing we must maintain our long term viability and reward our excellent staff fairly.

These commitments endure in a challenging environment where more people require help and their needs are increasingly complex. The funding to meet these needs is diminishing and our margins are tight.

Turnover in 2019/20 was £45.4m, an increase of £2.8m (6.6%) on 2018/19 due mainly to the expansion of existing services. The operating surplus was £1.1m – a rise of £0.7m on last year. These positive results were achieved despite the early impact of the pandemic towards the end of the financial year: it will be more evident in 2020/21 causing increased costs and a reduction in income especially from fundraising.

Staff costs are the biggest expenditure item, with pay costs amounting to 55% of expenditure in 2019/20. Tight control of salary and related costs was essential to our survival through the years of austerity but we now experience difficulties in recruitment and retention. Our strategy to address this is underpinned by a commitment to enhance the salary offer in real terms. From July 2020 a three percent increase in total salary spend was distributed equally across all roles thus affording greater benefit to those staff on the lowest pay.

A major ongoing investment is taking place in IT systems to automate processes, eliminate duplication, increase efficiency, facilitate remote working and empower service users.

A three year capital programme worth nearly £8m is on track to deliver at least 74 new housing units in the three years to March 2022.

A full set of audited accounts is available at www.frameworkha.org/accounts

Sources of income (Year to 31st March 2020)

Rents and service charges	£16,926,000
Housing Related Support contracts	£11,023,000
Specific grant income (for treatment, support and training services)	£12,776,000
Charges for residential care	£1,448,000
Fundraising income and donations	£633,000
Other income	£2,580,000
Total	£45,386,000

Main areas of expenditure (Year to 31st March 2020)

Pay costs	£24,224,000
Non-pay costs excluding interest	£19,852,000
Net interest payable	£246,000
Total	£44,322,000
Surplus	£1,064,000

Net assets (As at 31st March 2020)

Fixed assets (after depreciation)	£61,780,000
Debtors	£3,913,000
Cash and investments	£10,492,000
Creditors due within a year	£7,586,000
Government grants on housing assets	£33,577,000
Long term loans	£9,547,000
Defined benefit pension liability	£1,126,000
Total net assets	£24,349,000

18,425
separate individuals
assisted

2,724
people housed

8,378
people helped by specialist
drug, alcohol and mental
health services

2,245
people helped by education,
training, volunteering and
employment services

5,078
people supported in
the community

From the Chairs

Chris Prentice retired in September 2020 after nearly 10 years as a Framework board member and as Chair since 2018. He reflects on his period of service and what lies ahead.

Framework in 2020 is a much broader-based and more strategically significant organisation than the one I joined a decade ago.

The charity now supports people across a wider geographic area and provides a broader range of services, often by leading partnerships with other key providers including:

- ▶ Opportunity and Change supporting people with complex needs into employment through 13 partners across Derbyshire and Nottinghamshire
- ▶ the Nottingham Recovery Network delivering Nottingham's drug and alcohol pathway through a partnership including the NHS
- ▶ the Lincolnshire Housing Related Support Partnership (LHRSP) delivered in partnership with Longhurst Group, Nacro and the Salvation Army.

Recent changes in senior leadership have strengthened the organisation's capability with new roles including a Service Director for Health and Social Care and a Corporate Services Director, and with new Finance and Operations Directors appointed.

As a result Framework is in a strong position to develop and implement a transformed service offer.

The needs of every person we support are specific to that individual: the Fulfilling Lives programme has demonstrated that holistic, integrated and individually-tailored support provides better outcomes and is more cost-effective, more flexible, and more responsive to changing need than the current largely uncoordinated arrangement of services.

This person-centred approach has implications for service design and commissioning, for Framework's relationship with commissioners, and for funding: a transformed service approach will necessitate transformed fundraising capability, building on the committed community support which Framework already enjoys.

Framework is an extraordinary organisation. It is the staff who make it so and who provide confidence that this new approach can succeed. When talking to staff I am in awe of their dedication to keep working with very hard-to-reach service users under the most difficult circumstances.

It is their non-judgemental approach that leaves the deepest impression and is something I take away from my experience of Framework: I leave a better person, more thoughtful and considerate of the problems of others.



Rebecca Rance became Chair of Framework in September 2020. She sets out her priorities.

I began working in Nottinghamshire to end homelessness and provide affordable housing more than 30 years ago and soon encountered Andrew Redfern with his begging bowl. What Framework does is as important now as it was then. In a perfect world Framework would not exist but ending homelessness remains an unfulfilled ambition: the number of people seeking support is increasing and so is the complexity of their needs.

Framework's achievements are substantial. In the early 2000s the team grasped the opportunity provided by Supporting People to transform services in Nottingham and Nottinghamshire. The reliance on contract funding worked during the Supporting People era however continuing to chase diminishing funding has made it harder for Framework to deliver its mission.



Sustainability is all to do with delivering our core mission of giving each homeless and vulnerable person what they need to move on in their lives, and being appropriately funded for doing so. Our ambition is therefore to make another seismic leap that

will carry Framework through the next 15 years, based on integrated person-centred services that meet all an individual's needs to end or avoid the recurrence of homelessness.

This offer will encompass a balance of Framework's four service pillars of housing, health, employment, support and care: these are the critical services which, when wrapped around an individual, secure a home and/or keep them in their home and living independently.

The Fulfilling Lives programme demonstrates that this comprehensive approach is transformational in its impact on service users and in its overall cost-effectiveness.

This individual person-centred approach to end homelessness, as well as continuing to work with and for our commissioners, will require a different approach by the organisation aimed at increased resources and a sustainable business model. Such increased funding and sustainable business model will give Framework the flexibility to respond to need as it arises and to retain and attract great people to work for us to achieve this. This in turn includes paying people appropriately: people work at Framework to give others a fair deal and should receive a fair deal themselves.

Grounded in rigorous strategic leadership and planning, with an unremitting focus on quality, performance and cost effectiveness, this transformative strategic approach and related service offer will require fundamental and ongoing change in Framework's operational approach.