



# CHESS SOCIAL AUDIT REPORT

FOR THE PERIOD APRIL 2017 TO MARCH 2018

SOCIAL  
AUDIT  
NETWORK

SELF  
VERIFIED  
ACCOUNTS

CHELMSFORD CHESS

Dated 16 October 2018

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## EXECUTIVE SUMMARY

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 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 April 2017 to March 2018 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:**

- This has been a year of development for CHESS as the administrative services moved into a new facility on New London Road and it has been preparing to accommodate the night shelter in this building next financial year 2018/19. This will provide an additional two bedrooms for the service once up and running.
- 51 People passed through CHESS in this year, CHESS worked with each client for an average of 207.5 days. A total of 745 support meetings were held to listen and help with client problems. A further 136 hours of counselling services and 127.5 hours of specialist Eye Movement Desensitisation & Reprocessing Therapy (EMDR) treatment were all provided to help address pressing client issues.
- CHESS provided 10,539 bed nights to its client base and a further 849 bed nights to rough sleepers on the Winter Project. This prevented a total of 11,388 nights of rough sleeping in the Chelmsford area.
- CHESS provided rough sleepers with 1385 hot meals and 2814 hot drinks, this provision is on top of providing meals for all clients within the Night Shelter. Approximately 60% of the food used in CHESS was donated through Harvest collections, personal donations and as surplus by socially aware traders and the public.
- CHESS also helped 3 clients move into employment.
- CHESS was supported magnificently by 85 volunteers who each gave an average of 81 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.
- Total Economic Impact is estimated to be £2,008,883, giving a 415% return on operating costs of £484,592
- In broad terms this has been a successful year for CHESS, but more needs to be done. Unsatisfied demand sits at an average of 24 pending referrals a month. This equates to three quarters of Chess's operating capacity, even when the 2 additional rooms provided by the new night shelter facility become operational.

## Jake's Story

*"When I left the Army, I was a shadow of my former self and I developed what I now recognise as post-traumatic stress disorder. To avoid dealing with my emotions, I kept busy and was constantly out partying. Mixing with a bad crowd, sparked my addiction with drugs and alcohol. I was told to leave my family home and to fuel my addictions, I began to steal."*

Jake never took more than he needed to fuel his addiction, so each time he was caught, he received a short-term prison sentence. This meant that he was not eligible for support when he was released and therefore, each time he returned to living on the street.

*"I eventually resigned myself to the fact that I was going to die" said Jake. "I knew that if I had to stay on the street any longer, I would either be killed or kill myself, just to put an end".*

Whilst serving his 19th and last sentence, this time in Chelmsford Prison, there was a job fair in the canteen. Jake only decided to go at the last moment, just as the stands were packing down to leave.

CHESS was there to recruit for Wingspan Works, their social enterprise, landscape gardening company, which employs ex-offenders.

*Rob Saggs, Executive Director of CHESS said;*

*"When you speak with someone who has been homeless and are now on a positive path, all of them talk about one pivotal moment that changed their lives.*

*This moment does not always come when they are offered help, but instead when they make a conscious choice to pursue change. As the job fair was ending, Jake suddenly realised that he didn't want to miss the opportunity and almost demanded to be interviewed. It was his strength of character that is responsible for the positive path he is on now."*

When Jake's release date came about, CHESS met him at the prison gates, taking him to one of their temporary accommodation units. Jake said; *"Having the support of CHESS not only gave me somewhere to stay straight out of prison, but also gave me a job, which changed everything."*

Nearly two years later, Jake is thriving thanks to the support he has received and the choices he continues to make. He now works for Wingspan Works, a social enterprise that provides employment opportunities for ex-offenders, doing ground maintenance, minor building, painting, decorating and cleaning.

He is now in private accommodation and is studying two evenings a week to become a qualified electrician.

## 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

- Peter McDonagh, Chelmsford City Council
- Russell Wallace, Epping District Forest Council
- Paul Gayler, Maldon District Council
- Spencer Clarke, Community Safety Partnership
- Lorraine Jarvis, CVS
- Leigh Wallis, Open Road
- Paul Harris, Fullworks Facilities Management
- 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

**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 sixth year of social audit accounting for CHESS. Social accounting is a valuable tool enabling a thorough self-examination of working practices and relationships. CHESS aim to publish the social audit annually, alongside the financial accounts. However, for year 2017/18, drafting the social audit was postponed due to a significant move of operations and changes in staffing and volunteers available, instead, CHESS prepared an executive summary of key outcomes. This can be accessed via the CHESS office.

Due to the above, it was also decided that this set of accounts would be a paired back version to meet the basic criteria of SAN and as there were time constraints, a smaller cross section of the stakeholder groups were consulted.

It was decided Barbara Beaton of Sandpiper Business Support Ltd 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 1990's, Churches Together in Chelmsford ("CTiC") were 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 90's, CHES opened a Night Shelter. From this point, CHES have also developed move-on accommodation, support services, rough sleeper services and opportunities for employment. A client's engagement with these services is ordered in such a way as to address the root issues of their homelessness and give access to opportunities for change and independent living. If a client should choose to engage, CHES provide an end to end service to take them from the streets through to employment.

A considerable achievement was made in this reporting year, as the administrative side of the charity moved into the refurbished offices of the new CHES Hub on New London Road. Furthermore, during this year, restoration to the 1<sup>st</sup> floor and other ground floor rooms produced bedrooms, consultation rooms and other quality facilities ready for utilisation by the night shelter in the new financial year. This was financed by the very generous donations of individuals and organisations to The Hub appeal, initiated when the building was purchased in 2016.

Another significant development in this last year has been a further partnering with local councils to facilitate the No Second Night Out campaign, working not only in Chelmsford, but also Maldon and Epping Forest. Added to this, CHES joined with Chelmsford City Council on a local campaign called 'Spare Change or Real Change'. This campaign encouraged locals to have a broader understanding of the issues surrounding homelessness and give opportunity to support organisations, such as CHES, that could provide relief and support in the locality.

## CHES Legal Structure

Chelmsford CHES is both a registered charity and a company limited by guarantee. Its constitution is governed by the charities and company's legislation 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 Executive Director, 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 CHES activities in FY 2017/18 were £484,592. Total CHES income for the same period was £539,722. Of this total, £279,303 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 of £55,130 which has been allocated to strategic appointments to helping develop the charity moving forward.

## Local Issues and Environment

Chelmsford continues to attract a significant homeless population. Other service providers have set up services in the city but there is still an unsatisfied demand for beds as illustrated by the pending referrals stats stated later in the report.

The continued rise in local market rent, the reluctance of landlords to rent to those on benefit and loss of funding to staff the Secure Tenancies Officer position has posed significant challenges to moving service users on to permanent accommodation, which they can sustain. There has also been

a drop in other supported housing organisations to which CHESS can refer service users on to, leaving only one service locally, down from three. This has been a significant blow for CHESS and its ability to rehome people into suitable accommodation. Despite this, CHESS succeeded in placing 18 people into their own accommodation during the year.

Added to the above, CHESS have seen an increase in individuals coming in with issues related to substance misuse, following national trends around people presenting with complex/multiple needs. Some of this, we believe correlates with a surge of gang related issues experienced in the locality with county lines running from London.

## CHESS Stakeholders

### **Service Users**

The homeless people of Chelmsford and the surrounding areas lie at the heart of everything Chelmsford CHESS does. We 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 three full-time staff and nine-part time staff in the CHESS Night Shelter, support and office.

## **Volunteers**

Working alongside the paid managers and staff we have a had a team of 85 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, information shared, and funding given for services to the homeless.

## CHAPTER 3 PREVIOUS SOCIAL ACCOUNTS AND AUDIT

The overall result from the Social accounting period 2017/18 reflected positively on CHESS and its partner stakeholder groups. Actions that have been taken from the 2015/16 social accounts were predominantly because of feedback from 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 CHESS office.

A sample of some comments and actions are included below:

### Trustee

*'An area I feel needs further progressing is training for staff with accredited providers evidenced based programmes such as CBT, solution focused theory need be at the heart of supporting the homeless individuals.'*

- During the social accounting period CHESS put aside a budget for training staff training and development. However, due to the work involved in refurbishing the new facility, certain activities had to be put on hold and CHESS aim to report back in the next audit on this matter.
- CHESS have also gained funding to employ a counsellor with skills in EMDR therapy to work with clients.

### External stakeholder

*'A new facility will, I believe, lead to better outcomes as support services will be delivered at the point of need, at a time which suits all and in a much more convenient location.'*

- The new Hub has been used to accommodate office functions during this year.
- The 1<sup>st</sup> floor and remaining ground floor rooms have been undergoing refurbishment to prepare for the Night Shelter operations to move up in the new financial year.
- There are greater parking facilities than at the previous facilities.

*'In answering a question about CHESS working with other agencies an external stakeholder said that CHESS is sometimes known for its lack of ability to offer temporary accommodation due to the capacity on its waiting list.'*

- The Hub will increase CHESS' accommodation by 2 bed-spaces. This will increase our capacity by an additional 720 bed nights.
- We are also looking into options to run Winter Project style accommodation throughout the year.

*'Extent to which CHESS would be interested in other options for joint working?'*

- In the accounting period, CHESS continued to forge links outside Chelmsford, by taking on the Epping Forest District Council No Second Night Out contract,

*'Issues related to meeting the need of homeless women and those with disabilities – can these be met within the existing team?'*

- A consultation was conducted with staff and service users, the results of which can be found in the CHESS office.
- The Hub facilities include a new DDA room which will give CHESS the ability to offer accommodation to services users with mobility and other health related issues that might prevent them accessing other rooms and services.

### **Service User**

*'A client referred to the need for a shorter waiting list' -This is a common thread and reflects upon the need for more available bed spaces within CHESS.*

- During this Social accounting cycle CHESS has been restoring and refitting the accommodation areas of the new facility on New London Road, which will give an additional 2 bedrooms for the next Social Accounting Year.

### **Volunteer**

*'CHESS needs to raise its profile in the area so that we can gain more support'*

- Whilst profile raising is not a main objective, raising the profile helps to raise awareness, funds and (most relevant in this context), volunteers, to help us meet the objectives we have.
- Through this year, trustees and staff have continued to attend cheque presentations, arrange and speak at events and use social media to share what CHESS do. Added to this, CHESS employed a part time fundraising assistant, who has increased the staff capacity in this regard.
- Also, CHESS joined with the council's 'Spare Change, for Real Change' city wide campaign.

### **Member**

*'Volunteers do a wonderful work but limited space and residents coming and going make catering difficult'.*

- Preparation of the new building will provide more space for the night shelter and support related activities
- In May of this accounting cycle, a CHESS volunteer was awarded the 'Volunteer of the year award' in Chelmsford.

## CHAPTER 4 MISSION, VALUES, AIMS, OBJECTIVES and ACTIVITIES

### Our Mission

Chelmsford CHESS 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.

### Our Social Objectives

We have 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 re-join society 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.



## Our activities to achieve these objectives include:

### CHESS Accommodation and services

#### Rough Sleeper Provisions

CHESS provided 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, when necessary.

From December to the end of March, a separate Winter Project provides emergency overnight accommodation for up to 10 people, who would otherwise, due to lack of bed spaces, or unwillingness to engage other CHESS services, be forced to sleep on the streets in the bad weather.

#### The Night Shelter

The Night Shelter provides emergency accommodation for up to seven homeless people, in single bedrooms. Whilst referrals are accepted from other agencies, the Night Shelter is a "direct access" hostel, meaning that any homeless person can apply for admission. The Shelter additionally provides tea, coffee and food along with clothing, sleeping bags and blankets to rough sleepers calling at the Night Shelter for help.

#### Move-on accommodation

The charity has 23 single bedrooms in five "move-on properties" which serve as homes for those who are progressing towards achieving independent accommodation of their own.

#### Training and Employment Opportunities

CHESS partner closely with Wingspan Works, a ground works social enterprise, which provides employment opportunities for service users. 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.

#### Support Services

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 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.

Counselling

CHESS employ 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.

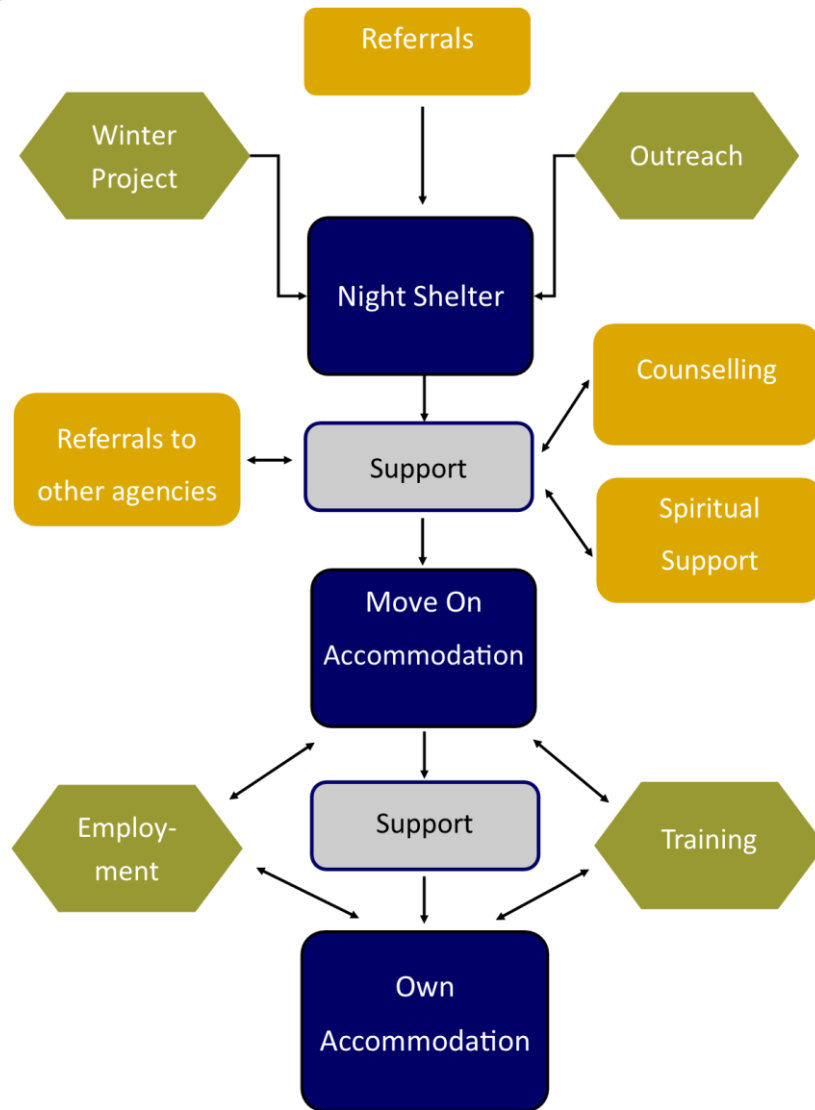
Spiritual Support

A Chaplaincy Team is available to offer spiritual support as needed.

Referrals to other agencies

Where necessary, service users, may also be referred to other agencies for help or advice.

**Chess Services**



## Bill's Story

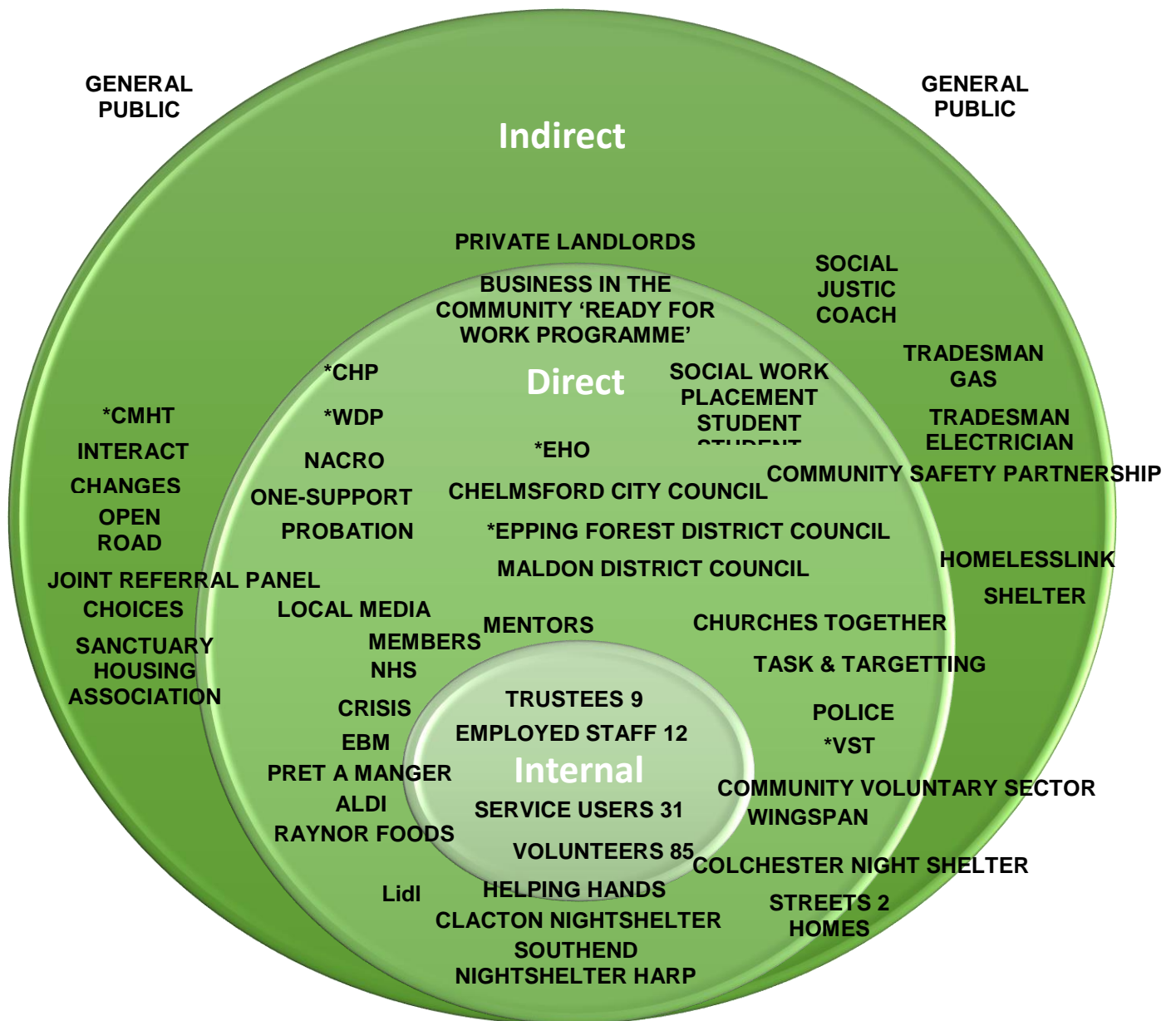
*'When I lost Mum and then also became homeless, I can safely say it was the worst time of my life and that I had hit rock bottom. But since I arrived in Chelmsford and CHES, I have made so many good friends, including yourselves, who have helped with advice and kindness, company and laughs. Without you all and others, I would not be where I am today and although, ultimately, it is up to myself at the end of the day, I have found the counsellor to be of tremendous help and beneficial, a nice kind person, very considerate and a real professional. I found my support worker to be the best support worker I could have had, nothing was too much trouble and like all of yourselves a truly wonderful human being. I feel that these past few years have, if nothing else made me a much stronger person and that I once again have a future and a life to look forward to.'*

## CHAPTER 5 STAKEHOLDER ANALYSIS

Six main stakeholder groups were consulted during this Social Accounting year.

- External stakeholders
- Trustees
- Client End user group (service users at the night shelter)
- Staff
- Members
- Volunteers

The following stakeholder map was developed by the Executive Director and CHES day time staff to identify individual organisations in each stakeholder group.



## 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 2017 to 31 March 2018.

The Social audit report aligns with the financial reporting cycle for the organisation and will be prepared for release at the end of November 2018. An electronic copy will be published in an abridged format on the CHESS and SAN websites.

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, however, we 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.

A recommendation in previous years, it was recommended that CHESS find new ways to engage with the stakeholder groups and overall this was a success.

### External Stakeholders

It was decided this year to canvas a smaller group of External stake holders, these were organisations with whom we have a closer working relationship.

Of the 9 External stakeholders approached, 6 responded and one declined due to a conflict of interest.

### Client – End User Group

CHESS focused a significant amount of effort on canvassing the client / end user group. CHESS support workers assisted in the compilation and 17 provided a response.

### Staff

All 12 CHESS staff were canvassed and 8 provided a response.

### CHESS Volunteers

CHESS sought to engage volunteers for whom we have permission to contact by email. This number amounted to 85, from whom we received 13 responses.

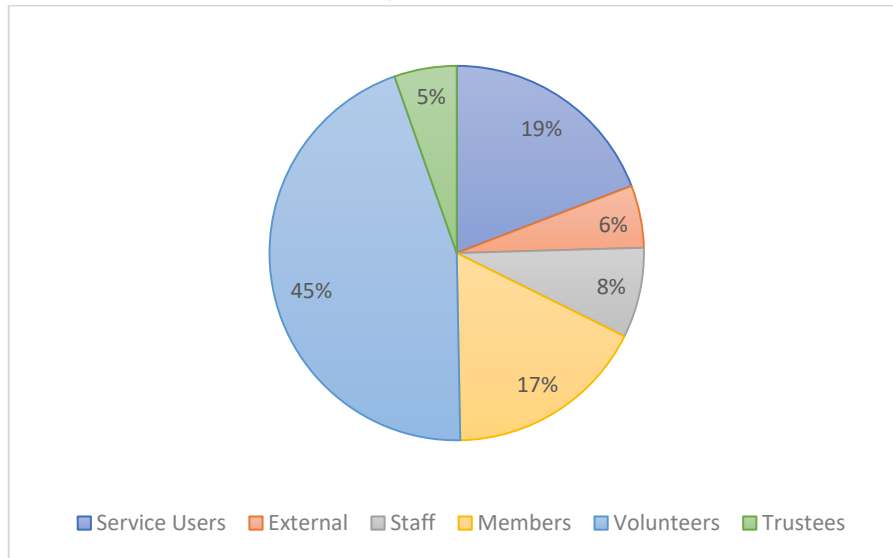
### CHESS Trustees

All 9 trustees were canvassed and there were 8 responses.

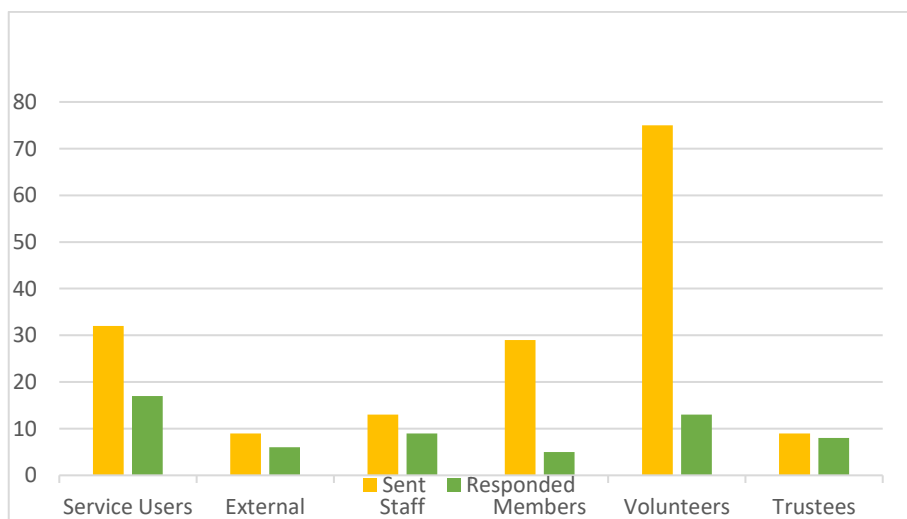
## Members

CHESS has a large number of members on its register, but many are life-time members and some, because of changes in circumstances, are no longer actively involved. The members receive updates through the year and can express an opinion and vote at the AGM. Of the 29 questionnaires we sent to members (due to GDPR, the email list reduced), we received 5 responses.

### Stakeholder Questionnaire Distribution



### Stakeholder Questionnaire Distribution and Responses Rate



## Overall Feedback from All Stakeholder Groups

Feedback was very positive from all stakeholder groups, the open questions on how CHES could improve their service elicited several interesting suggestions and these have been taken forward as 'points' to consider in Chapter 12.

The full detail on all stakeholder analysis is available in the CHES office.

## Howard's story

*'I approached CHES who offered me a bed. I have tried to work in the past but have never been able to sustain work and I knew something was not right I just didn't know what. I had a lot of unresolved medical issues and my support worker went with me to the GP several times. I eventually got a diagnosis of learning difficulties and a hearing test showed that I was partially deaf. We approached the council and they accepted a duty to me on medical grounds allowing me to bid as a band 2.'*

## CHAPTER 7 METHODOLOGY

The methods used to measure success were discussed and agreed with the 2016 Social Audit Group (SAG). Due to the transition into the new premises, the SAG did not meet in 2017. Therefore, the methodology applied to measure results for each objective remain as agreed for the 2016 report. These are explained in detail in Appendix C. In summary the tools and methods used in this audit are;

### Quantitative Results

- Bed Availability & Utilisation
- Client Turnover / Throughput
- Wait List / Unsatisfied Demand
- Counselling Hours Provided / Attended
- Support Meetings Arranged / Attended
- Number of Volunteers
- Average Hours Donated Per Volunteer

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

### Qualitative Results

- Feedback from Stakeholder Analysis (Service Users, Staff, Trustees, Volunteers, External Stakeholders)
- Targeted Questions of interest to External Stakeholders covering the wider issues of homelessness (Beyond CHES Objectives)
- Pen Picture Story's from former Service Users (Appendix B)

### Final Scoring of Economic Impact

- Number of Positive Outcomes – CHES Stats
- Number of Negative Outcomes – 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 moderated by a measure of probabilistic values effectively reducing probability and magnitude of impact. Moderation is provided by CHES operational staff with experience of local service user needs
- Estimated Value of Volunteer Hours

As a rule, the figure for economic impact is calculated as a range using, or applying estimated values for different levels of outcome

## CHAPTER 8 REPORT ON PERFORMANCE AND IMPACT

CHESS activities, as described above fall into 4 distinct levels of service for the homeless in the Essex area. We do this in several ways.

### Level 1

#### Outreach and Practical Support for Rough Sleepers

Through the No Second Night Out campaign, CHESS partners with three local councils to provide relief to rough sleepers in Chelmsford, Maldon and Epping. 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.

Where demand for beds within CHESS exceeds availability, which it does often, CHESS seeks to alleviate some of the hardships experienced by rough sleepers by providing basic services. The main areas of support for rough sleepers is the provision of hot food, drinks, clothing, sleeping bags and tents. Added to this CHESS provide use of showers and clothes washing facilities.

### Level 2

#### Winter Project

Emergency temporary accommodation is provided in a church hall over the peak winter period. Service users are given the opportunity to make a referral to the shelter to be considered for a bed space as vacancies arise.

### Level 3

#### Night Shelter

The Night Shelter is used as the entry point into CHESS. From here, staff complete all the initial administration and assess the needs of the individual. Further support is provided by support worker sessions and professional counselling. If required, CHESS also refer service users on to other professional bodies such as GP's, Drug & Alcohol agencies etc. When service users can manage their own affairs, the majority are moved into a monitored facility, classified as The Annex, before being moved to a move-on house.

### Level 4

#### Move on Houses

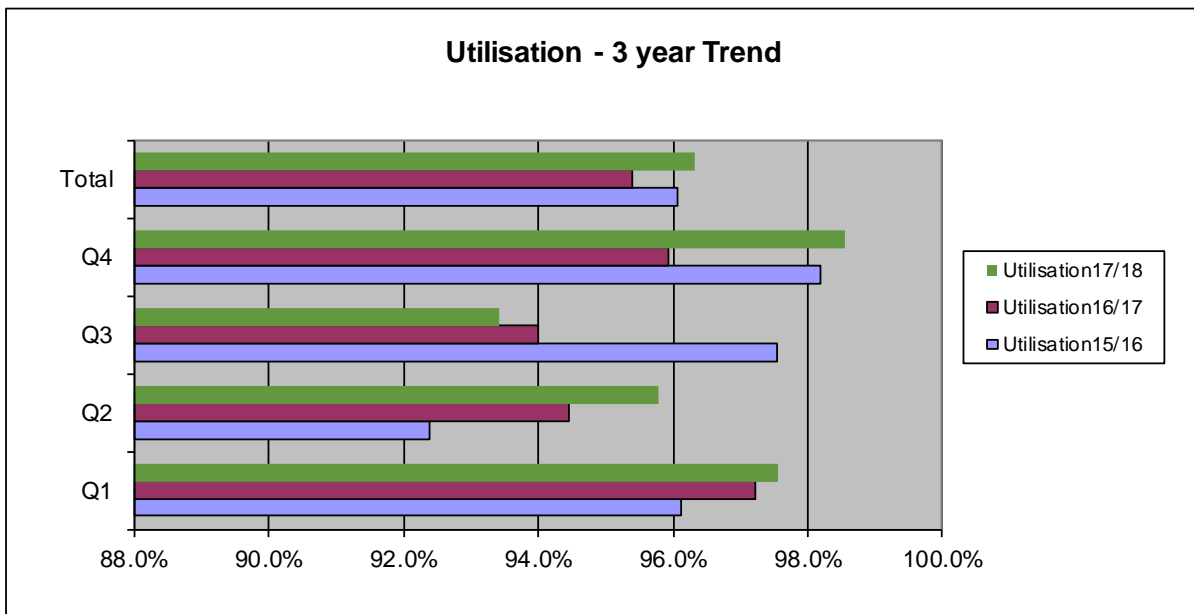
These are typically 4- or 5-bedroom properties dispersed around the Chelmsford area and support services are maintained at a level appropriate to need. Users move on from this accommodation when they find a tenancy or permanent accommodation.

The remainder of Chapter 8 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 CHES main office.

Objective 1

***“To provide temporary accommodation for adult single homeless”***

Availability of beds in night shelter and move on houses remained close to 100%, as in the previous year. Bed utilisation remained high as the 3-year trend illustrates.

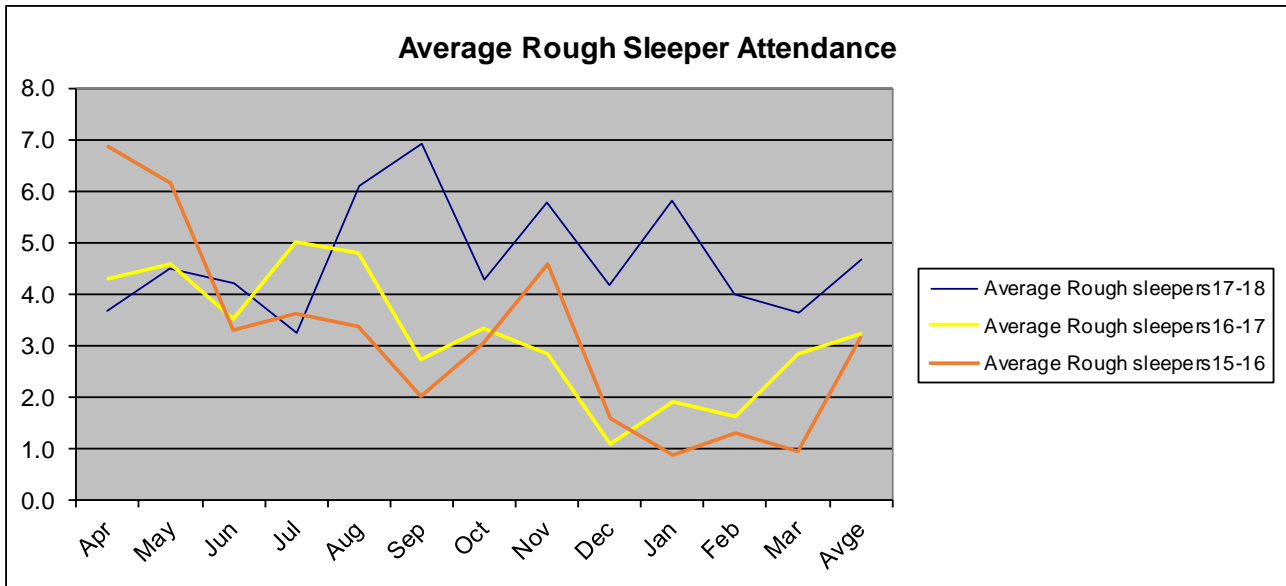


Overall, CHES generated 10,942 bed night units of accommodation, of which clients used 10,539 bed nights. Overall bed utilisation has increased by 1,100 since the last full report.

All night shelter residents are offered a daily hot meal and through the year volunteers cooked 2,814 meals for residents. Much of the basic foodstuff was donated by socially aware traders, donor groups and individuals (see acknowledgements). for which CHES and the service users are very grateful.

Assistance to Rough Sleepers

The Cumulative number of Rough Sleepers turning up at the Night Shelter each night in the year increased by 536 to 1713. The sharp increase reflects the growing number of rough sleepers within society. The graph below illustrates the surge in Rough Sleepers requesting food and drinks in the winter months. CHES operational staff believe a core of rough sleepers don't seek as much assistance from CHES in the milder summer months.



Rough sleepers are provided with food, drinks, sleeping bags and bedding upon request. It is vital that some of these vulnerable individuals know there is a meal or blankets there for them if they need it. This year CHES provided 1385 meals and 2814 drinks for rough sleepers at the Night Shelter, CHES also met requests for fresh clothing and bedding. This clearly demonstrates CHES are actively supporting a vulnerable client group that sit outside the organisation's current capacity constraints.

Outreach staff and volunteers also attended to street link referrals, resulting in 85 visits to rough sleepers across Essex in 2017/18 to hand out vital supplies and help where possible. A number of these visits resulted in several rough sleepers engaging with other CHES services, such as accessing the night shelter.

### Winter Project

CHES 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 the extraordinary needs and dangers presented to rough sleepers within this period.

The Winter Project was very heavily subscribed this year and CHES utilised a Church Hall manned with support staff. Additional camp beds were provided to cope with the increased demand. Overall, 849 additional bed nights were provided; an increase of 34% on the 3-year rolling average.

Service users of this basic level service often present with multiple issues and use of drugs and alcohol is common. While neither drugs or alcohol are allowed in the Winter Project, it was deemed necessary to increase the tolerance level of alcohol on the breath that a service user could present with. This was partly influenced by the death of a homeless man on the streets of Chelmsford in this

accounting period and a desire to increase accessibility. However, well trained and skilled staff expressed concerns that with an increase in alcohol tolerance there would also be an increase in aggressive and violent behaviour due to the cocktail effect of a mixture of substances. In order to keep other service users and project staff safe, CHES decided to engage a security guard, with support from the council, which proved successful. This will be repeated in the coming year, so we are able to accommodate individuals we may otherwise have had to turn away.

Given the rise in demand of this service and the increase of rough-sleepers, CHES 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.

Objective 2

*“Supporting service users to re-join society through access to; External Accommodation, Employment & Education”*

Throughput is vital to an organisation like CHES. The limiting factor of 30 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 too quickly, this would jeopardise the potential for an enduring positive outcome.

Client Average Stay (Days)		Throughput
15/16	120	304%
16/17	147	248%
17/18	215	170%

CHES provided 51 clients with the opportunity to move on positively in 2017/18. This was a fall of 28% on the prior year. CHES achieved 18 positive outcomes 17 down on the prior year giving a relative success rate of 35% (a decrease of 14%). Successful outcomes have been hard earned with CHES investing an average of 215 days of resource in each service user. The CHES Executive Director believes these results are down to the following:

- A significantly harder to reach client base presenting with multiple complex issues
- A reduction of suitable accommodation to move clients on to, as addressed below.
- Diverted staff time and energy, due to operating between two sites and investing in the preparation of the new facility
- A long-term support team staff sickness

	Planned	Unplanned	Total	Success
15/16	45	34	79	57%
16/17	35	36	71	49%
17/18	18	33	51	35%

## Managing Capacity & Throughput

A key risk to CHESS client throughput is the inability for individuals to secure suitable independent and affordable accommodation. Clients capable of moving on positively can 'block' throughput if suitable accommodation cannot be found. The charity CRISIS funded a Secure Tenancies Officer (STO) post within CHESS until September 2016.

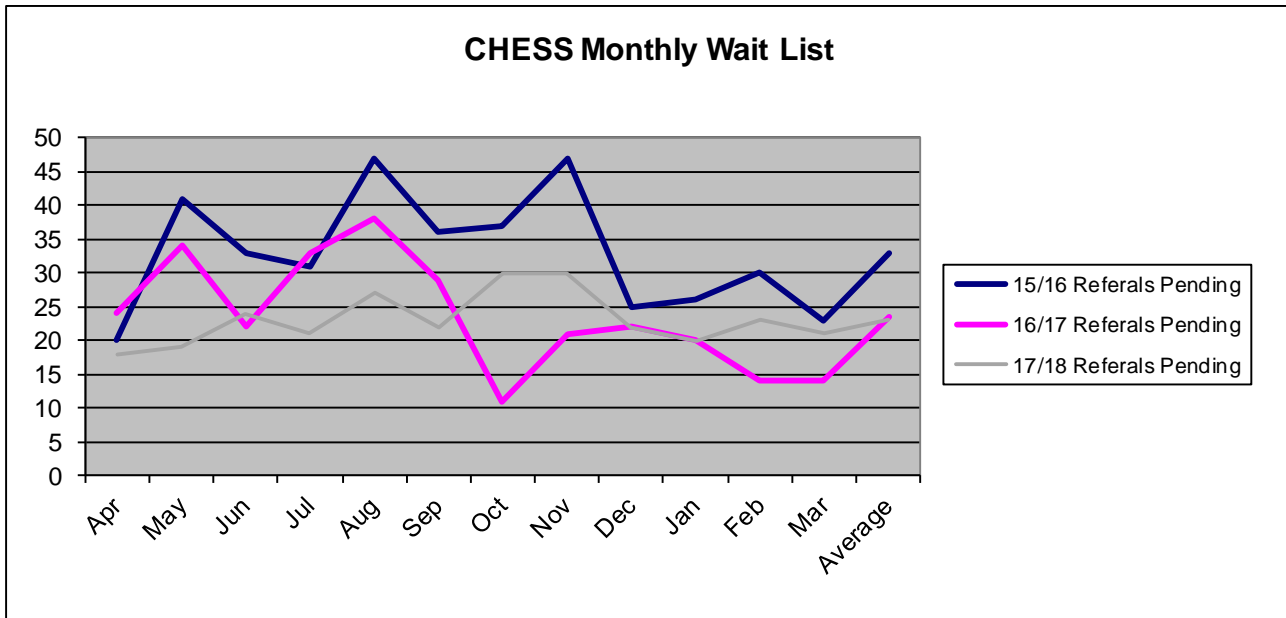
In 2015/16 the STO secured 16 tenancies for service users plus a further 6 tenancies for external clients. Secure tenancies for service users fell to 10 and 4 in the last 2 years. CHESS believe the fall in STO's is down to; the lack of a dedicated STO due to external funding for the post being withdrawn, the constraints imposed by the housing benefits cap, increasing rental prices due to the fast travel links to London and the reluctance of private landlords taking on clients on housing benefit in the local area.

Added to the above, CHESS have experienced a significant reduction in housing services they can refer clients on to, due to changes in the way these agencies who now take referrals. Currently CHESS only have one outlet of this kind, down from three possible outlets on the last social audit.

CHESS managed to assist 3 service users into employment during their stay. Along with helping service users to find employment through other agencies, some of the CHESS trustees have now also taken on the role as directors of Wingspan Works a social enterprise aimed at providing employment opportunities for the homeless, long term unemployed and ex-offenders. CHESS see this as an opportunity to offer a more holistic service and help clients from the streets back to independence, through employment by breaking some of the cyclical issues linked to unemployment, homelessness and offending.

### **Wait List – Unsatisfied Demand**

The CHESS wait list (or referrals pending) is refreshed each month and CHESS staff check the extant need with each wait list client. There is significant volatility around the monthly oversubscription ranging from 18 to 30. This indicates a fluid and rapidly changing need in the circumstances of a typically chaotic service user group. 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 this year averaged 24, which is three quarters of CHES’s capacity even when the two new rooms come on stream. CHES is currently exploring the possibility of extending the winter project to a continuous year-round operation to help manage reduce this wait list.

### Objective 3

*“Supporting improvement to the health and wellbeing of service users”*

Without help, the life expectancy of a homeless male is 27<sup>1</sup> years less than the national average and it is 37 years less for a female<sup>2</sup>. It is therefore reasonable to assume that, without the intervention of CHES, some of the clients taken in, or the rough sleepers given basic assistance in the winter, may have been at risk of death.

We have a 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 individual and therefore individual support meetings are the best way to capture and address bespoke needs. The periodicity of support meetings again depends on the individual client but a meeting twice per month is a minimum expected level. CHES support workers undertook 745 individual support meetings in the

<sup>1</sup> [https://www.crisis.org.uk/media/236799/crisis\\_homelessness\\_kills\\_es2012.pdf](https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf)

<sup>2</sup> [https://www.crisis.org.uk/media/236799/crisis\\_homelessness\\_kills\\_es2012.pdf](https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf)

reporting year this translates to an average of 2 consultations per client per month. Part of the reason for the lower engagement level was due to a period of extended sick leave of a full-time support worker for the latter third of the reporting year.

As of the start of the new financial year, support meetings will be held in the new consultation rooms at The Hub, where there will be greater privacy and facilities such as telephone and computer to assist the meetings. Also, as of the time of writing, CHESS are hoping that new connections with the local CCG will further help increase service user health and wellbeing as it is proposed basic level services might be provided in the Winter Project and at the Night Shelter.

A key aim of these support meetings is to alleviate some of the stressful issues surrounding each individual's needs. Medical or other professional help 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.

During this year we used the client questionnaire to elicit some specific detail on several key areas. Service users were asked to describe patterns and behaviour during the 6 months prior to joining CHESS and after a stay in CHESS. From this information, we can see that the encouragement to pro-active healthcare is successful with a rise of 61% individuals indicating they had used GP services within 6 months of staying in CHESS.

It is also interesting to note that, of the 8 service users who reported the need for mental health care before entering CHESS, 2 were unsuccessful in gaining access. Both these and another individual who had not indicated they had tried prior to entering CHESS, all managed to access the services during their stay.

From an operational perspective CHESS see the individual support worker sessions as a critical success factor in achieving an overall positive outcome for the client and they assist with the . 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 a relapse.' Sadly, the resource capacity and geographically dispersed client base makes this intervention difficult. CHESS hope the newly developed consultation rooms at The Hub will have a positive effect on engagement in the next accounting period.

#### Objective 4

##### ***“Work with other agencies, companies, organisations & people groups”***

Some service users present with issues beyond the scope or resources of CHESS in house capability. To meet this need CHESS maintains close contact with other professional bodies best placed to deliver the service. CHESS fund a professional counsellor who provided 138 counselling hours to



service users. CHESS also provided 128 hours of specialist Eye Movement Desensitisation & Reprocessing Therapy (EMDR) treatment.

Collaboration between CHESS 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. CHESS made 54 referrals to other agencies in this year. CHESS also made 276 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.

## Objective 5

### *“Work with and support volunteers”*

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

There were 14 new volunteers who attended inductions this year. With routine attrition the average number of active volunteers increased by 1 to 85. Total Volunteer hours recorded for the year were 6,910.

Each CHESS volunteer has, on average, donated 81 hours of their time to assist CHESS and ultimately the clients. This is a great commitment from the volunteers engaged with CHESS and reflects the social gravity of the homeless issue within the local community.

From the quantitative statistics there is clear evidence of the enduring commitment of the CHESS volunteers. It is vital to the ongoing viability of CHESS 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 to communicate information on the success and performance of CHESS with open debate on topical issues.

## CHAPTER 9 ECONOMIC IMPACT

Deriving an Economic Impact against outcomes 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 in 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 derived Expected Value for one successful outcome ranged between £30,106 and £55,678. CHESS achieved 18 planned outcomes in this. Applying these values to the overall outcomes gives a range of Economic Benefit between £1,364,672 and £1,920,850.

When other material economic impacts, such as the value of CHESS Volunteer hours, are added to the impact of the Outputs, we get a total economic impact between £1,418,777 and £2,008,883. Based on total operating costs of £484,592, this represents a return of between 293% and 415%.

Sensitivity Analysis was then applied to the results and confirmed 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.

### Wider Social Benefits

The Social Benefit to society has already been touched on in Chapter 5, under Objective 5, which states the huge number of volunteer hours donated by the dedicated individuals who work alongside the staff team in all areas of the charity.

An average contribution of over 81 hours from each of our 85 volunteers is a staggering commitment and testament to the social gravity of the cause and objectives.

The collective contribution of CHESS volunteers is highly valued by CHESS and celebrated at Volunteer forums and it is sincerely hoped that our volunteers gain some civic pride in the significant contribution they have made in helping the local homeless population.

### Commitment to Change

CHESS 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, victimised.<sup>3</sup>

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 along with one at the end of the exec summary. 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 burden of dependency on the service would be too great with no lasting achievement for the individual.

### **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.

- 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 54,420kg Co<sub>2</sub>e this is the equivalent of 14,857kg Carbon.

The NEF web-based tool was used to calculate this impact data from basic energy usage data. Details of the calculation are available in the CHES office.

- The other key environmental impact is the use of unwanted or discarded goods by CHES 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**

CHES is donated food throughout 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, faith organisations and other community groups.

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<sup>3</sup> <https://www.crisis.org.uk/about-us/latest-news/new-research-reveals-the-scale-of-violence-against-rough-sleepers/>

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, 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. 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, as previously, CHESS was given the opportunity to collect tents, sleeping bags, bed rolls and other useful items from the site of a local festival, once the attendees had departed.

Not only does this provide a great stock of items that can be given to rough sleepers as the need arises, but also ensures future use of goods that could 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.

### Joe's Story

*'I moved to chess when I got kicked out by mum and then later by my ex-girlfriend because they all wanted me to be independent.*

*My life got changed after coming into the chess. I have increased my self-esteem. When I join chess, I had lower self-esteem. I could not believe in myself. I was very shy, and I could not complete any task by self. Now I feel changed and moving forward. The support I got from the workers has helped me to be a better person to move on with my life. I feel now I am moving forward and not backwards. I cannot imagine how I would have been in the street if I never moved in the chess.*

*I will advise anyone in the street who would like to join the chess to feel free and join because there are prospects of having good life than being in the street.'*

**CHAPTER 10 OTHER STAKEHOLDER VIEWS**

During this social accounting period no other stakeholder views were collected that would present themselves under Chapter 10.

## CHAPTER 11 ISSUES FOR ACTION AND ACHIEVEMENTS

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

Below are areas brought up by one, or more of the stake holders for which CHESS will consider appropriate actions to help address.

- **Upgrading move on-house accommodation where financially possible**

Actions to consider:

- Assessing properties
  - Seeking funding for upgrades
  - Review budget for property upgrade
- **Reviewing Health and Safety, Risk Assessments and Training**

Actions to consider:

- H and S review
  - Review of policies and procedures
  - Risk assessment training
  - Secure funding for Winter Project security guard
- **Service User Training**

Actions to consider:

- Developing partnerships with organisations that can deliver training and meaningful activity research and apply for training grants
- **Investigate ways to help people move on in a very difficult market**

Actions to consider:

- Investigate housing banding allocated to CHESS and if services users may sit at the same banding as some other providers
- Seek and develop relationship with other organisations who might emerge into meeting this need

- **Continuing to develop and improve communications with our external stakeholders**

Actions to consider:

- Investigate partnerships and forums CHESS can engage with to share what is going on and how we may complement other service provisions in the community.
- Disseminating social accounts
- Engaging more with radio, press and other media
- Partner up-date
- Invite representatives to look round the new building and see what we do

- **Volunteer Value, Training and Development**

Actions to consider:

- Maintain consistency in volunteer forums
- Review induction and other documentation
- Increase communication
- Offer training appropriate for the role

- **Trustee Board Review**

Actions to consider:

- Review the trustee board skill set
- Recruit where skills/ knowledge lacking

**Below are areas of success brought up by one, or more of the stake holders:**

- **Working with the Homeless**

*'Staff very helpful and been a delight staying here. Thanks' Service User*

*'Chess is a great opportunities for anyone that like to improve their life I'm very grateful for a chance. Barbara made me feel very welcome, by the morning I had a meeting with the housing benefit lady and Dolly, who was very nice and spoke to me about therapy. Very nice to know people want to help' Service User*

*'I feel that CHESS does all that it can within its power to help clients' Staff*

*Good team environment. Easy to see how each department plays it's part in the mission of the whole organisation'* Staff

- **Working in Partnership**

*'CHESS have been very engaging on a number of projects such as the Spare Change or Real Change campaign, the Winter Project, Streetlink, Community Safety Tasking and the Severe Multiple Disadvantage Pilot'* External Stakeholder

*'We have been completely satisfied with the service provided to MDC by Chess in the previous years'* External Stakeholder

*'Value both the formal and informal level of communication and very clear what the underlying ethos of CHESS is which helps outline its vision and values'* External Stakeholder

*'delighted to see CHESS publicly working better with the Council'* Member

- **The Volunteer Forums**

*'Good to meet other volunteers and share / discuss. Also good to meet with a variety of CHESS staff, some who you don't meet very often. Perhaps they could be used in future for some mini 'training' or sharing of good practice'* Volunteer

*'Sociable get together. Nice to meet other volunteers. The presentations are excellent and keep us updated'* Volunteer.



## CHAPTER 12 PLANS FOR DIALOGUE WITH STAKEHOLDERS

Once the 207/18 social audit is published, CHESS plans to:

- Add a copy to the CHESS website
- Add a copy to the SAN web-site
- Provide stakeholders with a copy of Executive Summary, along with a link to the full report on the CHESS website.

All supporting evidence used in the report will be made available within the confines mandated by GDPR 2018.

## CHAPTER 13 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:

- Make positive changes to the way it operates and services it offers to better achieve its' objectives
- Develop relationships and partnerships with the stakeholder groups consulted in its formulation
- 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 2017/18**

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 -Compliance

APPENDIX G -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 2017/18

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 have been inserted through out this report to help provide a human context to the impact of CHESS 'Outcomes' supported by broader stakeholder activities. For the purposes of anonymity, names have been changed.

### Alex's story

*'I became homeless due to a controlling relationship breaking down. I shared a house with my ex-partner as a joint Tennent and there was friction between our children and a lot of jealousy. My Ex partner was unfaithful to me. Even though it was not my fault my ex-partner took me to court and I was removed from the tenancy due to her having children living there. I sofa surfed for a while and was supported by friends and family with beds for the night here and there but had nowhere of my own or for my belongings. I approached CHESS who offered me a bed. I have tried to work in the past but have never been able to sustain work and I knew something was not right I just didn't know what. I had a lot of unresolved medical issues and my support worker went with me to the GP several times. I eventually got a diagnosis of learning difficulties and a hearing test showed that I was partially deaf. We approached the council and they accepted a duty to me on medical grounds allowing me to bid as a band 2. I have been with CHESS since April 2017 and am due to move into my own flat. I did not want to come to CHESS and resisted for a while as I felt a bit intimidated by the other residents. I had heard some bad feedback, but I now know that this is due to the individual's inability to engage. If you do what you need to do the staff work hard to help you and give you advice to move on.'*

### Joe's Story

*'I moved to chess when I got kicked by mum and then later by my ex-girlfriend because they all wanted me to be independent. My life got changed after coming into the chess. I have increased my self-esteem. When I join chess, I had lower self-esteem. I could not believe in myself. I was very shy, and I could not complete any task by self. Now I feel changed and moving forward. The support I got from the workers has helped me to be a better person to move on with my life. I feel now I am moving forward and not backwards. I cannot imagine how I would have been in the street if I never moved in the chess. I will advise anyone in the street who would like to join the chess to feel free and join because there are prospects of having good life than being in the street.'*

### Bill's Story

*'When I lost Mum and then also became homeless, I can safely say it was the worst time of my life and that I had his rock bottom. But since I arrived in Chelmsford and chess, I have made so many good friends including yourselves, who have helped with their advice and kindness, company and laughs. Without you all and others, I would not be where I am today and although, ultimately it is up to myself at the end of the day, I have found the counsellor to be of tremendous help and beneficial, a nice kind person, very considerate and a real professional. I found my support worker to be the best support*

*worker I could have had, nothing was too much trouble and like all of yourselves a truly wonderful human being. I feel that these past few years have if nothing else made me a much stronger person and that I once again have a future and a life to look forward to.'*

### Jake's Story

*"When I left the Army, I was a shadow of my former self and I developed what I now recognise as post-traumatic stress disorder. To avoid dealing with my emotions, I kept busy and was constantly out partying. Mixing with a bad crowd, sparked my addiction with drugs and alcohol. I was told to leave my family home and, to fuel my addictions, I began to steal. I eventually resigned myself to the fact that I was going to die. I knew that if I had to stay on the street any longer, I would either be killed or kill myself, just to put an end. Having the support of CHESS not only gave me somewhere to stay straight out of prison, but also gave me a job, which changed everything."*

## 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 CHESS. To help quantify this impact, a composite profile has been used that is intended to be representative of the typical CHESS 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. All these sources are referenced in Appendix E-1.

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 CHESS are able to combine an expected benefit with an assigned portion of the composite profile and a probability value based on 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.

CHESS Executive Director has reviewed recent economic analysis linked to issue of homelessness. This research has been used to refresh some of the assumptions on which the economic impact of CHESS activities has been calculated. Examples are laid out below:

### Prison

Reference sources quoted a cost of a 12-month prison sentence to the Public Purse as £32,510 (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 = £32,510(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 = £32,510(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 upper and lower Utilisation Values.

During this reporting period CHESS have attempted to narrow the range of uncertainty by utilising additional data generated from further direct studies of this client group. Reference H '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 is 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 G) quotes a cost of hostel-based accommodation at £19,000 per year, this has been escalated to 2017 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 30 beds, saving £709,860 per year. In addition, for every positive outcome, the need for the cost of 1 hostel bed stay is removed. The average stay is 215 days (or 0.588 of a year), so an additional economic benefit of £13,919 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 have 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 18 positive outcomes in this period, but 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 CHES client 'Pen Pictures' (from prior social audit reports FY11/12 to 14/15) that an individual could go through the CHES system up to 4 times before finally achieving a lasting lifestyle change. This view is supported by CHES 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 £1,364,672 and £1,920,850.

## **Economic Benefit of Volunteers**

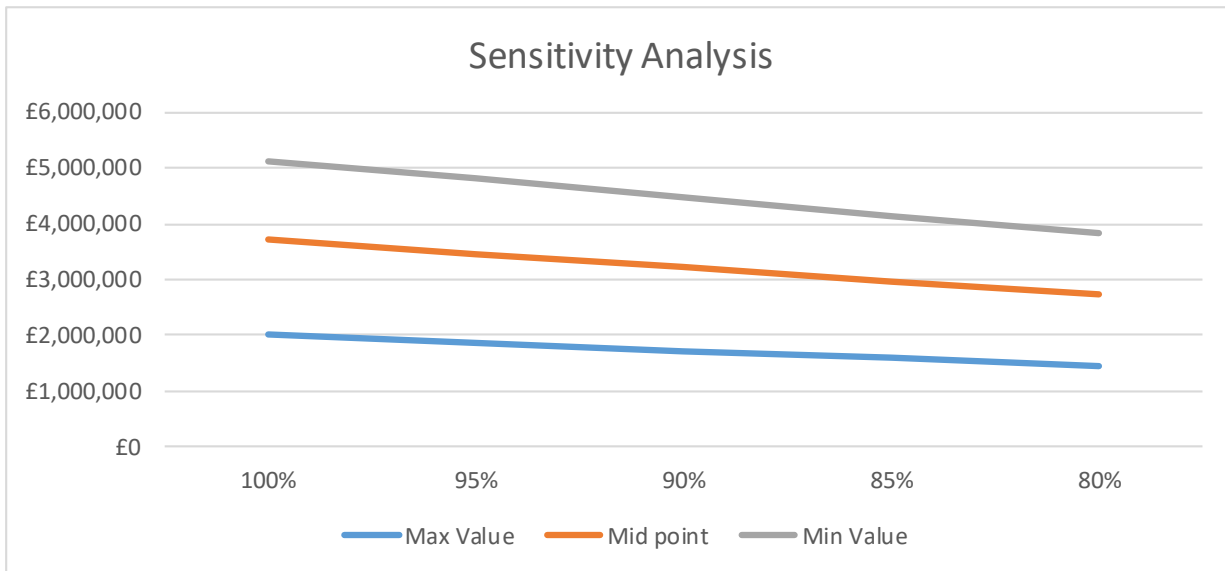
Other material economic impacts are the value of the volunteer hours served in CHESS and the wider society. In Objective 5 we declared a total of 6,910 volunteer hours provided by 85 volunteers. It is worth restating this is a hugely impressive personal commitment by a fiercely dedicated and truly generous 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 UK Average Salary based on a 40-hour week.

Each hourly rate was applied to the donated hours to produce an additional impact between £54,105 and £88,033. Combined with the upper and lower Expected Values already calculated, this gave a total economic impact between £1,418,777 and £2,008,883.

## 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 in Appendix E-2. The two variables (enduring successful outcomes and apportioned value of unsuccessful outcome) were factored in to 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 7.4% and the pessimistic range reduced by only 5.6% per increment.



This would support intuitive thinking that the key assumption on optimistic values is more sensitive to change (by a ratio of 1.48:1) than the pessimistic value, where sensitivity ratio is only 1.12:1. Using the midpoint values generates a sensitivity ratio of 1.33:1 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 CHESS Operational Staff. The latter is derived from a limited but knowledgeable CHESS operational team all of whom are supporting front line services.

## APPENDIX E-1 Economic Impact Calculations

Composite Issue	Profile	Possible Benefit	Unit of Benefit	Potential Range of Benefit			Profile (Revised)	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
				Unit Cost	Min	Max		Min	Max	Min	Max			
48% of clients had issues with substance use <sup>4</sup>		Positive intervention can remove dependency and reduce NHS burden	Annual Social & Reactive cost avoided.	£45,857	0.6	1	0.48	0.8	1	10,565	22,011	<a href="#">Ref D</a>	Likely 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 <sup>5</sup>		Link between homelessness and Crime. Intervention & Support can break this link.	Overall resource expenditure cost per prisoner 2017/18 (of 12-month prison sentence)	£32,510	0.25	0.75	0.45	0.75	0.95	£2,743	£10,424	<a href="#">Ref E</a>	Many are clients 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	£32,225	0.4	0.6	N/A - Purely Outcome based impact	0.1	0.4	£1,289	£7,734	<a href="#">Ref F</a>	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	£23,662	1	1	N/A - Purely Outcome based impact	0.588	0.588	£13,919	£13,919	<a href="#">Ref G</a>	This impact is either yes or no therefore positive impact is 1.	Benefit is based on average stay of 1 client in CHESS in this reporting period. 215 days or 0.588 of a year.
73% had a physical health condition & 80% had Mental Health issues <sup>6</sup>		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	1	N/A - Purely Outcome based impact	1	1	£1,590	£1,590	<a href="#">Ref H</a>	Likely 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
<b>Total Range for Expected Value of Economic Benefit for One Positive Outcome</b>									<b>Min=£30,106</b>	<b>Max=£55,678</b>				

<sup>4</sup> Nations Apart 2014, Crisis

<sup>5</sup> Statistical survey of homeless people commissioned, 2013, St Mungos

<sup>6</sup> The Unhealthy State of Homelessness, Health Audit, 2014, Homeless Link

APPENDIX E-2 Sensitivity Analysis

Number of Positive Outcomes in Period	18	Number of Negative Outcomes	33	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	£1,920,850	£1,642,761	£1,364,672
	0.7		0.2	£1,778,872	£1,533,386	£1,287,901
	0.65		0.15	£1,636,894	£1,424,012	£1,211,130
	0.6		0.1	£1,494,916	£1,314,637	£1,134,359
	0.55		0.05	£1,352,937	£1,205,263	£1,057,588
Difference in Value of 5% reduction in key assumption				£141,978	£109,375	£76,771
% Reduction in Economic Impact			% Sensitivity	7.39%	6.66%	5.63%
Value of Volunteers	Hours	6910	Sensitivity Ratio	1.48:1	1.33:1	1.12:1
Min	National Living Wage		£7.83	£88,033	£71,069	£54,105
Max	UK Average Salary		£12.74			
<b>Declared Range of Economic Impact</b>				<b>£2,008,883</b>	<b>£1,713,830</b>	<b>£1,418,777</b>

## APPENDIX F Key Aspects Checklist

### 1 Human Resources

		Number			Date/Details/Comment
1.1	<b>Number of employees:</b>				
	Full-time	3			
	Part-time	9			
	Occasional	4			Occasional Staff Used in Winter Project
	Volunteer	85			Average Active Volunteers within the Reporting Year. Up 1 on previous year.
1.2	<b>Number of members</b>	193			As March 2018
1.3	<b>Policies and Procedures in place:</b>	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	<b>Investors in People</b>				
1.5	<b>Consultations:</b>				
	a. with paid employees	Y			
	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	<b>Legal form of organization:</b> <b>Constitution (tick appropriate):</b> 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	<b>Appropriate annual return filed</b>	Y			Charity Commission return filed 7 Sep 2017. Companies House 6 <sup>th</sup> October 2018.
2.3	<b>Annual General Meeting held</b>	Y			3 <sup>rd</sup> October- 16 Attended
2.4	<b>Regular Board/Management Committee meetings</b>	Y			10-12 Normally Monthly during this reporting year.
2.5	<b>Annual Report published</b>	Y			Published October 18. Copy given to members at the AGM
2.6	<b>Membership increased</b>		N		179 a decrease of 6 in the
2.7	<b>Social Accounts prepared</b>	Y			Yes, Draft sixth year accounts produced. 28/10/18
2.8	<b>Social Accounts verified by Social Audit Panel</b>			N/A	To be audited by Barbara Beaton
2.9	<b>Social Accounts reported to Stakeholders</b>	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	<b>Consultations:</b>				<i>[Summary of consultations included in Chap 6 Stakeholder Analysis and Appendix A</i>
	a. with members of the organisation	Y			All Staff & Volunteers
	b. with members of the Board or Management Committee	Y			All Trustees
	c. with Advisory Body members (if appropriate)			N/A	
2.11	<b>Other quality systems used:</b>	Y			Supporting People QAF – Available for inspection in CHESS Office

Additional information

### 3 Asset Lock and Use of Surplus

		Y	N	NA	Date/Details/Comment
3.1	<b>Asset Lock in constitution</b>	Y			
3.2	<b>Use of surplus:</b>				<i>[please tick all relevant in current year]</i>
	a. no surplus made				
	b. to reserves or re-investment	Y			Operating Surplus of £55,130, 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				

Additional information

### 4 Financial Sustainability

		Y	N	NA	Date/Details/Comment
4.1	<b>Annual Accounts prepared and filed</b>	Y			Charity Commission & Companies House
4.2	<b>Balance sheet strengthened/weakened</b>	Y			Strengthened



4.3	Profit/loss for year				Total Incoming Resources = £539,722 Resources Expended = £484,592 Net Surplus = £55,130
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Additional information [please attach a summary of latest audited accounts]

## 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:	Y			Yes Available in CHESS Office
	a. energy use: heat and light	Y			52,649 Kg of Co2
	b. energy use: transport	Y			1,771kg 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				54,420kg Co2e equivalent to 14,857kg of 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 £1,364,672 to £1,920,850 (Excludes Value of Volunteer Contribution at 6.5)
6.5	Value of volunteer contribution	Y			Chap 8 & Appendix E-1 Range from £54,105 to £88,033
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 Economic Impact between £1,418,777 to £2,008,883. This represents a return on operating cost of 293% to 415%.

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