



The Haven Wolverhampton

BUSINESS PLAN 2009 - 2014

CONFIDENTIALITY AGREEMENT

This agreement is to acknowledge that the information provided by The Haven Wolverhampton in this business plan is unique to this business and confidential; therefore, anyone reading this plan agrees not to disclose any of the information in this business plan without the express written permission of The Board of Trustees of The Haven Wolverhampton.

It is also acknowledged by the reader of this business plan that the information furnished in this business plan, other than information that is in the public domain, may cause serious harm or damage to The Haven Wolverhampton and will be kept in the strictest confidence.

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This is the business plan for The Haven Wolverhampton. The presentation of this business plan does not imply an offering of securities.

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INTRODUCTION

The Haven Wolverhampton (The Haven) was established in 1973 in response to the need to provide safe, temporary accommodation for women and children in need and who may be escaping domestic violence.

Based in Wolverhampton, The Haven provides refuge to vulnerable women and children who may be victims of violence and abuse, and specialist support services in its own accommodation settings and in the community. There is consistent need for the services offered at The Haven. Figures for 2007 – 2008 indicate that 685 women and 612 children approached The Haven seeking emergency accommodation. The levels of risk for women and children escaping domestic violence are such that women are often forced to leave the area they live in to find safety.

In common with other women's refuges, The Haven offers emergency accommodation to women from across all authorities. The Haven has five refuges offering 46 units to women and children and is now one of the largest independent organisations of its kind in the UK. In addition to refuge accommodation, The Haven offers community based services to women and children who have moved on after a period of homelessness or have chosen to stay in the community, but need support to be safe. Community delivered service includes Floating Support, Independent Domestic Violence Advocates and Counselling.

The Haven staff team is diverse and well established, reflecting the local community and is supported by a broad group of volunteers who fall into three groups; local volunteers, young volunteers under 25 years and those from overseas who are part of a partnering programme. The Haven has a high profile nationally, and internationally supports partners who share The Haven's vision for women and children.

A registered charity and a company limited by guarantee, governance at The Haven is managed through twelve nominated and elected members who make up the Board of Trustees which meets six times a year. Trustees manage specific areas of work through subcommittees; Personnel, Finance and General Purpose.

THE NATIONAL CONTEXT

- Domestic Violence makes up around 25% of all reported violent crime.
- On average two women a week are killed by a male partner or former partner.
- In child protection cases 52% involve domestic violence.
- The total cost of domestic violence to services and the economy is £5.7 billion a year. (Excluding the human and emotional cost to individuals estimated at over £17 billion a year.)

The Haven ensures survivors of domestic violence are protected and supported. Services have developed supporting national aims for all agencies working with domestic violence. The focus is toward reducing the prevalence, increasing the rate domestic violence is reported, and the rate that offences that are brought to justice. Reducing the number of domestic violence related homicides is also a key aim.

The Government is determined to prevent domestic violence happening or recurring, to protect and support its victims and to bring offenders to justice. This determination led to the Domestic Violence, Crime & Victims Act 2004, which received Royal Assent on 15 November 2004 and represented the biggest overhaul of legislation on domestic violence in over 30 years. As a result of this legislation, new powers were given to the police and courts to deal with offenders, while bolstering support and protection that victims receive. The Government followed this up with a National Action Plan in March 2005 which set out the progress in tackling the crime and outlined future proposals to further improve support and bring more perpetrators to justice.

Government response and focus on prevention has seen the development of key pieces of work through specific funding; primarily the development of independent advocacy, and active participation in Multi-Agency Risk Assessment Conference (MARAC) working with agencies addressing high risk cases.

THE HAVEN'S MISSION • VISION • STRATEGY

The Haven's Board of Trustees and Management Team have reviewed the organisation's aims and objectives over a series of facilitated workshops. The meetings focused on addressing the initial issues involved in the preparation of the Business Plan: the Mission of the organisation; a Stakeholder analysis and a vision of the future of the organisation.

This first phase of the Strategic Planning process highlighted six key issues.

1. Developing priorities and the guiding principles for the organisation, reflecting its mission and core values.
2. The policy development and implementation process.
3. Developing an effective process for engaging affiliates in all aspects of the organisation's work.
4. Responding to the diversity of needs / interests among clients and stakeholders.
5. Developing a funding strategy.
6. Developing effective internal organisational structures

VISION STATEMENT

The Haven Wolverhampton's vision is for all women and children to live in a society free from oppression, homelessness, violence and abuse, and to promote and uphold human rights

MISSION STATEMENT

The Haven Wolverhampton aims to provide support to women and dependent children who are vulnerable to violence and abuse

STRATEGIC AIMS

1. Place the interest of women and children at the heart of everything we do and involve them in all aspects of work at The Haven Wolverhampton
2. Provide accommodation and community based services to women and children who have suffered violence and or homelessness
3. Invest in governance, staff and volunteers to achieve excellence and promote diversity
4. Raise awareness of the needs of women and children who have suffered violence and or homelessness
5. Develop relationships to influence policy and strategy development

"Violence against women is perhaps the most shameful human rights violation, and it is perhaps the most pervasive. It knows no boundaries or geography, culture or wealth. As long as it continues, we cannot claim to be making real progress towards equality, development, and peace."

UN Secretary – General, Kofi Annan

EXECUTIVE SUMMARY

Drawing up a business plan in times of economic uncertainty is a task which requires supreme confidence in the mission and goals of an organisation, balanced against a realistic view of the prospects of achieving the stated aims.

This business plan illustrates the intentions for development of services for women and children vulnerable to violence, abuse and homelessness. Covering a five year period, the plan formalises the organisation's aims and vision; it is mission driven and the priority is improved outcomes for women and children.

Domestic violence is a pernicious and insidious crime. Every year 3 million women experience violence, and many live with the legacies of abuse. This includes: domestic violence, rape and sexual violence, sexual harassment, female genital mutilation, forced marriage, crimes in the name of honour, trafficking and sexual exploitation.

- It is estimated that violence against women costs our society £40 billion each year (New Philanthropy Capital).
- The direct cost to the economy of domestic violence alone in England & Wales in one year is £6 billion.
- In addition, the human & emotional cost is estimated at £17 billion. (Walby, The Cost of Domestic Violence, 2004).

The Haven has a respected record of providing support to women and children and of advocating for better services to address the impact domestic violence has on the lives of those affected. The organisation strives to persuade government and other key agencies locally in the UK and internationally to shape policy to better support the victims of domestic violence. Similar efforts are undertaken internationally with the help of external funding. This work is undertaken in addition to ongoing support for women and children. In 2007/08 there were 685 women and 612 children referred to The Haven for emergency safe accommodation. Demand for the service was such that 431 women and 366 children who needed to be in a place of safety were not accommodated.

The Haven's proposals for the future of services are ambitious and innovative. Access to services will be broadened with the development of a telephone Helpline and updated to reflect the use of new technologies. The Helpline will incorporate online and telephone counselling to support more women and children.

Residential and Community Services along with Move-On and Resettlement will be brought together to provide seamless transition from refuge to independency in the community.

A review of management structures will re-group key areas of work to streamline activities and reduce duplication.

Resources, both tangible and intangible, will be focused on supporting current provision to the highest standards and as collateral for income generation.

Researching best practice and provision of services for socially excluded groups will inform service development.

Fundraising will work to support the areas of development in line with the strategic aims for the organisation. This will include focused fundraising for specific projects including revenue and capital funding for new premises.

Marketing and publicity strategies will focus on supporting the organisation to launch the re-branding with a refreshed corporate identity.

Within the pages of this plan is an illustration of the services developed and provided by The Haven and the aims and vision for the future. The proposals for forward planning spring from vast experience of the sector and from the staff teams and Board of Trustees vision for how the future should be for women and children experiencing domestic violence.

Laid out here are the ambitions of a group of dedicated and skilled people who have demonstrated a commitment to supporting vulnerable women and children. Their plans are feasible because of their ability to be ready to act when an opportunity presents itself, to be flexible and responsive. They have cultivated an environment which is caring and supportive, independent and assertive, with high productivity rates and low expenditure.

Improvements in safety for women and children, upholding their rights not to be abused and acknowledging that society has to act now to bring an end to gender based violence – these are the rewards for The Haven's passion, dedication, enthusiasm and hard work.