

For our future

Corporate Plan 2019–22



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Introduction

Framework holds to a vision of the future built on a community of inclusion, where people are valued for who they are and what they can be. In such a time:

- Individuals and families will be decently housed, supported by others and will look to the future with hope
- Homelessness won't happen because the causes are understood and prevented
- Resilience will be developed in schools and at work to reduce the impact of emotional trauma
- The supply of damaging substances will be reduced, so they no longer threaten health and wellbeing
- Opportunities will exist to develop new skills and employment prospects
- People will feel safe because they and others feel included, have aspirations and are positive about the future.

We are confident in working for a future that some would regard as impossible. **'Where there is no vision, the people perish'**. To achieve success we have to know what it looks like, and it won't happen by accident. Framework's role is to promote and sustain this vision for as long as is necessary. When it is realised our attention could turn elsewhere, or we may cease to exist.

Equally, we must engage honestly with a tough reality that is further from our vision than it has been for many years. Rough sleeping has increased, along with the web of social problems for which the street count is a proxy. More people are coming to us for help and their needs profile has worsened. Alcohol and opiates are now joined by New Psychoactive Substances as unpredictable threats to the wellbeing of those on the edge of crisis. Mental health services are at breaking point and many who need statutory support are below the threshold to receive it. Acquisitive and violent crime appear to be rising again and half of young people report being anxious about the future. Austerity has hit vulnerable people more than most.

Framework's Corporate Plan (2019-22) describes an organisation that is holding to its vision of the future while grappling with the present reality. Its Mission, amended by the Board in 2018 is:

'Working to end homelessness and tackle disadvantage'

We have seven Corporate Objectives, each with measurable targets that are the means by which this Mission will be fulfilled. Our Service Delivery to achieve these rests on four pillars of Housing, Health, Employment and Support that are described herein.

Successful delivery of this Corporate Plan by March 2022 will not of itself create the community of inclusion that we aspire towards. What it will mean is a better future for thousands of people – not enough, but something to celebrate.

Andrew Redfern
Chief Executive



Executive Summary

- ▶ Framework is a charity, and part of the third (or 'voluntary') sector
- ▶ We hold to a strong vision whilst engaging with a tough reality
- ▶ Our Mission is 'Working to end homelessness and tackle disadvantage'
- ▶ Our seven Corporate Objectives, all of equal status, are the means to fulfil it
- ▶ Each of the seven is accompanied by specific actions and measurable targets
- ▶ They are underpinned by strategies to be viable, manage risk and deliver value
- ▶ The past five years have been challenging for those who use our services
- ▶ We need to respond with safe, high-quality, cost-effective services
- ▶ This means doing 'more for less'
- ▶ Eighteen thousand (18,000) people now come to us for help each year
- ▶ This is forecast to be 19,000 by 2021-22 (a 7.5% pa increase since 2011-12)
- ▶ The proportion of these with multiple and complex needs is rising
- ▶ Systemic, professional, personalised and warm responses are required
- ▶ Our services rest on four 'pillars' **Housing, Health, Employment and Support**, each of which must contribute to our overall financial viability
- ▶ Opportunities will only be pursued if they deliver these objectives
- ▶ We will select those with high-value outcomes in relation to their cost
- ▶ We expect to see further growth over the next few years, with some capital and revenue re-deployed to enable this.

Our Future

In 2018 Framework's Board considered various proposals for partnership working and was approached about a potential merger with a non-housing organisation. This led to a formal review of the parameters within which we are working (what we will and won't do, and why). The outcome was a change to the Mission Statement and descriptions of the 'Four Pillars' on which all our services rest.

Framework's Mission is:
'Working to end homelessness and tackle disadvantage'

The Four Pillars

Our work to fulfil the Mission rests on we have called the Four Pillars of our service delivery:

Housing

We house and support people who are homeless, prevent others from losing their homes and help them sustain their own tenancies, because we all need a place to call home.

Health

We offer specialist health and clinical services to people with all kinds of health issues, because physical and emotional wellbeing is fundamental to living a stable, independent, fulfilling life.

Employment

Our employment services, including volunteering, build skills and employability, because people need financial stability, a sense of self-worth, and control over their future.

Support and Care

Our support and care services add to the quality of life, nurturing confidence, building esteem and engaging people as part of a community, because this makes us all stronger.

It is not intended that everyone served by Framework must be homeless or disadvantaged. To reach those who are, we sign contracts for the provision of services to wider groups of people, and sometimes to everyone. Before entering into these – or any new activity, we must satisfy ourselves that they are means by which we can reach those who are in greatest need and thus fulfil our mission. It is also a requirement that all new service must rest on one or more of the four pillars, and contribute towards meeting our Corporate Objectives.

Financial Headlines

- ▶ The Long-Term Financial Plan (LTFP) shows how growth will be supported
- ▶ It projects an operating margin of 2.8% by 2022
- ▶ This will generate additional cash and borrowing capacity for investment
- ▶ Value for Money savings are embedded in the LTFP
- ▶ On current plans, peak debt is £12.2m in 2022 (2019: 10.3m)
- ▶ The plan shows stable coverage against the debt and gearing covenants
- ▶ Stress testing shows the major exposure is to contract value reductions
- ▶ The plan includes the development of 74 new move-on units by 2022
- ▶ It also assumes successful delivery of the London Road Replacement Project
- ▶ Adherence to the plan gives the capacity for further development after 2022.

The Importance of Financial Viability

Framework has recorded an operating surplus every year since its formation in 2001. The downward pressure on contract prices has impacted on our operating margins and the surplus of £368k in 2018-19 was just 0.86% of turnover. Our target is to increase this to 2.00% and the plan shows it rising higher than this. The reason is that financial viability, whilst not an end in itself, is an essential bedrock for the stability of the organisation and its capacity to fulfil the Mission.

The Board has therefore decided that all services, existing and new, have to be sustainable. Each must make a contribution towards central costs that is commensurate with the management, maintenance, technology and central support functions they require. Certain core services (such as street outreach to rough sleepers) may be supported by allocations from central fundraising.

An under-funded service poses two forms of risk to the organisation. Firstly, if the shortfall is substantial and can't be met by fundraising it undermines the overall financial viability of Framework. Secondly, a service that lacks the required level and expertise of staffing may be ineffective or unsafe, thus creating risks to the wellbeing of individuals and the reputation of the organisation. This linkage between financial and operational risk is reflected in the risk map, which sets the structure and priorities for risk management.

Our projections anticipate further growth over the next three years. Where it comes will depend on the opportunities that arise, our assessment of their fit to the Corporate Objectives, the call on our resources and the accompanying risks.

Our Corporate Objectives

1. Sustainment and Growth
2. Financial Viability
3. Effectiveness, Efficiency and Value for Money
4. Investing in our People
5. Beneficiary Participation
6. Learning and Sharing
7. Responsiveness and Responsibility

Actions, Measures and Strategies

Each of these seven Corporate Objectives is accompanied by a set of actions through which we plan to achieve them, measurable targets that will show whether we have succeeded and information about how they link to the strategies of external partners.

The manner in which these Corporate Objectives are pursued is influenced by Framework's values as follows:

Respond

We respond to people whatever the challenges they face.

We respond to each other because our unity and teamwork allows us to achieve.

Respect

We respect people whatever the issues with which they present to us.

We respect each other – our choices, differences, expertise and experience.

Empower

We empower the people we help to know better futures.

We empower each other to make those futures a reality.

Support for these values and adherence to them in professional practice is one of the attributes that we seek to recruit, nurture and reward in our staff. They are also part of the offer to our Service Users and the dialogue with our Stakeholders. They have implications for the quality, safety and effectiveness of the services we provide.

Our Objectives Explained

For each of the seven Corporate Objectives we have provided a definition and/ or an explanation of what the Objective means. Subsidiary to each Objective is a list of the actions we propose to take in order to deliver it. Their concrete nature gives accountability because it will be possible to confirm whether they have happened by March 2022. Each of the Objectives is accompanied by Specific, Measurable, Attainable, Realistic and Timed targets ('Key Performance Indicators') designed to evidence achievement. We also indicate whether an Objective supports an external strategy or plan, and if so how.



1.Sustainment and Growth

This means:

A further sustainable increase in the scale and breadth of Framework's activity towards the fulfilment of its Mission. This can't happen without sustaining our existing services and developing new ones. The 'growth' ambition does not imply that Framework itself must provide every necessary service in a place. We are keen to partner with other providers who share our aspirations and values.

We will:

- ▶ Provide more high-quality units of supported housing, including 'Housing First' units
- ▶ Offer more community-based support, modelled on the 'Wellbeing Hub'
- ▶ Expand our health, social care and employment provision
- ▶ Enhance our relationships with their commissioners and those in neighbouring areas
- ▶ Pursue opportunities to enhance existing systems through development and partnership
- ▶ Improve service users' access to information, advice, counselling and digital services
- ▶ Build on public concern by encouraging volunteering, campaigning and fund raising.

Key Performance Indicators:

- Develop at least 74 new housing units and increase the number of units in our management by a minimum of 90 to a total of 1,306 or more by March 2022
- Work with at least 18,800 individual service users in the year to March 2020, increasing it to a minimum of 18,900 in 2020/21 and 19,000 or more by 2021/22
- Develop and deliver safe, high-quality services in at least two contiguous (local authority) geographies in the life of this plan.

Linkage to External Strategies

Homes England is committed to funding the development of more houses to alleviate the national homes shortage. Central government has a target to reduce the number of rough sleepers by half by 2022, and to zero by 2027. The Big Lottery Fund's 'Fulfilling Lives' Programme is evaluating and disseminating the benefits of Systems Change as a response to the multiple and complex needs.

2. Financial Viability

This means:

Framework will be able to fund its operations and meet all associated commitments. This includes the acquisition and maintenance of properties, the remuneration of staff and the payment of bills as they fall due. The Board has approved a Long-Term Financial Plan that demonstrates our viability on reasonable assumptions. This is updated and stress tested each year. A reasonable surplus will enable Framework, as a charity, to pilot new initiatives, take and manage responsible risks. The stronger our financial position, the greater will be our capacity to respond safely and effectively to the needs of service users.

We will:

- ▶ Increase our operating margins and annual surplus
- ▶ Reinvest the cash generated in development, asset management, staff and systems
- ▶ Respond to new opportunities that will contribute to central costs and surplus
- ▶ Appraise development schemes using realistic assumptions to ensure the above
- ▶ Adjust expenditure and service levels in the event of contract value reductions
- ▶ Design and test less expensive models of service delivery for their safety and effectiveness
- ▶ Increase our fundraising income from corporate donors, charitable trusts and the public
- ▶ Protect the low interest rates and other conditions of our loans by meeting the covenants.

Key Performance Indicators:

- An increase in the annual surplus from 0.86% of turnover in the year to March 2018, to 1.00% in 2019/20, at least 1.50% in 2020/21 and a minimum of 2.00% by 2021/22.
- A margin of at least 100% (2 x compliance level) in our Debt Service Coverage Ratio Covenant in each full year of the plan.
- Implementation of the development programme (74 move-on units plus the London Road Replacement Project if it proceeds) whilst holding the outstanding balance of our loans below 50% of our net assets.

Linkage to External Strategies

Housing Associations are publicly challenged to deliver more affordable homes using their asset base to borrow responsibly whilst maintaining their viability and managing the associated risks. At the same time, the tragedy of the Grenfell Tower fire demonstrates the importance of re-investment in existing stock to assure its safety and fitness for purpose.

Framework must demonstrate its compliance with the Regulator of Social Housing's Governance & Viability and Consumer Standards. The Board will continue to monitor this as part of its commitment to strike the right balance between quality, safety and growth.

Service commissioners are now offering longer-term contracts without increases for inflation, and Framework like other providers must demonstrate its capacity to deliver on this basis.

3. Effectiveness, Efficiency and Value for Money

This means:

The services and systems we establish will meet their intended purposes (such as supported accommodation, harm reduction, recovery and resettlement) delivering outcomes whose value exceeds their cost. There are some practical obstacles to the evaluation of this, not least because some interventions increase the cost of statutory services by bringing more people into contact with them. Moreover, simple measures are unlikely to capture the subjective value of all the impacts for service users and those around them. Therefore Framework uses measures of Value for Money that can demonstrate improvement over time.

We will:

- ▶ Continue to reach out to excluded people, communities and geographies
- ▶ Adopt, measure and report on the standard VfM metrics required by the RSH
- ▶ Use additional metrics to measure trends in central and support costs
- ▶ Reduce our void levels, bad debts and reliance on agency staff
- ▶ Utilise new technology to ensure that data and information systems are fit for the future
- ▶ Identify and remove referral route barriers that restrict access to services
- ▶ Develop complementary services to complete and add value to inadequate systems
- ▶ Recruit, train and support volunteers adding richness and value to the work of paid staff
- ▶ Optimise the use of energy efficient installations, appliances, public transport & recycling.
- ▶ Accumulate and reinvest cash savings from procurement of overheads, goods and services

Key Performance Indicators:

- Cumulative cashable savings of at least £100k per annum from procurement (£100k in 2019/20; £200k in 2020/21 and £300k in 2021/22).
- Cumulative reductions of at least 0.2% per annum in the cost of central administration as a proportion of turnover (0.2% in 2019/20; 0.4% in 2020/21 and 0.6% in 2021/22).
- A real terms reduction of at least 40% in the total cost per service user across all four pillars in the decade from 2012 to 2022*.

*The reason for measuring this KPI over a decade is that Framework has already achieved a substantial reduction in its cost per service user over the past seven years. The cost pressure of an increasing National Living Wage and a general rise in real incomes in the lowest quartile of the labour market, will make it difficult to deliver further efficiencies on this measure, but we are committed to sustaining our quality of service whilst holding the gains made to date.

Linkage to External Strategies

The climate of austerity has demanded efficiency savings from all providers of publicly funded services, especially those for individuals with little or no statutory protection. The Value for Money Standard sets out a regulatory requirement to continue demonstrating to our stakeholders that we are making optimal use of the assets and other resources available to us.

4. Investing in our People

This means:

A skilled, motivated and resilient workforce that embodies Framework's values and prioritises its service users. The essence of support is an encounter between people, one of whom has found it hard to navigate an event or situation and needs help to do so. The form this takes is crucial in achieving a positive outcome and building a better future. Framework now, and in the foreseeable future, is unable to pay or reward its staff as well as it would like to for the wonderful work they do. But it will invest in their capacity to continue doing it in a way that is professional, personalised and imbued with warmth.

We will:

- ▶ Recruit, value and support high quality staff, relief workers and volunteers
- ▶ Pay them around the lower quartile of the market (above if resources permit)
- ▶ Give rewards, recognition, opportunity, supervision, training and new challenge
- ▶ Facilitate flexible working where it is compatible with efficient rota management
- ▶ Manage the level of absence and support staff to return from it
- ▶ Embed the behaviour competencies model in leadership, management and supervision
- ▶ Sustain and regularly update the Organisational Development Plan
- ▶ Promote equality and diversity through an Action Plan of events, activities and training
- ▶ Base leadership and management decisions on Mission, Objectives and Values
- ▶ Utilise fully the Leadership Academy, Chartered Management Institute and Apprenticeships.

Key performance indicators:

- Achieve the renewal of Framework's Investor in People Status from September 2019.
- Increase the proportion of staff who say '*I am proud to work for Framework*' from a baseline 88% (2017 Staff Survey) to 89% by 2019 and at least 90% by 2021.
- Reduce Framework's Gender Pay Gap (mean measure) from 7.0% in April 2018 to a maximum of 6.5% in April 2019, 6.0% in April 2020 and 5.5% in April 2021.

Linkage to External Strategies

Whatever the outcome of the Brexit negotiations, the outcome of the 2016 referendum has already reduced the supply of migrant workers to the labour market segments where Framework recruits its staff. So we must encourage those with an interest in joining the support, care and related sectors and strive to retain those who already have. More structured investment in the training and development of our existing staff and potential leaders is part of a strategic response to workforce development, which is essential to our future operations.

In January 2019 Framework's Board adopted a new Policy on Senior Staff Pay. This affirmed that the current reality of salaries close to the lower quartile of the market applies at all levels. From now on, the reporting of senior pay will be included in the financial statements.

5. Beneficiary Participation

This means:

Utilising the experience and expertise of Service Users, in particular those with multiple and complex needs, to influence our policies, strategies and services. Tenant Participation is a regulatory requirement and Framework's approach extends the principle to users of all its services. We use the word 'Beneficiary' in this context because consultation shows their preference for it. 'Opportunity Nottingham', a lottery-funded 'Fulfilling Lives' consortium led by Framework, is demonstrating the power of Beneficiary Participation not just to change individual services but also in the design of systems. It is the benchmark we will use to drive our future involvement and participation strategy.

We will:

- ▶ Respect our beneficiaries, empowering them to make changes for themselves and others
- ▶ Embed Beneficiary Participation at all levels of governance and service delivery
- ▶ Consult with beneficiaries about changes that affect them, and plans for development
- ▶ Allow willing beneficiaries to be visible and to communicate the issues they face
- ▶ Invest in Digital Inclusion to ensure that beneficiaries can use our Intranet
- ▶ Report and act on the results of annual Service User Satisfaction surveys
- ▶ Continue funding independent services that empower and advocate for our service users
- ▶ Support beneficiaries to influence, and if necessary challenge, commissioning decisions
- ▶ Draw on beneficiary feedback as evidence when responding to consultations
- ▶ Promote the personalisation of services (organising them around the needs of people)
- ▶ Review our Beneficiary Participation taking into account the diversity of services, the approaches used by other agencies and the NHF 'Together with Tenants' initiative.

Key Performance Indicators:

- Establish Service User Satisfaction as a VfM metric from 2019/20, with an initial target of 80% rising to 82% in 2020/21 and 2021/22 in 2021/22.
- Increase the number of Beneficiary Representatives on Framework's Board and Committees to 2 in 2019/20, 3 in 2020/21 and 4 in 2021/22.
- Extend the existing role of Tenant Representatives in the monitoring of repairs performance to the recruitment of a new Chair (in 2019/20), the design of new developments (in 2020/21) and health & safety assurance (in 2021/22).

Linkage to External Strategies

The RSH Tenant Involvement & Empowerment Standard requires providers to ensure that tenants have opportunities to influence and be involved in their landlord's decision making. The National Housing Federation's '*Together with Tenants*' initiative builds on this.

Other regulators including the Care Quality Commission, and some service commissioners, have similar requirements extending to beneficiaries who are not our tenants.

6. Learning and Sharing

This means:

Drawing on our organisational experience and that of partners and beneficiaries to improve the outcomes of services and systems. The fulfilment of our Mission can't be achieved by Framework alone. We must work closely with statutory and voluntary partners, without whom the broad systemic responses required to meet the complexity of presenting need, are impossible. Effective partnership requires learning, sharing and mutual respect.

We will:

- ▶ Collect, collate and publicise reports on the effectiveness of our services
- ▶ Develop an aspirational model of systemic responses that applies to all geographies
- ▶ Recognise that some parts of the system are best delivered by other organisations
- ▶ Develop bi-lateral relationships with providers of similar services elsewhere
- ▶ Use our reputation to share learning through impact briefings and publications
- ▶ Participate in strategic planning and provider fora in the localities where we work
- ▶ Respond to government and council consultations drawing on evidence from service users
- ▶ Contribute to the policy work of the National Housing Federation and Homeless Link
- ▶ Campaign for and with people who experience homelessness and disadvantage
- ▶ Host and meet with Ministers, Civil Servants and other government representatives.

Key Performance Indicators:

- Meet with at least three Members of Parliament and three Council Portfolio Holders in each of the three years covered by this Plan.
- Participate in at least two National Working/ Task & Finish Groups (NHF, HL, MHCLG etc.) in each of the three years covered by this Plan.
- Complete delivery of Psychologically Informed Environments (PIE) training to all Service Managers by March 2022.

Linkage to External Strategies

The 'Value of Small' Report (2018) by Sheffield Hallam University, the Institute for Voluntary Action Research and the Open University explored the distinctive features of small and medium-sized charities. It found that they are frequently 'first responders' to emerging local need, create safe & accessible spaces for excluded people, can make decisions quickly and rely less on government funding than larger charities. Nonetheless they are at greater risk from procurement at scale. A Framework contribution to the wider voluntary sector is in the leadership of consortia (such as NRN, ON and BBO) allowing small organisations to participate in the delivery of services for which they could never hope to bid successfully on their own.

Framework also reaches out to partners in the statutory, education, manufacturing, sporting, cultural and faith sectors. A current example is the creation of a Working Group to assist the successful delivery of the London Road Replacement Project.

7. Responsiveness and Responsibility

This means:

Embracing Framework's roles as a registered charity, social landlord, care, treatment and employment provider. All carry responsibilities to service users, stakeholders and neighbourhoods. These go beyond the day to day management of services to include participation in the activities and events that build an inclusive community. The transformation we seek is external to Framework, but we too must change to bring it about. We have a duty to engage in public discourse and decision making on social issues that we may not target directly through our Objectives (such as begging, the supply of NPS, hate crime, destitution and the safeguarding of vulnerable people).

Our task goes beyond the delivery of safe and effective services. To fulfil our Mission, we must be proactive in the development of systemic responses, a reliable partner for those who commission them and a force for good in society as a whole.

We will:

- ▶ Govern effectively, self-checking regularly on compliance with our adopted Code
- ▶ Comply with regulatory standards (RSH, CQC, FCA, Charity Commission and others)
- ▶ Maintain and improve systems and structures to assure the safety of our environments
- ▶ Model a style of leadership that is active, visible, non-defensive and compassionate
- ▶ Work with partners to develop high-quality, systemic responses to complex needs
- ▶ Prioritise the needs of our beneficiaries over statutory agendas and our own
- ▶ Offer and expect the highest standards of professionalism, conduct and courtesy
- ▶ Express and adhere to our values: *'Respond, Respect, Empower'*
- ▶ Maintain our physical assets, reinvest and deploy them effectively
- ▶ Engage with and contribute positively to the localities in which staff and beneficiaries live
- ▶ Consider the possibility of a merger periodically to help fulfil our Mission.

Key Performance Indicators:

- Assure the Board in March 2020 of full Compliance with the Governance and Viability Standard and the other Standards in the RSH Regulatory Framework, and sustain these assurances in every subsequent year.
- Assure the Board in March 2020 that services regulated by the CQC are providing safe, effective, compassionate, high quality care in accordance with the regulations and that substance misuse services meet the requirements of NICE as set out in their checklist, and sustain these assurances in every subsequent year.
- Achieve 'Substantial Assurance' or higher from at least 70% of Internal Audit reports in 2019/20, a minimum of 80% in 2020/21 and 90% or more in 2021/22.

Linkage to External Strategies

The Grenfell tragedy has highlighted the responsibilities of public authorities and others serving vulnerable people. Framework is investing in systems of assurance so we don't put them at risk.

The Context – Austerity and the Decline of ‘Supporting People’

We are a charity delivering housing, health, employment, support & care services to people with a diverse range of needs. Regardless of their past or the challenges they face, we empower people towards a better and more independent future. We do this through a network of services that blend together to suit the needs of the people we help – a safety net for some and for others a platform for real and lasting change.

This Corporate Plan is a forward-looking document setting out our intention to reach more people with greater effectiveness over the next three years. However, it is essential also to reflect on the current climate and the recent past which are the context in which the plan has been developed. The 2008 financial crisis ushered in a period initially of uncertainty, then of austerity that harmed services for homeless and other disadvantaged people. Some local authorities confined their activities and resourcing to what the law required of them. Others made disproportionate cuts to non-statutory services forcing providers to contract their own offer despite the increasing need.

The biggest blow was removal of the ‘ring-fence’ from the Supporting People funding stream in 2010, and the programme’s subsequent loss of identity. Both increased the rate at which front-line supported accommodation, floating support and homelessness prevention services were de-commissioned. This exacerbated the increasing pressure of demand on those that remained. A report in January 2013 by Homeless Link (‘Who is Supporting People Now?’) concluded that:

The value of homelessness services is not recognised by government, particularly HM Treasury, so that in future budget support to homeless people is cut even further.

This is exactly what happened. Back in 2013, we did not know how long the cuts would continue, whether any of them would ultimately be reversed, or what the long-term impact of austerity might be. So our planning was cautious but permissive. Although the pressure on contract values (and hence on margins) diminished our capacity to cross-subsidise under-funded services, we continued to grow primarily by ‘doing more for less’. This was not simply a matter of providing better value for money. It also meant that thousands of people received less support than they really needed.

Tough decisions were taken on the closure of loss-making social enterprises. Supported accommodation saw reductions in staffing levels whilst referrals presented with higher and more complex needs. Floating support was scaled down and in some cases ceased to be available, despite being effective in prevention and reaching large numbers at low cost. Those carrying out this increasingly challenging work saw their salaries, terms and conditions reduced. The reality of Framework now is that it relies on the goodwill of hundreds of staff to do professional work at salaries not much higher than the living wage.

The challenge we have been managing, and continue to face, is the product of many other factors beyond the cuts to housing-related support. Welfare Reform, the scarcity of Social Housing, In-work Poverty, New Psychoactive Substances (NPS) and other dimensions of austerity and poverty have played their part. So has the emergence of a migrant community, some in desperate situations with no recourse to public funds. Rough sleeping is but one visible manifestation of the social distress that is being experienced by up to a fifth of the population. Framework increasingly serves the whole of this cohort in order to reach the most disadvantaged, including those who find themselves homeless.

How is Framework Responding?

Despite the testing environment Framework is enhancing its response to the presenting need. In March 2012 we managed 834 units of supported accommodation. Five years later in March 2017 this had increased by 32.5% to 1,105, and we are planning for 1,306 by March 2022. Most of the recent development has taken the form of self-contained units, complementing the shared houses that were inherited from partner social landlords. This will continue with 74 new units for move-on and ‘Housing First’ use.

There is a similar pattern of growth in the number of individual service users presenting to Framework in need of assistance. In the year to March 2012 this figure was 9,209. Five years later it had risen by 29.4% to 11,917, and we project a total of 19,000 by March 2022. Clearly, the rise in numbers could not be attributed to the growth in our supported housing operations alone. Increasingly Framework is a network of housing, health, employment, support & care services – hence the Board’s work to define these four pillars in 2018.

Supporting People no longer exists as a programme, but its legacy and lessons still influence our thinking. We discovered the value of not only of housing-related support, but also the power of complementary services to enhance it. The past decade has seen Framework establish new operating bases across Nottinghamshire and more recently in Lincolnshire. Work is also done in Sheffield, Rotherham and parts of Derbyshire. In each of these locations we seek to establish a network of services, often involving partner providers, of which housing is just one aspect relevant to some people. Other elements include street outreach, resettlement support, specialist treatment for people with alcohol, substance and mental health, education, training and preparation for work.

The hallmarks of Framework include a commitment to the provision of safe, high-quality living and working environments, staffed by dedicated people with the expertise to add value through positive outcomes for those in need. These people may not be homeless but they are at risk of becoming so without specialist help. They usually experience one or more forms of disadvantage and their numbers continue to grow.

Complementary Services – A Systemic Offer

An increasing proportion of Framework’s service users now experience multiple causes of deprivation – combinations of poverty, unemployment, homelessness and early childhood trauma, increasing the likelihood of substance misuse, mental ill health, offending behaviour and social exclusion. This complexity of need makes the process of recovery and resettlement more complicated. The solutions required are systemic rather than piecemeal. Framework’s offer comprises emergency, supported and move-on accommodation with outreach to rough sleepers, floating support and homelessness prevention work. It extends to complementary services such as:

- ▶ Nottingham Recovery Network (an alcohol and substance misuse treatment pathway)
- ▶ The Crescent (for people with mental health problems)
- ▶ Wellness in Mind (early intervention for those facing emotional challenges)
- ▶ Edwin House (a registered care and nursing home)
- ▶ Homeless Families Service (temporary supported accommodation)
- ▶ Teenage Parents Service (supported housing for young mothers)
- ▶ Education, Volunteering and Employment (social enterprise, training and access to work)
- ▶ Opportunity Nottingham (intensive long-term support for people with multiple needs)
- ▶ Transitions and SAFE (specialist support for young people including care leavers).

The major limitation of this ‘system’ is that it doesn’t yet exist in every geographical location where we work. So there is a ‘postcode lottery’ in responses to homelessness and multiple deprivations. Since those in the greatest need are hardly cognisant of geographical boundaries and issues of local connection, this creates serious political and practical problems. Responses can never be truly ‘systemic’ unless the whole range of them is available in every locality where they are needed. Achieving this is a key part of our Corporate Strategy, to improve Framework’s offer in the coming years.

What will Framework look like in March 2022?

Framework holds its vision of systemic, joined-up, inclusive responses, in tension with the reality of continuing financial constraint and services that have been curtailed. In three years’ time we will:

- ▶ Retain our sense of what is excellent whilst engaging with reality
- ▶ Experience a continuing increase in the number of people we serve
- ▶ Exemplify safe, modern, psychologically informed and professional services
- ▶ Continue to pursue a small housing development programme, adding value to what exists
- ▶ Have responded to new opportunities to establish complementary services and systems
- ▶ Enjoy a bedrock of Financial Viability despite low operating margins, through the LTFP
- ▶ Be compliant with the terms of our loans, with headroom over the covenants
- ▶ Have a louder and more distinctive voice in policy and practice development.

Building on a Decade of Growth

The steady growth of Framework’s supported housing and complementary services, and our expectations for the next three years, are summarised in the table below:

Year to March	Supported Housing Units	Residents in the year	Floating support Service Users	Non-housing Service Users	Total No. of Service Users
2012	834	1,558	3,725	3,926	9,209
2017	1,105	3,077	3,882	4,958	11,917
2019	1,216	3,235	3,378	12,096	18,709
2020(*)	1,230	3,285	3,300	12,215	18,800
2021(*)	1,265	3,355	3,200	12,345	18,900
2022(*)	1,306	3,440	3,100	12,460	19,000

(*) Projected figures

Although there has been a steady rise in the number of supported housing units managed by Framework, most of the increase in the number of service users is attributable to non-housing services. These include treatment pathways for alcohol and substance misusers, Opportunity Nottingham, Building Better Opportunities (a lottery-funded service removing barriers to the labour market for people with multiple & complex needs) and Edwin House.

The relatively small increase in the number of supported housing residents is partly due to a sharp decline in the availability of suitable move-on accommodation – hence the commitment to develop more of it in this plan. Sadly, those using emergency accommodation are staying longer in it. So the quality of their environment is another priority. All of Framework’s emergency accommodation in the County and Borough Districts of Nottinghamshire and Lincolnshire, and in Scunthorpe, has been developed or refurbished in the last fifteen years. Most of it is configured on a self-contained model. The exception is London Road, a 45-bed hostel in the City of Nottingham.

London Road Replacement Project

London Road is crucial in housing single people who find themselves homeless in Nottingham. Originally conceived (and still commissioned) as a low needs/ fast throughput service it is, in reality, a place for 45 people with nowhere else to go. The reason for landlords' reluctance to house them is their interacting support needs. Part of the solution is a better choice of move-on options. 'Housing First' (placing people with multiple and complex needs directly in their own tenancies with wraparound support) has a role to play. The time has also come to replace London Road itself.

We propose two new replacement buildings on separate sites. One would offer an extended length of stay to people with the highest needs; the other would revert to fast throughput. Both would consist of self-contained units with central support facilities.

Key Performance Indicators Dashboard

The Key Performance Indicators for each Corporate Objective are set out below. This is the format we will use to monitor them and report on progress to the Board.

Corporate Objective	Key Performance Indicators
Sustainment and Growth	<ul style="list-style-type: none">Develop at least 74 new housing units and increase the number of units in our management by a minimum of 90 to a total of 1,306 or more by March 2022.Work with at least 18,800 individual service users in the year to March 2020, increasing it to a minimum of 18,900 in 2020/21 and 19,000 or more by 2021/22.Develop and deliver services in at least two additional geographical (local authority) areas in the life of this plan.
Financial Viability	<ul style="list-style-type: none">An increase in the annual surplus from 0.9% of turnover in the year to March 2018, to 1.0% in 2019/20, at least 1.5% in 2020/21 and a minimum of 2.0% by 2021/22.A margin of at least 100% (2 x compliance level) in our Debt Service Coverage Ratio Covenant in each full year of the plan.Implementation of the development programme (74 move-on units plus the London Road Replacement Project if it proceeds) whilst holding the outstanding balance of our loans below 50% of our net assets.
Effectiveness, Efficiency and Value for Money	<ul style="list-style-type: none">Cumulative cashable savings of at least £100k per annum from procurement (£100k in 2019/20; £200k in 2020/21 and £300k in 2021/22).Cumulative reductions of at least 0.2% per annum in the cost of central administration as a proportion of turnover (0.2% in 2019/20; 0.4% in 2020/21 and 0.6% in 2021/22).A real terms reduction of at least 40% in the total cost per service user across all four pillars in the decade from 2012 to 2022.

Investing in our People	<ul style="list-style-type: none">Achieve the renewal of Framework's Investor in People Status from September 2019.Increase the proportion of staff who say 'I am proud to work for Framework' from a baseline 88% (2017 Staff Survey) to 89% by 2019 and at least 90% by 2021.Reduce Framework's Gender Pay Gap (mean measure) from 7.0% in April 2018 to a maximum of 6.5% in April 2019, 6.0% in April 2020 and 5.5% in April 2021.
Beneficiary Participation	<ul style="list-style-type: none">Establish Service User Satisfaction as a VfM metric from 2019/20, with an initial target of 80% rising to 82% in 2020/21 and 2021/22 in 2021/22.Increase the number of Beneficiary Representatives on Framework's Board and Committees to 2 in 2019/20, 3 in 2020/21 and 4 in 2021/22.Extend the existing role of Tenant Representatives in the monitoring of repairs performance to the recruitment of a new Chair (in 2019/20), the design of new developments (in 2020/21) and health & safety assurance (in 2021/22).
Learning and Sharing	<ul style="list-style-type: none">Meet with at least three Members of Parliament and three Council Portfolio Holders in each of the three years covered by this Plan.Participate in at least two National Working/ Task & Finish Groups (NHF, HL, MHCLG etc.) in each of the three years covered by this Plan.Complete delivery of Psychologically Informed Environments (PIE) training to all Service Managers by March 2022.
Responsiveness and Responsibility	<ul style="list-style-type: none">Assure the Board in March 2020 of full Compliance with the Governance and Viability Standard and the other Standards in the RSH Regulatory Framework, and sustain these assurances in every subsequent year.Assure the Board in March 2020 that services regulated by the CQC are providing safe, effective, compassionate, high-quality care in accordance with the regulations and that substance misuse services meet the requirements of NICE as set out in their checklist, and sustain these assurances in every subsequent year.Achieve 'Substantial Assurance' or higher from at least 70% of Internal Audit reports in 2019/20, a minimum of 80% in 2020/21 and 90% or more in 2021/22.

Corporate Identity

After some months of research and consultation, much of it with service users, we updated our Corporate Identity in 2018. The new graphics focus on a common theme of the responses from service users – their desire for a better future.

The accompanying narrative updates Framework’s description of itself as a provider of a range of complementary services. It defines each of the four pillars – **Housing, Health, Employment and Care & Support**, on which our services rest, and the role of each in tackling homelessness and deprivation.

Corporate Strategy

Our Corporate Strategy is to pursue each of the seven Corporate Objectives equally, because all have a role to play in the fulfilment of our Mission. Framework is intentionally ambitious – hence the commitment to invest and grow. It is also honest – austerity has been hardest for the most vulnerable and its impact continues. Despite this challenging environment, we will continue to work with partners to improve our collective responses to growing needs.

For all our vision, passion and commitment, there is no ‘pot of gold’ to develop systemic responses in all localities. So we have to make choices about resource allocation. Much of Framework’s income is designated by funders for specific purposes. But we have some freedom, especially in relation to corporate and private donations. Successful adherence to the Long-Term Financial Plan will increase this room for manoeuvre. However, resource constraints mean it is no longer possible to accept every opportunity that supports our Objectives. Framework will assess and choose those likely to have the most significant positive outcomes, whilst strengthening not undermining its financial position.

It follows that we are willing, in principle, to cease providing services that require an internal subsidy and/ or capital resources that can’t be justified by their outcomes. In practice, the disentanglement of services and their outcomes from complementary ones, and from associated buildings and contracts, is complex. The transfer of assets and revenue funding from one geography or service type to another does happen, but may take time.

Framework’s Board and Senior Leadership Teams have strengthened their mechanisms to appraise new opportunities (both housing developments and support contracts) before a decision is taken to bid. The new procedures involve financial, operational and risk assessments taking into account factors such as geography, the organisation’s experience and the certainty of future revenue schemes. A system of ‘red flags’ indicates the level of governance at which sign off is required.

Financial Strategy

Framework has reported a revenue surplus in every year since 2001. As recently as 2012/13 the surplus was £657,000 on turnover of £25.939 million – a margin of 2.53%. Despite the efficiencies we have achieved over the past five years, the sharp downward pressure on contract values has reduced our surplus to £368,000 on turnover of £42.77 million – a margin of 0.86%. Given the restrictions on their own funding, it is unrealistic to expect commissioners to tolerate a surplus at the levels enjoyed by Framework before 2010 (typically above 3.0%). But we have set a target to increase the margin and sustain it at or above 2.0% of turnover in the coming years. Framework needs the financial ‘headroom’ to take responsible risks, generate cash to reinvest in its stock and borrow to finance development without the possibility of breaching covenants.

Long-Term Financial Plan

The Long-Term Financial Plan (LTFP) was formulated and approved by the Board in 2017. It has since been updated to take account of the financial results for 2017-18 and 2018-19 – the latter a surplus of £368k as noted above. The headlines of the current position, the financial forecast for the next three years (and the year to March 2039) are as follows:

	2018 – 2019* (£,000)	2019-20 (£,000)	2020-21 (£,000)	2020-21 (£,000)	2038-39 (£,000)
Income	42,770	44,899	46,308	47,453	65,678
Expenditure	42,402	44,193	45,270	46,129	63,717
Surplus	368	706	1,038	1,324	1,961
Total Assets	71,933	73,894	76,570	78,159	91,889
Loans Outstanding	10,018	9,929	9,930	9,433	960
Net Assets	23,285	23,991	25,029	26,353	76,128
Cash Balance (end yr)	7,153	6,872	4,656	4,714	37,513

* Out-turn figures

The high cash balance and small outstanding loan projected for twenty years’ time, reflect very cautious assumptions about our future development programme. We would deliver the 74 move-on units planned for the next three years but none thereafter, and the London Road Replacement Project subject to our receiving at least £4.5 million of capital grant (including the proceeds of selling the existing site) towards the estimated £5.5 million capital cost. In practice, success in raising the operating margin above 2.0% will generate liquid reserves for further development beyond the life of this Corporate Plan. Indeed it would eventually become possible to complete the London Road Replacement Project with a lower level of capital grant.

LTFP – Key Assumptions

These are set out in the table below:

Income assumption	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023 onwards)	Notes (PY = Prior Year)
HRS inflation	(specific)	0%	0%	0%	0% for years 1-6 1.5% for years 7-8 2% year 9 onwards 1.5% for years 7-8 2% year 9 onwards
Rent and charges inflation	(actual)	2%	3.5%	3.5% (CPI + 1%)	CPI +1% for years 2-6 CPI for year 7 onwards
Operational voids	8.6%	7.4%	7.4%	7.4%	Higher in year 1 due to profile growth in Edwin House occupancy.
Asset sales	Radcliffe Road	-	-	-	-

LTFP – Key Assumptions – continued

Expenditure Assumption	Year 1 (2020)	Year 2 (2021)	Year 3 (2022)	Year 4 (2023 onwards)	Notes (PY = Prior Year)
CPI inflation on costs	[actual]	2.15%	1.75%	2.1%	2.15% for year 5
2.00% from year 6 onwards	(actual)	2%	3.5%	3.5% (CPI + 1%)	CPI +1% for years 2-6 CPI for year 7 onwards
Salary inflation	1.5% actual	2.0%	1.75%	1.75%	1.75% for years 5 to 7
CPI from year 8 onwards	Radcliffe Road	-	-	-	-
LIBOR interest rate	1.18%	2.00%	2.75%	3.25%	Rising to 4% by year 6.
Future borrowing margin	2.5%	2.5%	2.5%	2.5%	
Current loans	-	-	-		All included individually with each loans terms and rates.

A more detailed list of the income and expenditure assumptions underlying the Long-Term Financial Plan was provided to the Board in the commentary to the plan.

Covenant Compliance

Framework has two financial loan covenants to the Banks. The Debt Servicing Covenant Ratio (DSCR) measures of the strength of the annual surplus in relation to loan repayments. To comply with the covenant our (Adjusted) Surplus must be at least 120% of our Debt Servicing Liability. The actual DSCR coverage figure in March 2019 was 262%. The forecast in the plan is 234% in 2019-20, 254% in 2020-21 and 284% in 2021-22 rising steadily after to reach 1,432% in 2038-39.

Again, this pattern reflects the planned Development Programme of 74 units over the three-year life of this Plan plus the London Road Replacement Project (subject to capital grants) and nothing thereafter. As noted above, the medium term position will be re-considered if we achieve and sustain our target level of surplus, and the impact of further development on the covenant ratio will be one factor in deciding how much of it there should be 2022.

Sensitivity Analysis and Stress Testing

The Long-Term Financial Plan was created in 2016 and is updated annually to reflect actual performance in the year completed, the budget for the new financial year and any changes in the assumptions. Each time the LTFP is updated the Sensitivity Analysis is renewed through a series of stress tests. These show the impact of various scenarios in which inputs and/ or assumptions differ from those that were modelled in the base case plan. Since 2018 we have made the stress testing more robust by modelling scenarios in which a combination of two or three adverse events occur. The purpose of doing this is to understand the kinds of situations that could pose an existential threat to Framework.

Stress testing indicates that:

- ▶ Framework’s operating margins are relatively low
- ▶ However, the long-term projection shows increasing viability on reasonable assumptions
- ▶ The most damaging scenario is a combination of contract value reductions and cost inflation
- ▶ Upward pressure on salary costs in a competitive labour market is a significant risk
- ▶ The scope for short-term reductions in discretionary expenditure is limited
- ▶ Long-term mitigation would require the sale of properties followed by service reductions
- ▶ The level of gearing and exposure to interest rate changes is low
- ▶ There is ‘headroom’ against our capital and revenue based loan covenants.

Non-Housing Investment Imperatives

The Board and Senior Leadership Team have identified the following further areas where investment is needed to ensure that Framework continues to operate effectively:

Information and Communication Technology

To ensure that the servers, hardware and communication channels are robust, resistant to malicious attack and able to meet the needs of a growing and more diverse organisation that is reliant on the flow of information to serve its users.

Finance, Rent Accounting and Housing Management Systems

To increase the effectiveness and reliability of our processes for collecting and accounting for income from rent and service charges (including Universal Credit payments) and to provide assurance that we are meeting our statutory and regulatory obligations in terms of repairs, maintenance, health & safety risk assessment, testing and monitoring.

A Resilient and Psychologically Literate Workforce

As the pressures on staff increase and they encounter more challenging, even harrowing situations, Framework needs to offer them specialist support both to help manage their own stressors and to establish services as Psychologically Informed Environments.

Contract Compliance

Commissioners are beginning to offer more stability for providers in the form of longer contract terms. These may still be reduced or terminated with little notice, but there is still a benefit to us in less frequent procurement. Longer contracts are accompanied by the expectation that it should make us more willing to invest in service improvements – an aspiration that we share with commissioners, and to which we must respond.

Asset Management

Many of Framework’s ‘core’ services were developed in the early 2000s. London Road, for instance, dates from 2001 and we are prioritising the need for its replacement. Other buildings with a more up-to-date (ie. self-contained) layout are still in good structural condition, but reinvestment is needed to keep them suitable for purposes that continue to evolve. Examples are the New Albion, Hughendon Lodge and Fritchley Court.

Provision for all the above is made in the budgets comprising the early years of the Long-Term Financial Plan.

Framework's Governance

Framework is governed by a Board of individuals from a range of backgrounds who don't represent any other organisation and consequently are able to act with independence. We have adopted the National Housing Federation (NHF) Code of Governance 2015, which identifies the foundation of good governance as:

'The establishment of a balanced, diverse and effective Board which leads and controls the organisation and complies with its legal requirements.'

The Board works hard to monitor and enhance its compliance with the Code. In May 2019 it received and approved a report from the Chair, which summarised the changes that have been made to modernise Framework's governance over the past three years. These include:

- ▶ Updating Governance in Action (our governance policy)
- ▶ Establishment of an Audit and Risk Management (ARM) Committee
- ▶ Establishment of a Governance, Remuneration and Appraisal (GRA) Committee
- ▶ Strategic planning at Board Conferences and other Board meetings
- ▶ The recruitment of new Board members to diversify its skills
- ▶ Carrying out and implementing a Senior Leadership Review
- ▶ The creation of a Senior Pay Policy with provision for transparent reporting
- ▶ The commissioning of a report by Housing Quality Network to further improve governance
- ▶ Creation and monitoring of an Action Plan to implement the recommendations.

Risk Management

The assessment and management of risks to Framework's Corporate Objectives is a key element of governance. This work happens at all levels of the organisation. The key risks we face can broadly be categorised as:

- i) Operational (and associated reputational) risks that arise from the nature of Framework's activity – managed through the policy, procedures and structure of the organisation
- ii) Financial risks that arise from the uncertain nature of our business environment managed through the ARM Committee, financial regulations, the LTFP with associated budgets and monitoring, all of which is reported to the Board.

At its Conference in 2018, the Board enhanced its stress testing of the LTFP and updated the statement of its Risk Appetite describing the level of different risk types that Framework is willing to take to achieve its Corporate Objectives. This is used to inform strategic decisions.

The Audit and Risk Management (ARM) Committee reviews the Risk Register and considers proposed changes at every meeting. Each year it reports to the Board on the key risks faced by the organisation and the controls that exist to manage them, drawing on various sources of assurance including internal and external audit, the system of financial controls, reports from the Risk Assessment Team, peer audits and reports from specialist consultants.

Value for Money Strategy and Metrics

For Framework, Value for Money means that we operate efficiently and effectively, maximising our offer to current and future service users within the available resources, as set out in Corporate Objective 3. In addition we are committed to compliance with the Regulator of Social Housing (RSH) 'Value for Money' Standard, and to achieve this the Board has adopted a Value for Money Strategy (2019–22). This sets out our VfM targets over the life of this Plan and the actions we will take to achieve them. It proposes to benchmark our performance against a relevant peer using the standard VfM metrics prescribed by the RSH.

The Strategy also shows how we will take account of our non-housing activities in monitoring our performance on VfM. To this end the Board has agreed on the following additional metrics that will also be reported in the financial statements:

- 1. The annual Cost per Service User in each of the four pillars (*)
(Housing, Health, Employment, Support & Care)**
- 2. The Cost per Hour of Support delivered in each of the four pillars (*)**
- 3. The Ratio of central costs to total costs across the organisation**

(*) note that the cost figures in these calculations will include apportioned central costs.

Framework has been conducting Service User Satisfaction Surveys on an annual basis. These were originally designed to influence the future design and shape of services. The Board has decided to adapt these surveys to include a measure of overall satisfaction thus producing data to add a further metric to future Value for Money statements, with effect from 2020.

The Criteria for a Merger – and Characteristics of a potential Partner

This Corporate Plan sets out a vision for a future state that Framework wishes to see. We already know that this can't happen without help and support from many other organisations. In formulating the plan our baseline assumption has been that Framework will continue to exist as an independent, viable and sustainable organisation.

However, Framework itself was formed by a successful 'merger of equals' between the Macedon Trust and Nottingham Help the Homeless Association (NHHA) back in 2001. We are enthusiastic about the possibility of a further initiative along similar lines and the potential benefits it can bring – so long as the right partner can be found.

In June 2018 the Board received a discussion document authored by the Chair with input from the Chief Executive, raising the question of whether the part that merger might play in our future strategy should be considered on a more regular basis. This was followed up by a further paper in 2019, inviting the Board to discuss the Criteria by which we might decide on a merger and the characteristics of a potential partner. No such partner has been identified to date, but we would initiate discussion if one could be found.

Endorsements

A Beneficiary Perspective

“ As Chair of the Service User Advisory Group (SUAG) and one of its representatives on Framework’s Board, I wish to endorse this new Corporate Plan.

Framework has always been, and remains, an organisation of vision, values and humanity. I am proud to be associated with it as a representative of those that the organisation exists to serve. We share the vision of an inclusive community where people are valued for who they are, feel safe, have aspirations and are positive about the future. Sadly this vision is far from the current reality, but I am confident that Framework has the commitment and capacity to work with its partners to change this.

On behalf of the Service User Forum and Advisory Group, I confirm that my colleagues and I have an enduring commitment to work with Framework and achieve the Corporate Objectives that will take us closer to our shared Vision. We will contribute from our lived experience and our knowledge of the issues, drawing on our passion for a better future, to help make it real. ”

Barry French

Chair of the Service User Advisory Group

“ *I am proud to be associated with it as a representative of those that the organisation exists to serve.*”



Governance – from the Chair

“ As the Chair of Framework I also endorse this Plan. It is an update on the previous one taking account of a report by the Housing Quality Network that Framework commissioned last year. The recommendations included some changes to the Corporate Plan, giving a sharper focus on the Key Performance Indicators and how we, as a Board, will monitor their achievement.

The Plan has been discussed and approved by the Board, which took the lead in developing the Mission, Corporate Objectives and many of the accompanying themes. In the current environment of challenge and complexity, we own this Corporate Plan and will work with Framework’s staff, volunteers and service users to implement it.

As indicated elsewhere the improvement and modernisation of governance has been a key priority for the Board over recent years. I am confident that we have the structures, expertise and commitment to play our part in the successful delivery of this Corporate Plan. ”

Chris Prentice

Chair of Framework

“ *I am confident that we have the structures, expertise and commitment to play our part in the successful delivery of this Corporate Plan.*”

