



Aylesbury Homeless Action Group:

Stakeholder Involvement and Evaluation Project

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1. Executive Summary

This stakeholder involvement and evaluation project was commissioned by AHAG to assess the difference that current support work is making to homeless clients or those at risk of homelessness in the Aylesbury area; learn from what has worked well or could be done differently in relation to how AHAG's services are delivered; and to identify future priorities for the organisation both in its support services and ability to demonstrate the outcomes of its work.

It finds that AHAG has developed a reputation as a specialist organisation supporting single adults who are homeless, facing homelessness or inadequately housed in Aylesbury, working with 258 clients in 2015-16. Feedback from clients and partner organisations confirms that AHAG is making a positive difference to the lives of the clients it supports, as a result of the skills and knowledge of its staff team and strong relationships with other agencies, in the following areas:

- Supporting clients into accommodation
- Practical, structured support that stabilises lives
- Fostering positive, respectful relationships with clients
- Building clients' confidence and motivation
- Bridging the gap to other services/support and access to relevant benefits

Looking ahead it will be important for AHAG to build on these successful outcome areas as well as the holistic and individualised approach to support that the organisation has developed. In response to a context of growing need and complex client cases AHAG has also identified the need to take a proactively preventative role in homelessness in the area – this consultation/evaluation process provides an opportunity for AHAG to consider further opportunities to develop its services both in relation to its support for clients, its strategy and in how it demonstrates the outcomes of its work:

- Ensuring sustainability of the Hub drop-in service** which is highly valued by clients and partners. Depending on future funding there is potential to look at options for a more central position within Aylesbury from which to run the service.
- Increasing/ensuring the existing capacity is maintained** responding to a context of rising and complex need in relation to homelessness in the Aylesbury area.
- Working with partners to provide local first tier 'hostel' accommodation.** The absence of local hostel accommodation for homeless people in Aylesbury presents a significant limitation on AHAG's ability to source accommodation for clients.
- Focusing on sustaining tenancies and preventative work.** A number of ideas were put forward through the consultation/evaluation process - continuing and **increasing AHAG's training capacity** particularly around supporting skills that will increase employability and those required to maintain a tenancy/manage Universal Credit: financial literacy; budgeting; computing skills; CV support; and work experience placements.
- Increasing the capacity of the organisation to offer mentoring:** particularly in support of clients getting into employment or accessing vocational training.
- Overcoming the barriers to finding accommodation:** there is a myriad of work in this area, partly **advocacy** in raising awareness of the human potential that is wasted through homelessness and providing meaningful support for 'cyclical' clients who are unable to move

- on because of their personal issues (mental health; drug and alcohol use etc.), as well as work with landlords and accommodation providers to increase access to accommodation.
- g. **Introduction of a shared contact management system** that will allow easier tracking of the progress of clients as well as exploring other outcome tools such as the Outcomes Star.
 - h. **Strategic working** to raise the profile of the organisation and engage senior/influential stakeholders across Aylesbury and across neighbouring districts to make a difference to the problem of homelessness.
 - i. **Learning from other similar organisations:** AHAG is at a point in its development at which learning from other homelessness organisations' experience could usefully shape service development (alongside the input of this consultative project); a larger longer-standing organisation may provide useful insight. Homeless Link (www.homeless.org.uk) will be a useful source of advice in suggesting potential organisations with relevant experience and approaches.
 - j. **Continuing to engage with clients** for their active influence on developing services and evaluative purposes – those clients that are able to access accommodation longer term may be in the best position to offer this type of input. Two of the clients interviewed for this piece of work indicated that they would be happy to be contacted as a '**sounding board**' for new service development or where AHAG needs specific feedback on its services either by phone or text/social media.

AHAG is well placed as a trusted and effective resource for its clients. The next five years will be a challenging time with increased pressures on the organisation to meet the needs of clients, assisting them to move on to sustainable accommodation and employment, and live independent lives. Its unique position, embedded with a range of local partners, will enable it to continue its development towards becoming increasingly outcome orientated and build on the reputation it has gained for its responsive work with homeless clients.

2. Aims of the stakeholder involvement and evaluation project

AHAG commissioned this project to ensure that it continues to develop its services to meet the needs of its clients, as well as evaluating the difference that the organisation's support makes to the individuals it is working and has worked with. Richard Usher of Just Ideas, an independent voluntary sector consultancy, was contracted to deliver the stakeholder involvement and evaluation project between February and March 2017. The project had the following aims:

- To assess the difference that existing work is making: what has worked well within its existing services and how this could be built on with potential future funding. This area of work focused on evidence of the success of existing or previous work across the different services that AHAG provides.
- To assess what need there is for AHAG's services – how it meets local needs, what AHAG's approach is and how it is responding to any changes in need from homeless people or people at risk of homelessness locally.
- To explore what could be done better or differently with further funding: what lessons have been learnt and how these can be applied to the future work or projects of AHAG.

3. Methodology

The consultation and evaluation process drew on the qualitative feedback of the full range of stakeholders involved in AHAG's work. The following methods were used:

- Semi-structured interviews with a total of 9 clients: at the Hub, AHAG's drop-in support service, on 21st February and 6th March 2017, and phone interviews with two further clients.
- Semi-structured face to face interviews with 5 AHAG staff and 3 volunteers whose support focuses on the drop-in service at the Hub.
- Semi-structured phone interviews with 6 external partner organisations both statutory and voluntary sector organisations – this included representation from the local housing department, community policing, the probation service, local drug and alcohol support service and an organisation providing support to rough sleepers.
- Desk review of relevant background information – including AHAG's business plan for the coming five years, summary of facts/statistics for the last two years of the organisation's work and further background information.

A list of interviewees is included within Appendix 1 of this report.

4. Background to AHAG's services

Aylesbury Homeless Action Group (AHAG) provides housing advice and support to people over the age of 18 who are homeless or at risk of homelessness in the Aylesbury Vale area, 258 people in 2015 – 2016. This support is provided through:

- A twice weekly drop-in offering access to case workers and practical assistance including access to health care, showers and laundry facilities;
- Access to one to one support, a training room and computers;
- Emergency winter accommodation provision during the coldest months of the year.

AHAG has developed an approach to its support of homeless people through the use of a drop-in service at the Hub (Walton Hall, Aylesbury) as a first point of contact for assessment and initial guidance/advice. Referral partners such as Aylesbury Vale District Council (AVDC) Housing Pathways team will refer clients to the drop-in as a first step to support from AHAG. Staff are then able to follow up with one-to-one support at the AHAG office in Rickfords Hill having understood the initial needs of the client as well as assessing the level of risk (personal safety) in working with a client. Many of the clients attending the Hub sessions present with a complex set of issues and needs including mental health issues; drug and alcohol misuse; physical health problems; or having experienced violence or intimidation while living on the streets.

Evaluation: AHAG has developed its evaluation systems internally so that a client's progress can be monitored via a spreadsheet database that is used to capture contact and referral to other organisations. AHAG has begun recording calls and telephone advice in addition to the monitoring of clients for whom a 'front sheet' is completed (i.e. receiving support through the drop-in and one-to-one case workers). Evaluative feedback is gathered informally through meetings between case workers and clients, as well as in the form of letters, e-mails or cards of appreciation. The organisation already uses case studies in its reporting and publicity material.

The development of AHAG's services has been based on the growing need for support for homeless and at risk of homelessness people in the Aylesbury area (see section 4.1 for the context of AHAG's work). The relationship between case workers and clients enables them to respond flexibly to the needs that are presented. Clients are commonly in a situation of crisis or have ongoing support needs that do not facilitate involvement with the organisation in a more consultative capacity - for example as a trustee representative. However there is potential to look further at client engagement and influence on the services of the organisation particularly where clients are living in stable accommodation – one option (developing a client 'sounding board') is explored in the recommendations of this report.

4.1 Context for AHAG's work

The context for AHAG's clients is one of multiple, complex need. Often homelessness is the final symptom of a wide range of social and health issues - especially mental health issues. Interview respondents from all groups described a context of growing need for AHAG's support work:

"We have seen a rise in homeless people and street homelessness. Rents have gone up, house prices have gone up, the rent landlords can ask for is higher than the housing benefit available so accommodation is unaffordable."

(External partner organisation)

"There is growing need. Cuts [to statutory services] have had an effect, and the accommodation need is growing. A lot of the clients I work with cannot get housed either as a result of being 'intentionally' homeless or they are not a priority group of the local authority."

(External partner organisation)

"There is an increase in people stating that they are of no fixed abode. Without having an agency like AHAG I don't know what we would do. It's not just a quick fix."

(External partner organisation)

External partners described a challenging context: cuts to statutory services (supporting housing/homelessness); changes to the benefits system (including the move to Universal Credit and tougher sanctions on benefits recipients for issues such as late or non-attendance at meetings); and unaffordable local accommodation have created a 'perfect storm' of rising need as well as visibly higher levels of street homelessness in the Aylesbury area. Within this context AHAG's client group face huge challenges in finding and sustaining tenancies. AHAG was cited as being vital in assisting clients to take steps in to more sustainable or permanent accommodation.

AHAG views itself as bringing expertise around housing issues and working alongside partners offering specific support in drug and alcohol issues as well as being able to refer clients on to health and or mental health support team. AHAG also works with Connections, an organisation which verifies and supports rough sleepers, as well as the probation service – in seeking to support ex-offenders into housing.

Future priorities: In its current business plan AHAG identifies **prevention of homelessness** as a key aim through:

- developing partnerships with housing providers
- implementing an early identification system, to highlight people who are in danger of losing their homes
- tenancy training
- developing partnerships around providing support for young people (over 18 years old) leaving children's care homes, with social services and the Council
- increasing AHAG's profile and highlighting the availability of services to the community through media and promotion
- and further developing a 'buddy' system of support.

This strategic focus on prevention frames AHAG's work with clients – and its emphasis on equipping clients with the support, information and training to live independently and be in the best position not to need AHAG's support in future. There is also awareness that for some clients there is a 'cyclical' need for AHAG's support which they are also able to respond to.

5. Analysis

This section of the report uses the qualitative feedback from clients, staff and stakeholders from external organisations to explore how AHAG is currently working with clients who are either homeless, facing homelessness, or inadequately housed. It also assesses the difference that AHAG is making to the lives of clients and the outcomes that the organisation achieves.

5.1 The value of AHAG and its approach to supporting homeless people

Feedback from clients and staff in organisations working with AHAG indicates that it is providing a high quality service, responding to the needs of homeless/at risk of homelessness people in the Aylesbury area. Interview respondents emphasised the tailored, individualised support that AHAG staff provide for people who are sometimes in a position of ‘feeling they have nothing left’:

“There’s nothing else [like AHAG] in Aylesbury. I wouldn’t be where I am now [housed] without it – I would have got stressed.” (Client)

“The drop-in is very accessible and a source of help for accommodation.”

“AHAG is valuable to us – in supporting individuals to move on.”

“There is no other service like it [in our area], it is valued and clients feel respected. There is a very good working relationship and joint working with the staff.”

“They have the knowledge, good connections (including with landlords), and are able to assist the individual... They do go the extra mile.”

(Feedback from external partner organisations)

AHAG’s principles and approach to support: Staff, external partners and clients emphasised the ‘holistic’ approach that AHAG takes in supporting clients – focusing very much on their individual needs and responding with the available knowledge and skills within the organisation as well as referring people on (and maintaining that contact with referral partners) where other support is needed:

“AHAG is small enough to respond to a crisis, it offers face to face contact rather than going through lots of calls. One to one work gives people time and space to find creative ways to look at a problem – and get a solution. We work with people that no other agencies are working with.”

“[Support] is focused on the individual – there’s no ‘one size fits all’. It’s time intensive but that what makes it work.” (AHAG Staff)

From the clients’ perspective the difference that AHAG makes focuses around five thematic areas shown in Figure 1:

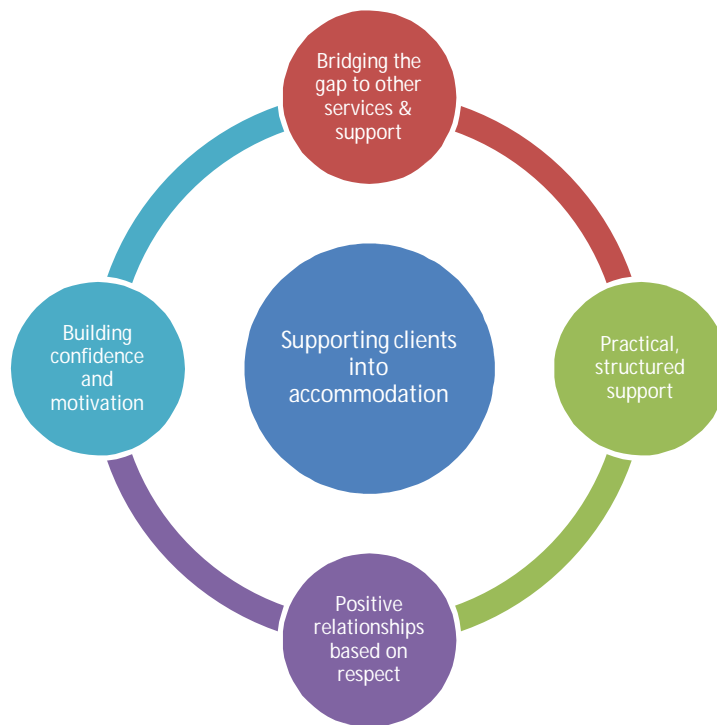


Figure 1: The difference AHAG makes: clients' perspective

5.2 Supporting clients into accommodation

AHAG's core role is in responding to the needs of people in Aylesbury finding themselves either at imminent risk of homelessness or already homeless. This includes clients from a spectrum of need: those who are sofa surfing with friends or family, through to individuals sleeping rough in the town. The organisation is able to respond directly to the need for accommodation during the winter months with its emergency winter accommodation, provided through local bed and breakfast accommodation. Beyond this it supports clients in either accessing private landlord accommodation or applying to join AVDC's housing register: *"It allowed me to move on."* (Client)

"AHAG have contacts with private landlords, so are able to access shared rooms in houses or refer on to hostel accommodation in neighbouring districts [such as the YMCA in High Wycombe]."
(External partner organisation]

AHAG supported 258 clients last year (2015-16) through the drop-in at the Hub and in follow up one-to-one meetings. Of these 57 clients were housed through a range of housing and accommodation providers.

5.3 Practical, structured support that helps stabilise lives

AHAG provides support that stretches over a continuum from the nuts and bolts of every day existence (somewhere to wash, clean clothes and access a snack/drink) through to assistance with accessing benefits, accommodation and employment opportunities. Interview feedback from external partners suggested that they particularly value the structure (and potential to progress within this structure) that AHAG provides. Case workers work with clients to identify milestones that

will enable them to 'move on': *"clear ways they need to help themselves, then supporting them through that process."* (External partner organisation)

Feedback from the interviews with clients at the Hub demonstrated that there is also still a real need for practical assistance – a place to wash clothes, shower and to get a snack, as well as access to sleeping bags for rough sleepers, or use of a 'care of' address:

"I live on a boat and can't get housing benefit – so it's awkward financially. [AHAG] helped me get a passport; they allowed me to use their address."

(Client)

AHAG identify and work on the barriers for people in progressing into housing – this may be having the confidence to sign on at the Job Centre, through to speaking with landlords over the phone and getting the necessary deposit in place to take up a tenancy:

"They even helped through grants – the deposit for the place I'm in now would have crippled me."

(Client)

"I struggle with paperwork – I'm dyslexic. So they really help – when you're doing something with someone you're more likely to do it, like making sure I get to appointments/PIP [Personal Independence Payments] paperwork. It's having someone there to help with the next step ...otherwise it can be demoralising."

(Client)

"There was a lot more support than I thought you could get – I was daunted coming in but they have been lovely. They've helped me look for new jobs – I'm working part time already. I was worried about what would happen beyond the emergency accommodation but they have reassured me that support will be there."

(Client)

"[With AHAG] there's a plan put in place with milestones so you're always tackling the next task – it gives you light at the end of the tunnel."

(Client)

5.4 Fostering positive relationships based on respect

Feedback from clients suggested that the Hub drop-in fosters an environment based on respect from members of staff and between clients. This works two ways in that clients are expected to engage with staff and volunteers in a respectful way, as well as committing to the support that AHAG offers if they are to make progress in finding accommodation:

"[Staff are] very caring but not in a patronising way." (Client)

"How they relate to you wasn't as formal as I expected – they remember who you are, and staff really know their stuff. It's been brilliant." (Client)

"The staff are all generally nice, which helps with my paranoid schizophrenia." (Client)

"People don't feel judged." (Client)

AHAG (in the first instance at the Hub) responds to users from a range of age groups, ethnicities and needs, encouraging users to develop the self-confidence and thinking required to become independent of its services:

"[AHAG staff were] very positive and very calming. We talked through what they could and couldn't do – it made me feel there would be something out there." (Client)

Staff emphasised their awareness of non-judgemental, active listening so clients could share their experience and describe the situation they are in: asking the right questions that might help them to support a client (e.g. whether they have been in the armed forces or have particular health issues that would enable them to access additional support).

The importance of fostering effective relationships and maintaining good communication extends into AHAG's work with its partners both in regular day to day communication (in supporting clients that are also in contact with other agencies) and in the bi-weekly Complex Needs meetings attended by staff:

"They work really well with us – if I have a difficult question to ask they are helpful."

(External partner organisation)

"We cannot exist without working alongside other people. Whenever we see a new client we contact the agencies they say they are working with. There are fortnightly complex needs meetings [involving these agencies: AVDC; STARS; Police etc.]."

(AHAG staff)

"They've worked hard at developing links with agencies – so AVDC housing refer people to us but they have increasingly limited resources."

(Volunteer)

5.5 Building clients' confidence and motivation

AHAG is aware of the need to support and build the confidence and motivation of clients to become increasingly independent and better able to move on to sustainable tenancies. A client described the difference that AHAG's support made primarily around building her confidence:

"I had a marriage that went wrong and had been shafted financially. The support I've had, had made me think there are good people out there; made me think for the future. It rebuilt my confidence – that was a result of the kindness and support I was shown."

(Client)

"It's helped me because I was unconfident before I knew AHAG existed – now I'm feeling more optimistic."

(Client)

"A lot of clients get motivation from coming [to the Hub] and they're able to give more time, to sit and listen. Rapport is important. It's a combination of motivation and confidence, and making people feel safe. They're very good at that."

(External partner organisation)

However for some clients mental health issues still have a strong bearing on their ability to stay in accommodation: *"it's not the first time I've been in this position: not having stability and somewhere to stay. Things are stressful and I've got a history of depression and anxiety. AHAG could give more support to those that may not look like they need support – some get more support because of their situation [i.e. statutory support for priority homeless groups]."* This is a difficult area to address

given scarce resources and difficulty in accessing mental health services locally – especially as clients may be prevented from accessing support unless they have dealt with drug and alcohol misuse issues beforehand.

Although the Hub does not provide the town centre setting and associated ease of access for clients and set up of sessions by staff, clients and external organisations perceive the Hub as a safe place, within which relevant and accessible support is available: *“The support is good here – it’s safe and secure”*. It is a solid foundation for AHAG’s work in building the confidence and motivation of clients.

5.6 Bridging the gap to other services and access to relevant benefits

AHAG’s ability to ‘bridge’ gaps to other support, services or benefits is the result of the knowledge of case workers and the perception that AHAG has among clients of being an accessible and welcoming non-statutory service. AHAG benefits from its position as a charity providing the service and the reputation it has built across the range of stakeholders interviewed:

“I got emergency accommodation. I’ve been going in every day to AHAG to see [my case worker]; she’s helped with my housing benefit application and looking for work.”

(Client)

“They are very good at signposting to other services – as well as information sharing where needed. There are risks around the people we work with that we manage well with them.”

(External partner organisation)

“AHAG helps clients define what options are available to them, bridging the gap: helping with application processes such as for benefits. They also help bring people back in to available support – probation in my case – association with their service helps, presenting a united front!”

(External partner organisation)

An important part of this bridging role is providing information and advice that enables clients to take their own decisions and live independently as far as possible once they have received support from AHAG: *“We aim to make them [clients] as independent as possible – sign posting to courses and to other agencies, getting them the best support we can.”* (AHAG staff)

6. Conclusion and recommendations

Over its eight year history AHAG has developed its reputation as a specialist organisation supporting single adults who are homeless, facing homelessness or inadequately housed in Aylesbury. Feedback from clients and partner organisation confirms that AHAG is making a positive difference to the lives of the clients it supports as a result of skills and knowledge of its staff team and strong relationships with other agencies. These outcomes are identified in the following areas:

- Supporting clients into accommodation
- Practical, structured support that stabilises lives
- Fostering positive, respectful relationships with clients
- Building clients’ confidence and motivation
- Bridging the gap to other services/support and access to relevant benefits

In looking ahead it will be important for AHAG to build on these successful outcome areas as well as the holistic and individualised approach to support that the organisation has developed. In response

to a context of growing need and complex client cases AHAG has also identified the need to take a proactively preventative role in homelessness in the area – this consultation/evaluation process provides an opportunity for AHAG to consider further opportunities to develop its services both in relation to its support for clients, its strategy and in how it demonstrates the outcomes of its work:

- a. **Ensuring sustainability of the Hub drop-in service:** Client and partner feedback revealed that the Hub and drop-in service is highly valued. Depending on future funding and development of the organisation there is potential to look at options from a more central position for the drop-in service within Aylesbury, enabling staff to support it more time efficiently, and potentially providing the opportunity to extend opening hours as well as looking at its role as a venue for training and providing work/volunteering experience for clients.
- b. **Increasing capacity:** Feedback from partners and clients suggested that with a context of rising need there will be a need to increase the capacity of the organisation through extending staff hours, as well as addressing how the organisation takes forward its preventative agenda.
- c. **Working with partners to provide local first tier 'hostel' accommodation:** The absence of local hostel accommodation for homeless people in Aylesbury presents a significant limitation on AHAG's ability to source accommodation for clients. There is recognition of this gap locally with the range of stakeholders involved in providing housing; however the case for a new hostel would require significant strategic and political effort to succeed. A further related strand of work is in extending AHAG's emergency winter accommodation to become a year round provision, which may present a more achievable first step in increasing emergency accommodation provision.
- d. **Focusing on sustaining tenancies and preventative work.** A number of ideas were put forward through the consultation process: these focused particularly on **increasing AHAG's training capacity**. The skill areas emphasised for training were those that will increase employability and enable individuals to maintain a tenancy or manage Universal Credit: financial literacy; budgeting; computing skills; CV support, work experience placements. Staff are already aware of other providers locally so training needs would need to take into account what else is available locally as well as other stakeholders who are likely providers or partners in delivering training relevant to AHAG's clients.
- e. **Increasing the capacity of the organisation to offer mentoring:** particularly in support of clients getting into employment or accessing vocational training. This is currently done to some extent by case workers, and informally through a volunteer at AHAG, but may provide an opportunity to increase clients' capacity to sustain their tenancies. A volunteer based mentoring programme could increase the capacity of the organisation, drawing on the professional experience of a range of volunteers and ability to match their skills with clients that need support.
- f. **Overcoming barriers to finding accommodation:** there is a myriad of work in this area, partly **advocacy** in raising awareness of the human potential that is wasted through homelessness and in challenging the barriers/constrictions that clients face in accessing services. There is a delicate balancing act for AHAG of moving quickly and effectively to support people who are able to move in to accommodation and be relatively self-sustaining,

and in providing meaningful support for 'cyclical' clients who are unable to move on because of their personal issues (mental health; drug and alcohol use etc.). To some extent this is dependent on the capacity and efficacy of other support and the motivation or ability of individuals to be able to sustain a tenancy in available accommodation.

- g. **Introduction of a shared contact management system:** As noted in section 4 AHAG already have in place a spreadsheet system for monitoring clients within the organisation and produce reports on outcomes for funders. The next logical step will to introduce a simple, shared contact management database that will allow easier tracking of the progress of clients but there is awareness within the organisation of the capacity and shared responsibility for data entry that would be required to run this type of system effectively. Potentially this is a longer term aim as the organisation develops. It may also be possible to integrate 'off the peg' outcome tools such as the Homelessness Outcomes Star www.outcomesstar.org.uk/homelessness into its work: this would only be appropriate where a member of staff is working with a client over an extended period of time, but would facilitate recording changes in levels of confidence and motivation in key areas over that time.
- h. **Strategic working:** AHAG has identified the need to raise the profile of the organisation and engage with senior/influential stakeholders across Aylesbury and across neighbouring districts to make a difference to the problem of homelessness and the support required to tackle it meaningfully. This will continue to be important as the organisation develops and is relevant to other recommendations such as the need for hostel accommodation, the siting of AHAG's drop-in centre, and support for preventative work.
- i. **Learning from other similar organisations:** AHAG is at a point in its development at which learning from other organisations' experience could usefully shape service development (alongside the input of this consultative project); a larger organisation may provide useful insight and could be sourced via Homeless Link (www.homeless.org.uk). The key role of the skills and knowledge of staff within AHAG was noted by clients and partners – it will be important to continue to embrace new learning both in the context of the work (e.g. the impact of Universal credit) and in how support is delivered. Insight and approaches from other sectors such as health may be useful: for example Make Every Contact Count provides a framework that that will either consolidate or refresh AHAG's motivational client interviewing techniques (www.makeeverycontactcount.co.uk/)
- j. **Continuing to engage with clients:** AHAG should continue to seek the active input of clients in developing services and evaluative purposes – those clients that are able to access and sustain tenancies longer term may be in the best position to offer this type of input. Two of the clients interviewed for this project indicated that they would be happy to be contacted as a '**sounding board**' for new service development or where AHAG needs specific feedback on its services either by phone or text/social media, where specific questions or input was sought.

AHAG is well placed as a trusted and effective resource for its clients and the partner organisations it works with. The next five years will be a challenging time with increased pressures on the organisation to meet the complex needs of clients, challenges in finding accommodation and ultimately supporting the skills which increase the chance that clients have to live independent lives.

Its unique position, embedded with a range of local partner organisations, will enable it to continue its development towards becoming increasingly outcome orientated. Its experience of what works well locally will enable it to build on its responsive approach to work in support of individuals facing homelessness or already homeless in the Aylesbury area.

Appendix 1 – Interviewees

Clients

Christine

Natalie

Ali

Leo

Yusef

Paul

Neil

Adam

Kev

External partner organisations

Lizzi Fairless - Senior Practitioner, STARS Drug and Alcohol Rehabilitation

Debbie Biggs-Askew - Housing Pathways Officer, AVDC

Lucy Hobley, Police Office – Aylesbury Town Centre, Thames Valley Police

Anna Colonnese - Local Emergency Support Co-ordinator, Buckinghamshire County Council

Caroline Nichols - Offender Manager, Probation Service – Aylesbury

Annabell Hill - Outreach Worker, Connection Outreach Service

Staff

Karen Warner – Operations Director

David Dickason – Operations Director

Sarah Welford – Case Worker

Rhian Harley – Case Worker

Claire Walker - Finance & Administration Manager

Volunteers

Linda Puttick – Hub Volunteer

Nicky Jones – Hub Volunteer

Ken Harris – Hub Volunteer