

# The Revised Homes for Cathy Commitments

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To lobby, challenge and inspire others to work to end homelessness.



Photo from **Street Life** – a verbatim drama at Norwich Theatre Royal in 2019

# MAPping commitment

**Michael Newey**

**CEO, Broadland Housing Association**

# My brief for this slot

## Embedding the commitments in Broadland

- Getting Executive & Board buy in
- Engaging with staff and wider stakeholders on homelessness
- Annual reporting – the value of KPIs

## MAP

- Motivation: Accountability: Partnerships



We've signed up  
to the Homes for  
Cathy  
commitments

# Before MAPping – some key thoughts

- Reducing homelessness and the risk of homelessness is a **Team Exercise**
  - **Between** organisations in the same locality
  - **Within** organisations
    - Organisational priority
    - Executive and non-executive commitment
- **No single organisation has all the answers**
- All successes are based on **teamwork**
- Most failures are down to **missed opportunities** for teamwork

# Motivation - Long-term commitment

- **Broadland's enduring purpose:**

- To help people in housing need **access high quality affordable homes** in Norfolk and North Suffolk
- Language changes, ambition doesn't

- **61 years of trying**

- **Focus** on helping meet housing need and respond to homelessness
- Whatever and despite the politics
- 15 Prime Ministers
- 41 Housing Ministers
  - Six since July '22



Rishi Sunak  
2022- ?



Liz Truss  
2022



Boris Johnson  
2019-2022



Theresa May  
2016-2019



David Cameron  
2010-2016



Gordon Brown  
2007-2010



Tony Blair  
1997-2007



John Major  
1990-1997



Margaret Thatcher  
1979-1990



James Callaghan  
1976-1979



Harold Wilson  
1964-1970 &  
1974-1976



Edward Heath  
1970-1974



Sir Alec Douglas-Home  
1963-1964



Harold Macmillan  
1957-1963

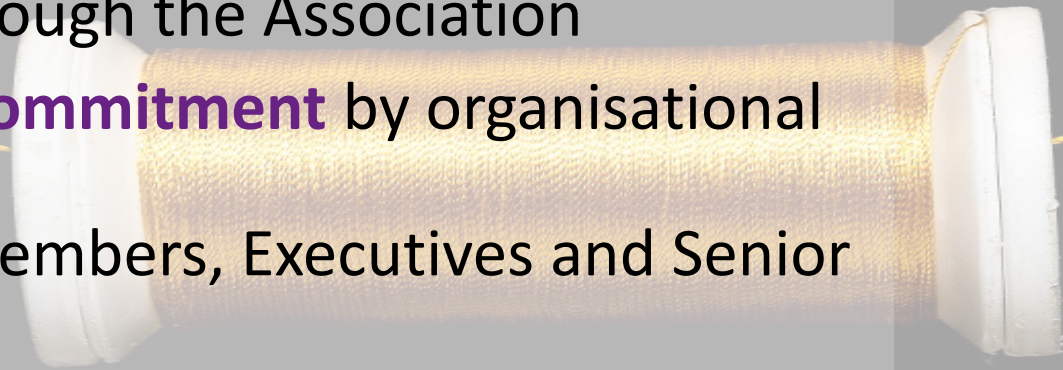


The Norfolk Strategic  
Housing Partnership



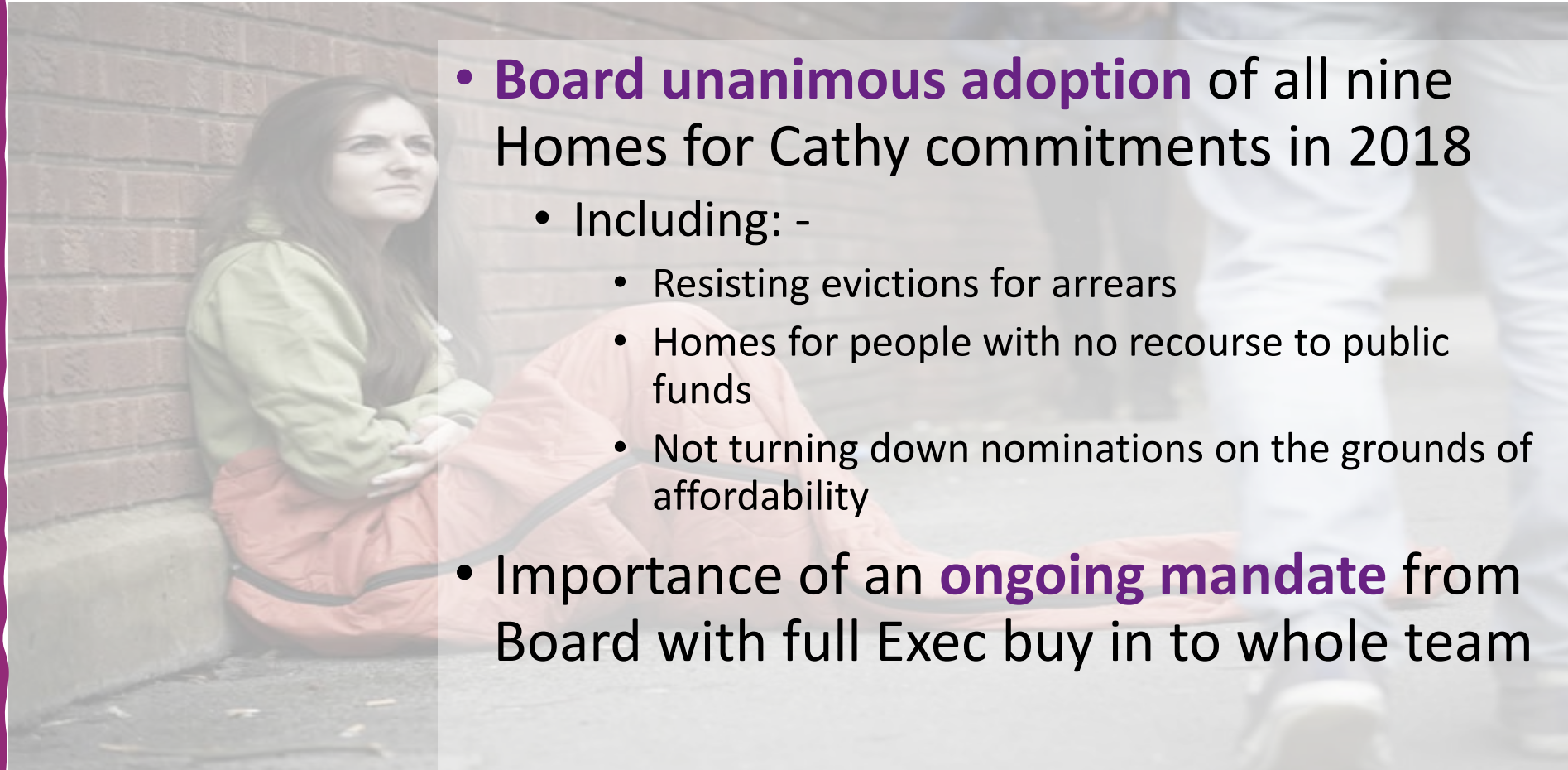
# Motivation - renewed

- Importance of **consistency as a business priority**
  - Over time
  - At all levels in Broadland
  - A **golden thread** through the Association
- Importance of **visible commitment** by organisational leaders
  - **Successive** Board Members, Executives and Senior Managers
- Reinforcing **Social landlords are homelessness organisations** as our homes are a solution to need



# Motivation on the line

- 1 To contribute to the development and execution of local authority homelessness strategies.
- 2 To operate flexible allocations and eligibility policies which allow individual applicants' unique set of circumstances and housing history to be considered.
- 3 To offer constructive solutions to applicants who aren't deemed eligible for an offer of a home.
- 4 To not make any tenant seeking to prevent their homelessness, homeless (as defined by the Crisis plan definition).
- 5 To commit to meeting the needs of vulnerable tenant groups.
- 6 To work in partnership to provide a range of affordable housing options which meet the needs of all homeless people in their local communities.
- 7 To ensure that properties offered to homeless people should be ready to move into.
- 8 To contribute to ending migrant homelessness in the areas Housing Associations operate.
- 9 To lobby, challenge and inspire others to support ending homelessness.



- **Board unanimous adoption** of all nine Homes for Cathy commitments in 2018
  - Including: -
    - Resisting evictions for arrears
    - Homes for people with no recourse to public funds
    - Not turning down nominations on the grounds of affordability
- Importance of an **ongoing mandate** from Board with full Exec buy in to whole team



The Norfolk Strategic  
Housing Partnership



# Accountability

- Formal – To the Board
  - What gets **measured and reported** gets focussed on
    - Monthly board performance reporting
    - Regular updates and annual review
- Informal
  - To and with our local **stakeholders**
    - **Norfolk Strategic Housing Partnership**
- But there is a **gap - the RSH**



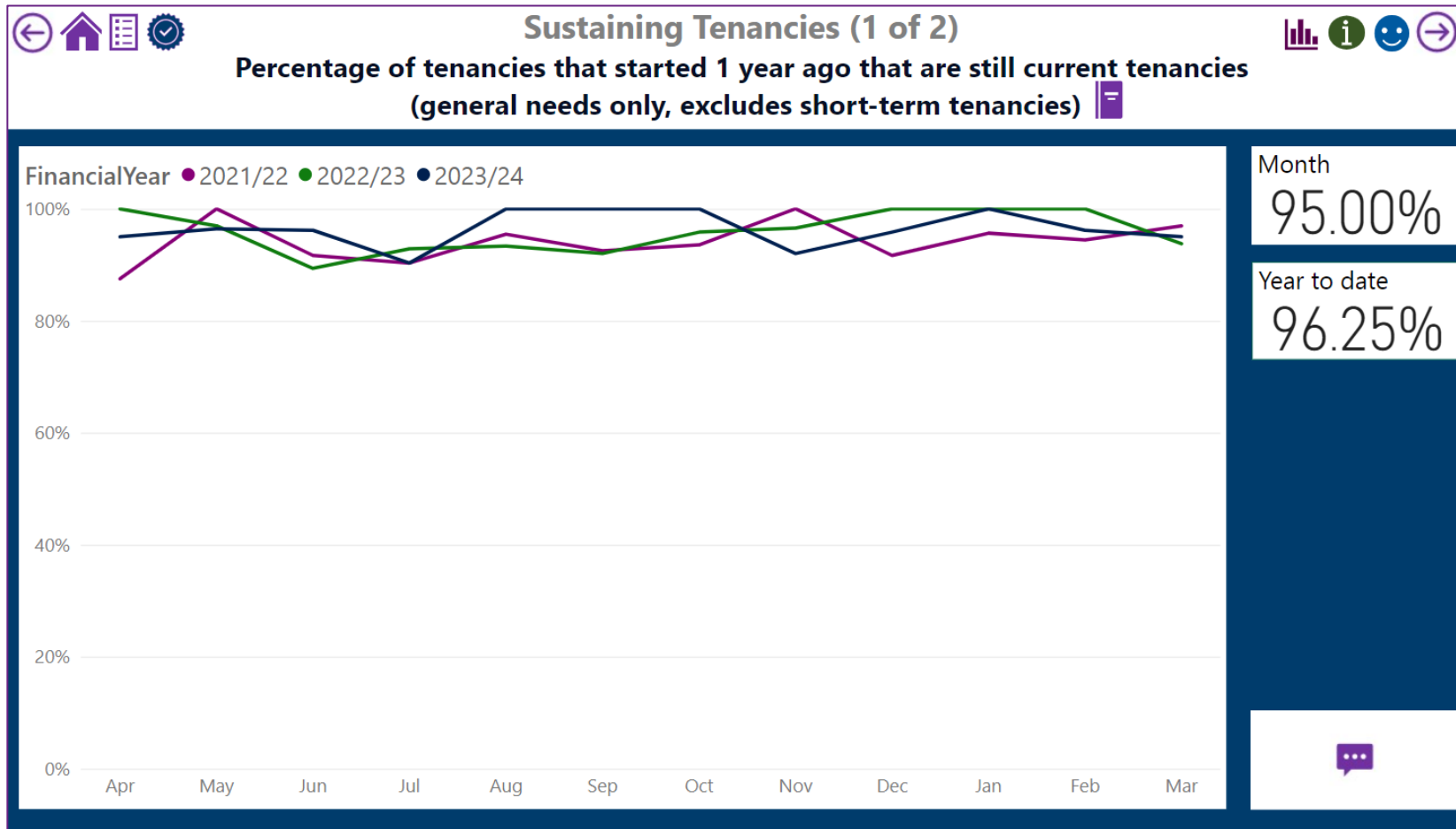
Performance Report as at:

31/03/2024

Performance Report updates for 2023/24

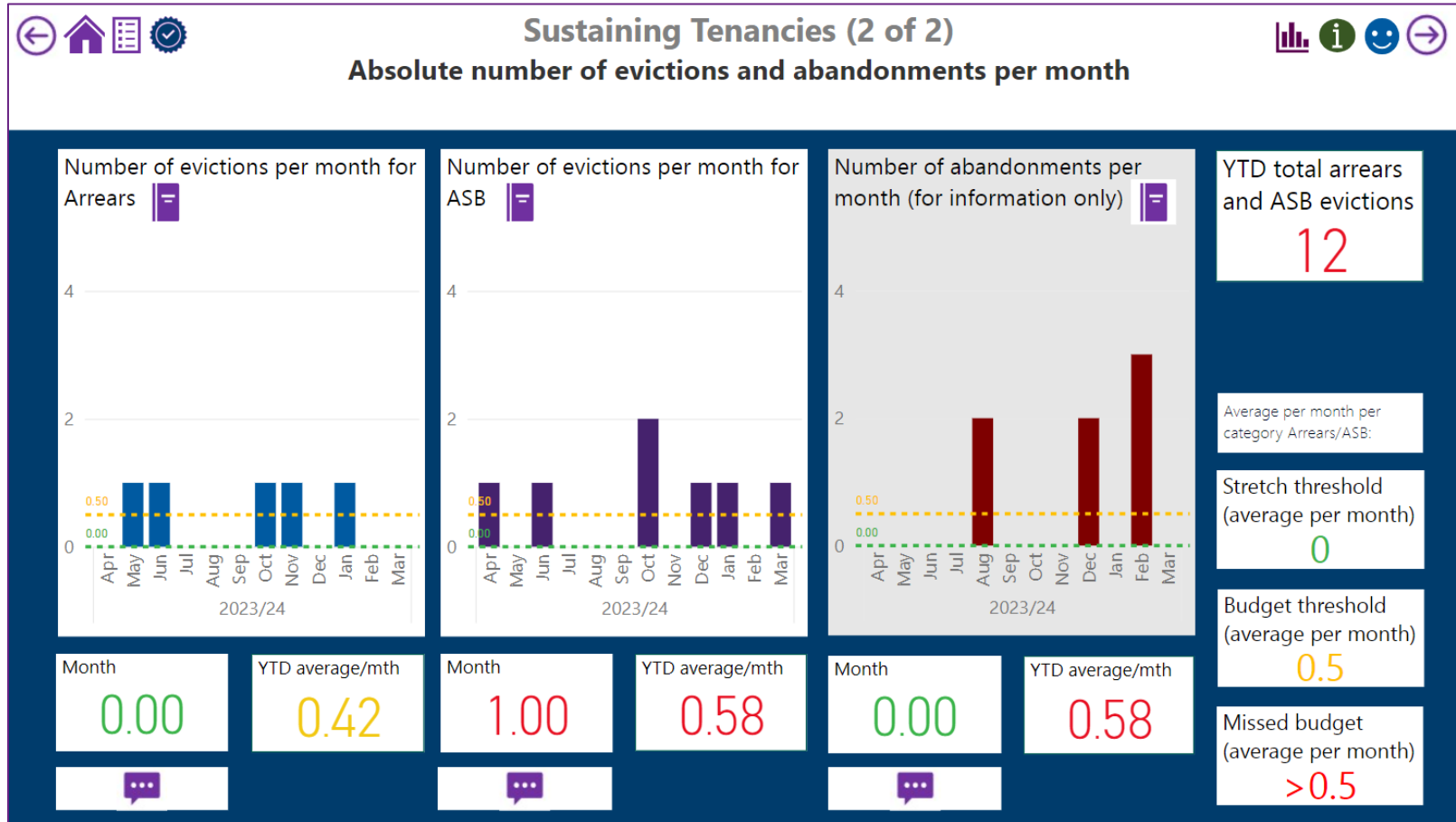
[Click here to enter the report](#)

# Accountability to the board



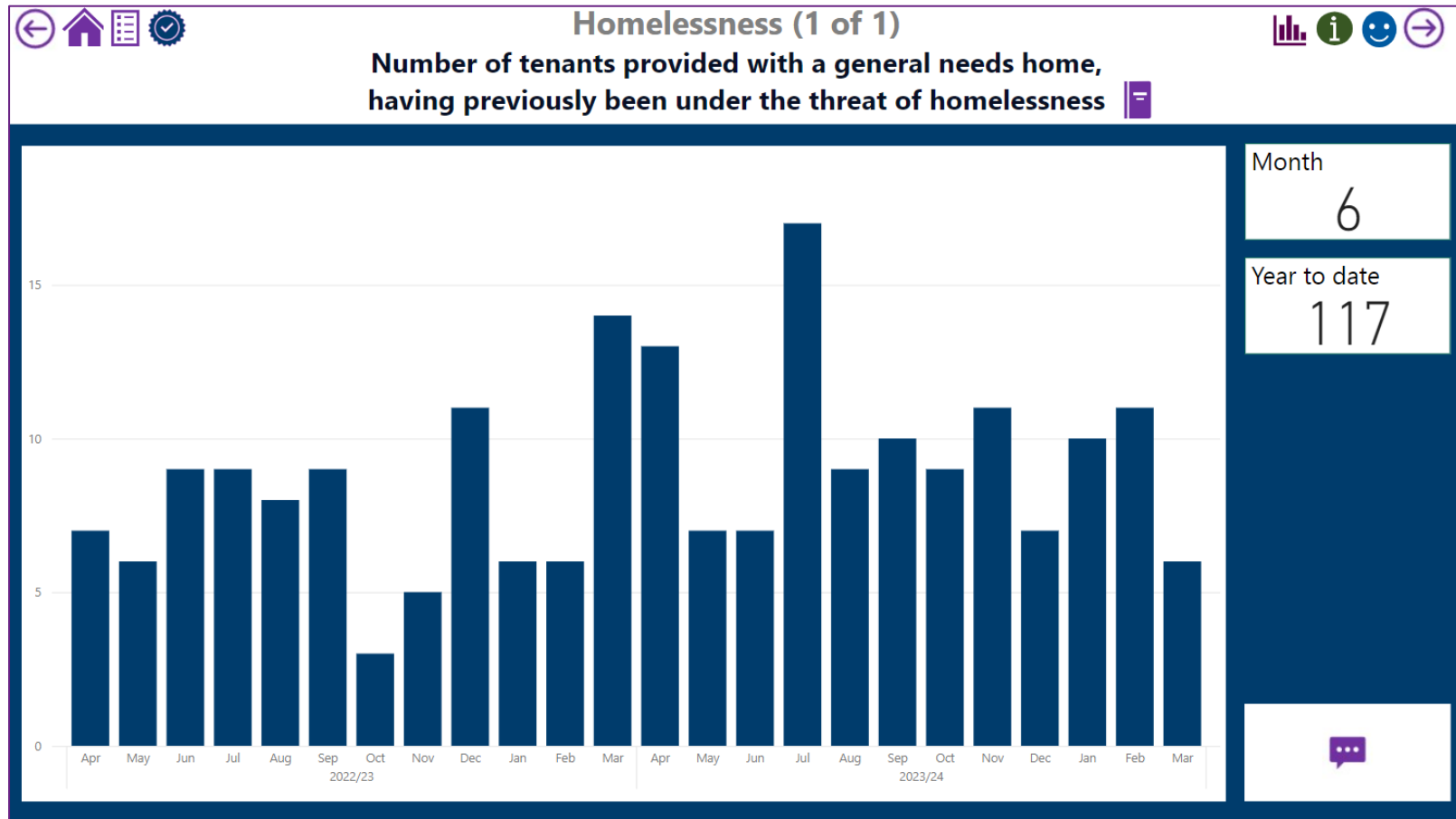
March 2024 - PowerBI

# Accountability to the board



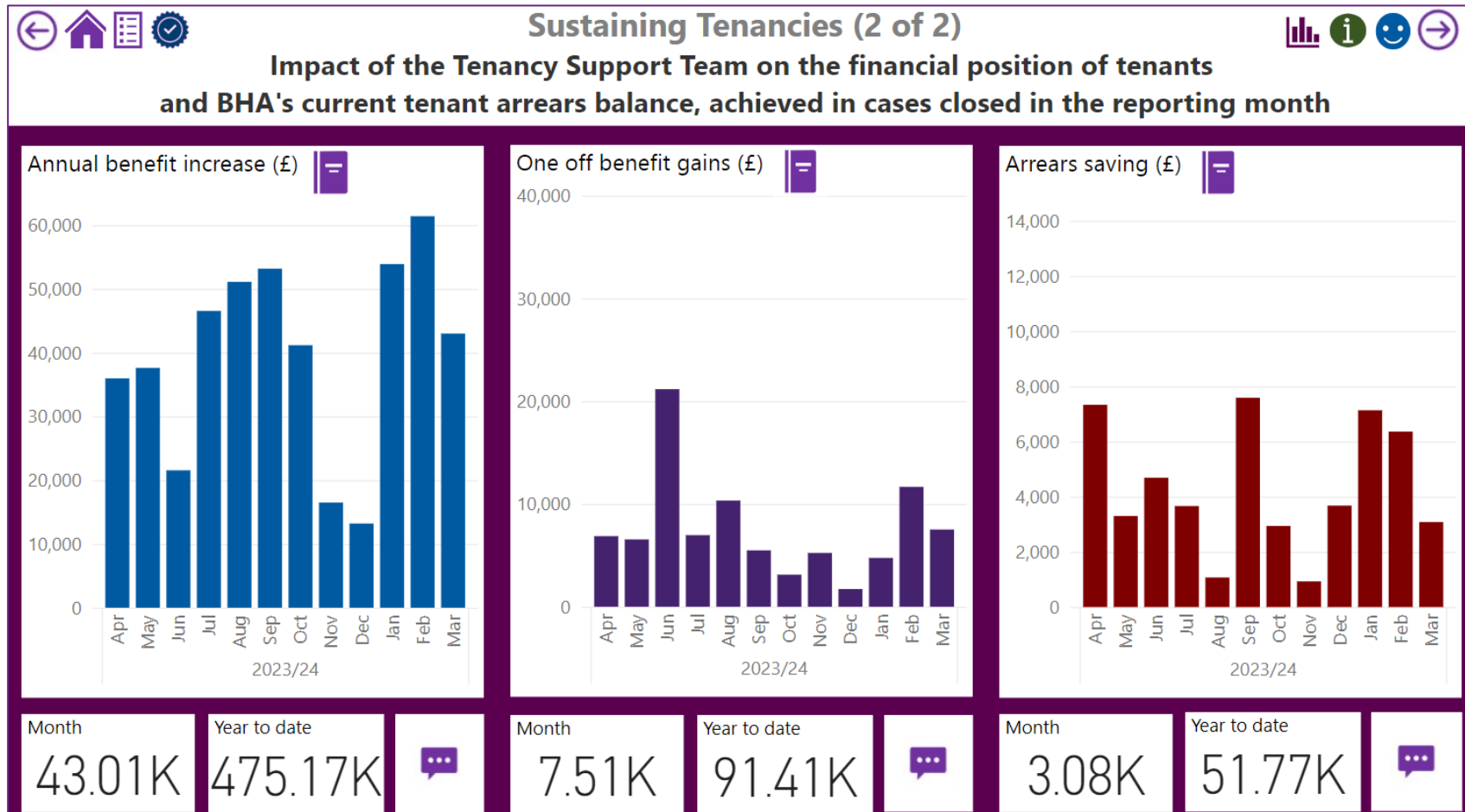
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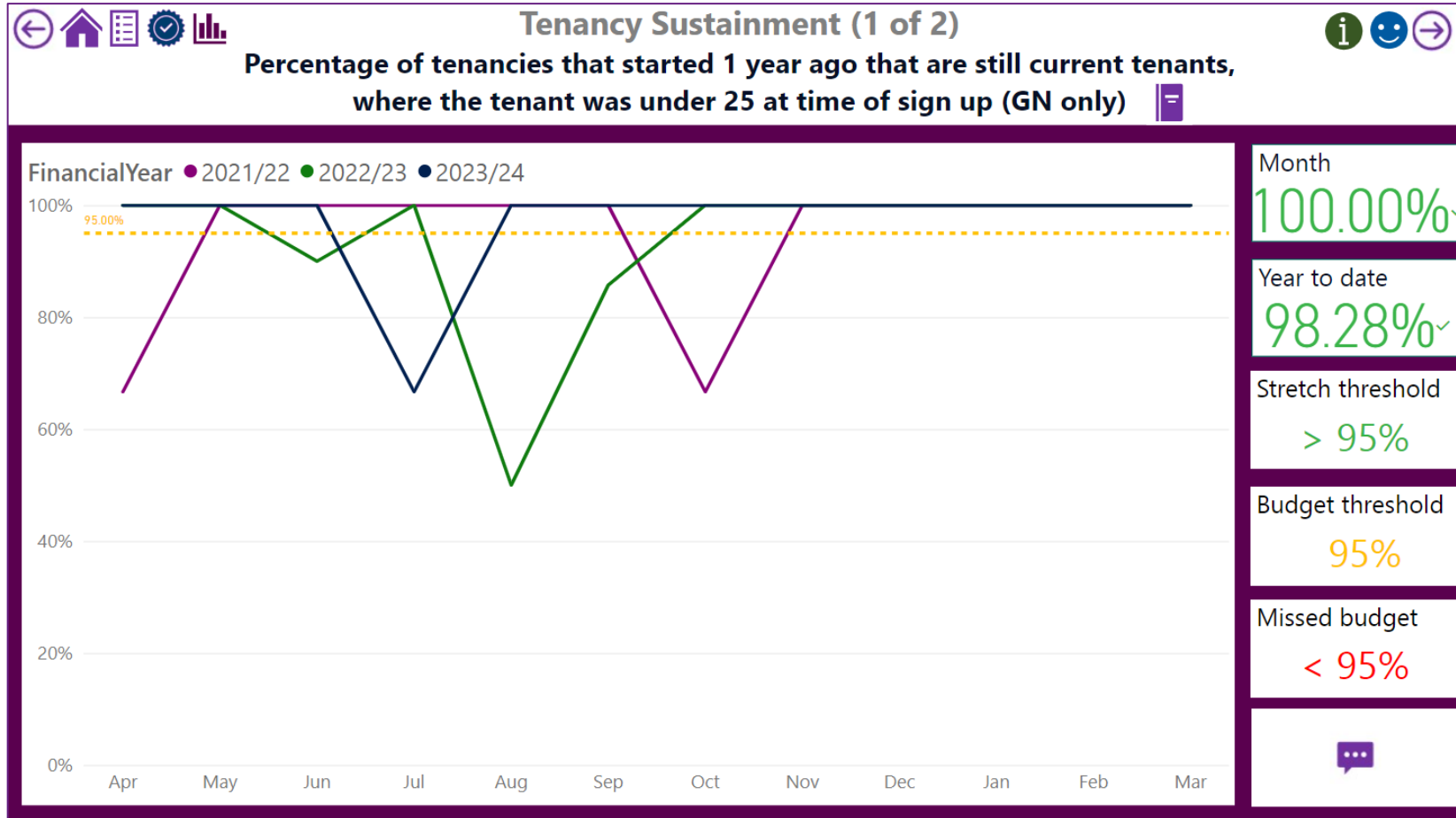
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# Accountability to the board



March 2024 - PowerBI

# Accountability to the board



March 2024 - PowerBI

# Accountability

- **The Regulator of Social Housing**
  - **No visibility** on:
    - Void Turnarounds
    - Allocations
    - Tenancy sustainment
    - Evictions
- The challenge for all social landlords
  - **Balancing** the needs of existing tenants **AND** these who need to be our tenants



**MISSED OPPORTUNITY**

**Lack of benchmarking** on the sector's effectiveness on reducing homelessness

# Partnerships - formal

- We can't make a difference without partnerships
  - **Norfolk Strategic Housing Partnership**
  - **Norfolk Homelessness Solutions Forum**
  - Charter
  - Commitments




- Health – physical and mental
- Social services
- Housing authorities
- Police and Justice
- Support agencies
- Social landlords

# Partnerships - informal

- Also working together informally with others including:
  - **The Trussell Trust**
    - The Essentials Campaign
  - **Norwich Church of England Diocese**
    - Cost of living focus
    - Bishops!

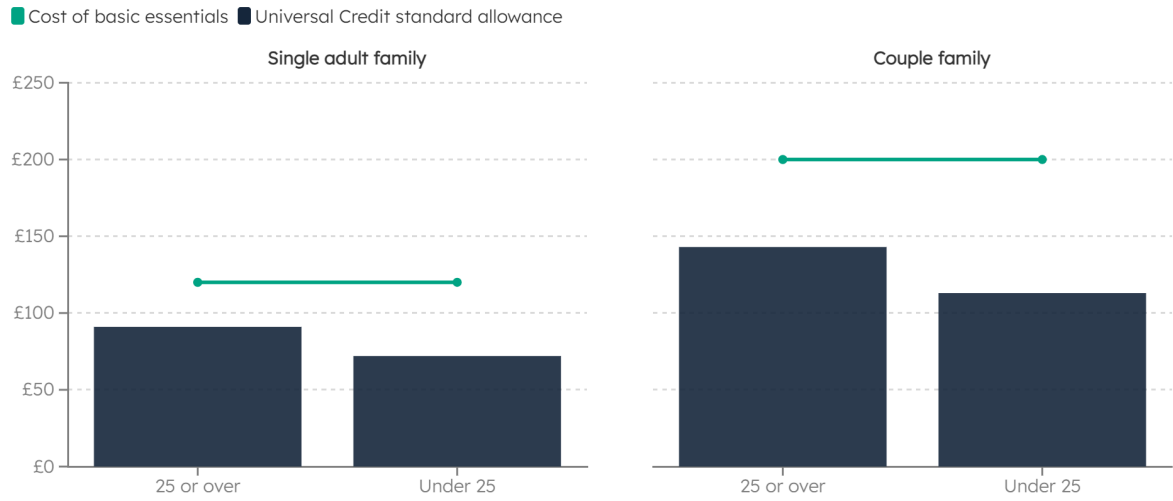


 THE CHURCH  
OF ENGLAND  
Diocese of Norwich



# Prevention – The Trussell Trust campaign

**Chart 1: Universal Credit’s standard allowance compared to our indicative Essentials Guarantee level (£ per week in 2024/25)**



Too often low-income individuals and families must **choose between eating, heating and housing.**

**Amount needed to afford essentials for the adults in a household (for 2024/25)**

Essential	Single £ per week	Couple £ per week
Food and non-alcoholic drinks	£39	£72
Electricity and gas	£27	£38
Water	£6	£8
Clothes and shoes	£6	£12
Communications, including phones, internet and postage	£9	£12
Travel	£16	£32
Sundries - for example toiletries, haircuts, cleaning materials, bank charges	£15	£23
<b>Total (rounded)</b>	<b>£120</b>	<b>£200</b>



Source: Joseph Rowntree Foundation and the Trussell Trust

# Summary:

"My mental health has really suffered [being homeless]. To be completely honest, if it wasn't for Sarah and Broadland's support each week I would not be here today"



[startsathome.org.uk](http://startsathome.org.uk)



Simon, Broadland Housing tenant

- **Motivation**
  - Organisation focus and commitment
  - **Everybody involved**
- **Accountability**
  - Stretch targets and performance reported
  - **The Commitments**
- **Partnerships**
  - Recognition we achieve most when we work with others
- **Stay people focused**

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