THINKING ABOUT SETTING UP A SERVICE?
A GUIDE FOR INDIVIDUALS AND ORGANISATIONS
DEVELOPING A RESPONSE TO HOMELESSNESS
THINKING ABOUT SETTING UP A SERVICE?
A guide for individuals and organisations developing a response to homelessness

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INTRODUCTION
Homeless Link has a vision to end rough sleeping by 2012 and homelessness by 2020. We believe that everyone has a right to shelter in 21st century Britain. There must be an alternative to the streets for every person in every area. This will only be possible with a whole community response, which means the voluntary and community sector, local authorities and Government working together to support people out of homelessness and towards stable and fulfilling lives.

WHO IS THIS GUIDE FOR?
This guide is aimed at individuals or small organisations who are considering setting up a service in response to homelessness in their area. It can also be used by local authorities working with community services as a good practice note.

WHAT IS THE AIM OF THE GUIDE?
This guide focuses mainly on the strategic and over-arching aspects of setting up a service. Practical advice is included but it should be noted that there a number of variables – such as type of service, client group and local area context – which preclude offering a comprehensive step-by-step guide or ‘one size fits all’ model. Each service is different and only adequate scoping, preparation and research will ensure that you choose the best model for your service.

For individuals or organisations new to the homelessness sector, the most effective response may be to work with an existing service rather than create new provision. This guide should help you to reflect on where your strengths lie and how best to make a difference.

POLICY CONTEXT
Rough sleeping numbers have fallen over the last decade, however between 2006 and 2008 the figures remained static, and 2011 figures indicate they are rising again. In 2008, the previous Government launched No One Left Out: Communities ending rough sleeping, a 15 point action plan developed with leading rough sleeping charities to help end rough sleeping for good. This was followed by a pledge from the Mayor of London, Boris Johnson, to end rough sleeping in London. This is significant as London accounts for more than half the national rough sleeping population. In 2009 The Mayor set up the London Delivery Board, which meets every two months and brings together senior representatives from the voluntary sector, Local Authorities, UK Border Agency, Ministry of Justice, CLG and the NHS in London to coordinate efforts to end rough sleeping across the capital.

In July 2011 Grant Shapps MP, Minister for Housing and Local Government in the Department for Communities and Local Government (DCLG) launched Vision to end rough sleeping: No Second Night Out nationwide, a cross-governmental vision for addressing homelessness with a particular focus on rough sleeping. The Ministerial Working Group on Homelessness brings together eight
government departments with the shared aim of preventing and reducing homelessness, and improving the lives of those people who do become homeless. The Working Group acknowledges that homelessness is about more than housing, and therefore addressing homelessness requires cross-Government commitment. The Homelessness Transition Fund was launched alongside the strategy.

The 2002 Homelessness Act placed a statutory duty on every local authority to undertake a homelessness review and to create a homelessness strategy at least once every five years. Being aware of your local strategy and how a new service will be relevant to it will help you to establish support from and partnership working with the local authority and other local agencies.

For more information on the current policy context please see: http://www.homeless.org.uk/policy-practice-framework

**PRACTICE**

Homeless Link believes that the No Second Night Out (NSNO) vision can be achieved through four pledges:

1. No one new to the streets should spend a second night out
2. No one should make their home on the streets
3. No one should return to the streets once they have been helped off of them, and
4. Ultimately no one should arrive on the streets.

New services should be able to demonstrate how they will meet one or more of these pledges. The pledges are also a useful means of assessing what type of service will be most effective in your area, for example if there is an entrenched rough sleeping population or whether prevention work with the hidden homeless might be more relevant.

No Second Night Out is also the name of a pilot scheme launched to ensure no one arriving on the streets of London sleeps rough for a second night. Using partnership working across central London boroughs, a public telephone referral line, and close links with outreach teams, new rough sleepers arrive at a Hub for rapid assessment and an appropriate offer of accommodation, often through reconnection. For more information please see http://www.nosecondnightout.org.uk. This pilot informs NSNO nationally, but implementation and models of service delivery are expected to vary by region so that ‘no second night out’ will often describe an approach rather than a specific model.

The Homelessness Transition Fund aims to support the implementation of the NSNO approach nationally by funding voluntary agencies to implement new projects that achieve outcomes in line with the NSNO standard. For more information please see: www.homeless.org.uk/fund

Guided by the DCLG, Homeless Link is responsible for issuing revised guidance around areas such as rough sleeper street counts and the severe weather emergency protocol (SWEP). You should familiarise yourself with this guidance if you are planning to set up service that addresses homelessness and rough sleeping: www.homeless.org.uk/effective-action

The design of new services should be informed by an awareness of existing good practice and specialist interventions. For example, the rough sleeping 205 project, personalisation pilots and innovative models of housing provision have successfully helped entrenched rough sleepers to access and sustain accommodation.

http://www.homeless.org.uk/specialist-interventions
You should also understand how and why people become homeless, as well as pathways out of homelessness. Please use the resources on our website to find out more:

Who is homeless? [http://www.homeless.org.uk/who-is-homeless](http://www.homeless.org.uk/who-is-homeless)
Homeless legislation: [http://www.homeless.org.uk/legislation](http://www.homeless.org.uk/legislation)
Effective organisations: [http://www.homeless.org.uk/effective-organisations](http://www.homeless.org.uk/effective-organisations)

**SCOPING**

**IS IT THE RIGHT APPROACH?**
Setting up a new homelessness service is appropriate when:

- Need has been established
- A clear method has been identified to meet that need
- There is no other provision in the local area
- Emergency provision is inaccessible to those with a direct need due to restrictions on criteria
- All alternatives have been explored
- You are the right organisation for the job

**ASSESS YOUR SKILLS**
Working in homelessness requires a range of skills and knowledge, from the ability to train and manage staff and volunteers, to expertise in mental health, drugs and alcohol and complex needs. For individuals seeking to make a difference in homelessness, there are opportunities to develop skills and experience through frontline volunteering or becoming a trustee of an existing charity.

Assess your skills objectively – an effective homelessness service has to be based on practical skills and sector-specific expertise, as well as good intentions. Your clients will benefit in the long term if you develop skills and knowledge in existing services rather than setting up a new service without this grounding. [http://www.volunteering.org.uk/](http://www.volunteering.org.uk/)

It is also worth reflecting on your motivation to set up a service – are you meeting the needs of homeless clients or meeting your need to take action? Taking time to reflect, research and plan will ensure that your good intentions are matched by effective action.

**ESTABLISH NEED**
The impetus to set up a new service is often a humane response that seeks to alleviate the hardship of others, for example by providing free food, clothing or shelter. This may be prompted by visible street activity such as rough sleeping or begging, or from concerns about the impact of changes in wider society such as cuts in public spending, welfare reform and rising unemployment.

Before setting up a new service it is crucial to establish that the activity meets a real need in your local area rather than a perceived need. For example, a service offering free food will always experience high demand, but this may reflect an underlying need for welfare benefits and budgeting advice rather than a need for the food itself.

In some cases, it may appear that no service is meeting a need because there is a visible problem, when in fact there are often a multitude of services working with individuals whose complex needs
mean there are no quick solutions. There is a risk that a new service can undermine or duplicate the work these services are doing, for example by sustaining rough sleepers on the streets through provision of basic support alone.

Speaking to existing services and finding ways to improve and extend their support can be an effective way of responding to need without undermining or duplicating existing provision.

Rough sleeping is associated with deterioration in health, well-being, safety, social networks and employment prospects. The average age of death for a rough sleeper is just 42 years old. Those establishing new services should acknowledge that, while meeting basic needs is a humane response, services that fail to tackle rough sleeping and address a person’s needs holistically could have a seriously detrimental effect on the individual’s long term outcomes.

To ensure you are going to make real difference and fill a gap in provision you need to work in collaboration with other projects. To establish need and make a case for your service, you should:

- Record the visual or reported issue/need (including numbers and related issues).
- Speak with your local authority and other local services to get their view – many areas have a multi-agency homelessness forum whose chair will know about the local context.
- Meet with local business and community agencies such as the police to gather intelligence.
- Carry out a survey.
- Gather statistics.
- Refer to Homeless Link’s local Homeless Watch reports.
- Use the Homeless Link SNAP report.
- Find out what homelessness services already exist (outreach, hostels, day centres, night shelters etc) by searching on www.homelessuk.org
- Explore potential partnerships to meet need.

UNDERSTAND YOUR LOCAL AREA

The context of homelessness varies greatly across England, with different primary needs and issues depending on the region. Examples of local issues that impact on homelessness include: proximity to a transport hub, rural areas with dispersed housing/services, a seasonal work economy, housing used for summer tourist lets, and the presence of a prison or hospital. The structure of the local authority, how the Supporting People grant has been allocated or cut, the type of accommodation available, and issues with neighbouring authorities can also affect the way you are able to set up and deliver a service. If you want to support homeless people, it is crucial you understand your local area and what it already offers.

A key issue for new services is the ‘magnet effect’ – the possibility that creating a service attracts clients from outside the local area, with the increased demand on local services this implies. Many services can only work with clients who have local connection, as this is a condition for accessing housing services. The magnet effect should be addressed while identifying need and planning a new service, ideally in consultation with the local authority. A reconnection protocol based on working relationships with services in neighbouring areas is one solution. Local connection is an issue because of the risk that a client will end up sleeping rough until they establish a local connection, which places pressure on services and puts the client at risk.

NSNO is an approach that can be tailored to meet local need. As well as the London pilot, there are currently NSNO services in development in other areas such as Liverpool and Newcastle. Homeless
Link’s regional team can help you to understand more about your local area and identify relevant good practice examples. [http://www.homeless.org.uk/regions](http://www.homeless.org.uk/regions)

**WHAT ARE THE MODELS OF PROVISION? WHAT WORKS?**

The most common services set up by people without prior experience of service delivery respond to a visible need by offering immediate relief of hardship, such as:

- Night shelters
- Soup runs and soup kitchens
- Open access drop-in day centres
- Non-commissioned street outreach teams, usually linked to one of the above services

While popular, these are not necessarily the most effective response to support clients out of homelessness. Basic provision may have unintended consequences such as sustaining unsafe rough sleeping by undermining support from other services.

The homelessness sector as a whole has moved away from basic provision and towards more sustainable responses, such as hostels offering a pathway into training, employment and independent move on. There are also new models of provision for clients with complex needs that aim to break the cycle of eviction and rough sleeping.

Other models of provision are usually commissioned by local authorities from experienced providers:

- Hostels
- Second stage supported accommodation
- Specialist projects e.g. abstinence-based or complex needs accommodation
- Street outreach with referral rights e.g. into hostels or detox
- Drug and alcohol services
- Rent deposit and private rented schemes

These types of service are not the only way to tackle homelessness in your area. The prevention of homelessness and rough sleeping involves a holistic approach that goes beyond the provision of food and shelter. If you have followed the guidance in this document and found that direct provision might not be the best response, consider taking an alternative approach that makes best use of your skills and resources, such as:

- Fundraising for existing services
- Training and supporting befrienders to work with clients of existing services
- Setting up a rent deposit scheme that works with landlords and homelessness agencies
- Providing in-reach to existing services, such as life skills training or specialist advice workers
- Developing and funding a sustainable volunteer training programme to support existing services, involving current or former homeless clients
- A social enterprise that employs clients of homelessness services to help them gain independence, such as PAT testing, catering or a charity shop.

**Homeless Link’s Regional Managers** will support organisations to develop a response to homelessness that is appropriate to the local area, meets client needs and complements existing provision.

**Find details of your Regional Manager at**: [http://www.homeless.org.uk/contact-regional-manager](http://www.homeless.org.uk/contact-regional-manager)
CASE STUDY: PARTNERSHIP WORKING

Organisation A delivered a soup run service for a few years, but seeing the same clients month after month led them to question the value of their impact. After speaking to local providers, they decided to relocate to a hostel building and train the team as befrienders. The befriending enabled them to identify support needs and signpost clients to services, while the location helped clients to get to know the hostel and its staff. As a result, Organisation A saw a rise in clients accessing accommodation and no longer needing their service.

PREPARATION

WHAT TYPE OF ORGANISATION?

Services can be delivered by different types of organisation. After establishing need, and assessing the best way to meet this need, you should research which type of organisation is appropriate and how you will meet related legal and governance requirements. If you have concerns about setting up an organisation, an alternative is to speak to existing providers about how you can support them within an existing service. Working in partnership could reduce the time you have to spend on organisational administration, which start-up services often underestimate.

Types of organisation include community groups and charities. A community group can be small, for example it could be a group of clients who use homelessness services and want to fundraise for a project of their own. The group will need at least five people and a written constitution. Community groups may be able to access specific types of funding not available to larger organisations. On the other hand, a charity is a legal entity and must comply with specific rules and regulations, including governance by capable trustees. You should explore the requirements of each type of organisation in order to decide which is best suited to your purposes. The resources below provide straightforward information to help you make this decision.

Homeless Link community groups http://www.homeless.org.uk/involving-clients-wider-community
Charity Commission http://www.charity-commission.gov.uk/Start_up_a_charity/Set_up/default.aspx
NCVO http://www.ncvo-vol.org.uk/settingupacharity
GMVSS factsheets http://www.gmvss.net/factsheets

Social enterprises can be run by different types of organisation, for example a charity or a community interest company (CIC), which can offer different advantages in terms of financing, tax and regulation. The resources below include details on business structures for trading.

Business Link http://www.businesslink.gov.uk
Guardian http://www.guardian.co.uk/society/2009/dec/01/setting-up-community-interest-company
BIS http://www.bis.gov.uk/policies/business-law/community-interest-companies
NCVO http://www.ncvo-vol.org.uk/advice-support/funding-finance/income-sources/open-market
AIMS, OBJECTIVES, OUTPUTS AND OUTCOMES

Defining your aims and objectives means you can be confident about what your service is trying to achieve and how you are going to do it. This will also support staff, volunteers and clients to understand and work towards these aims and objectives consistently, as well as helping to explain the service to potential funders. Make sure you understand what aims and objectives are and how your service plans to meet them.

Charities Evaluation Services use this definition:
- **Aims** are the changes you hope to achieve as a result of your work.
- **Objectives** are the activities you undertake and the services you offer to bring these changes about.


Defining outputs and outcomes will distinguish between what you are doing and what impact you are having. Services can fall into the trap of focusing on outputs (e.g. how many clients attend the service) instead of the outcomes (e.g. what benefit clients gained from attending the service). Funders will often require information on outcomes as part of their application process.
- **Outputs** are all the detailed activities, services and products of your organisation. Outputs might include keywork sessions, groupwork sessions, or advice and information.
- **Outcomes** are the effects of your activities: the changes, benefits or learning that occur as a result of the work you do. For most homelessness organisations, outcomes will describe a change in their service users, for example improved independent living skills, moving to more stable or independent accommodation, addressing substance misuse or stabilising mental health.

Homeless Link: [http://www.homeless.org.uk/outcomes](http://www.homeless.org.uk/outcomes)


RISK AND PRACTICAL REQUIREMENTS

Understand the risks involved in setting up a new service. This includes risk to your organisation and its members, risk to the community and risks that the service will present along the way. You need to establish what these are and how you intend to mitigate them. Key risks and practical considerations to consider include:
- Building insurance
- Licence/planning for new buildings, i.e. change of purpose
- Health and safety: for the building, staff, volunteers and clients
- Risk assessments: for the building, staff, volunteers and clients
- Increasing demand in a local area – the ‘magnet effect’
- Working with high risk clients
- Not being able to meet need
- Lack of suitable solutions for clients
- Overlap with and opposition from existing organisations
- Negative reactions from the local community
- Being unable to achieve sustainable funding

There are a variety of simple business analysis tools that can be used to reflect on risk for your service, for example a SWOT analysis (covering strengths, weaknesses, opportunities, threats) or
PESTLE analysis (covering political, economic, social, technological, legal and environmental areas of impact).

There is a wide range of free internet resources about using these sorts of business analysis tools, for example:  
http://www.businessballs.com/swotanalysisfreetemplate.htm  
http://www.businessballs.com/pestanalysisfreetemplate.htm

You can also refer to the ‘risk register’ produced as part of Homeless Link’s No Second Night Out guidance to assess likelihood and impact of risk:  
http://www.homeless.org.uk/effective-action/NSNO

Alternatively, use the table below as a prompt to consider potential risks and what actions can mitigate them. The areas of risk will vary between locations. Please ensure you revise the table to include risks that are relevant to your service.

<table>
<thead>
<tr>
<th>Area of risk</th>
<th>What is the risk</th>
<th>Mitigating actions and future planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community</td>
<td>• Example: neighbours object to the service opening</td>
<td>• Example: attend community meeting to talk through their concerns</td>
</tr>
<tr>
<td>Clients</td>
<td>• Example: clients presenting with challenging behaviour</td>
<td>• Example: staff trained in managing conflict; risk assessments in place; local Outreach team doing in-reach sessions to help build relationships; PCSOs drop in during their patrols</td>
</tr>
<tr>
<td>Funding</td>
<td>• Example: funding might not be renewed</td>
<td>• Example: ensure service is funded from diverse income streams, use NCVO Sustainable Funding tools to create fundraising strategy.</td>
</tr>
<tr>
<td>Building</td>
<td>• Example: concerns about safety re: client numbers and exits.</td>
<td>• Example: Fire Officer to assess building and provide guidance.</td>
</tr>
<tr>
<td>External relationships &amp; joint working</td>
<td>• Example: clients are working with multiple providers and support may be duplicated.</td>
<td>• Example: establish joint working protocols and client consent procedures so that staff know what work is in process elsewhere.</td>
</tr>
<tr>
<td>Service</td>
<td>• Example: service is increasing need within your local area</td>
<td>• Example: reconnection procedure in place</td>
</tr>
</tbody>
</table>

**TRAINING AND EXPERTISE**

You must ensure that staff and volunteers are adequately trained and supported to deliver a service effectively. Homeless and vulnerable adults can often present with complex needs such as physical and mental health problems, drug and alcohol dependency, and social isolation. As well as understanding how these issues impact on clients’ needs and risks, staff and volunteers should recognise their limits and know how to refer or signpost to other services when appropriate.

Alongside issues affecting clients, the team will need to be trained on practical aspects of running a service to ensure that both the building and people in the service are safe.
Some of the areas in which a new service team will require training and expertise include:

- Health and safety
- Recruitment and referencing of staff and volunteers
- Managing risk
- Policies and procedures e.g. incidents and exclusions
- Drug and alcohol misuse
- Homelessness and the law
- Managing volunteers
- Welfare and benefits training
- Safeguarding vulnerable adults
- Mental health
- Staff and volunteer supervision

Some of these areas, such as health & safety and working with drug users, carry legal implications. You must seek advice to ensure that your service operates in a safe and legal manner. Please refer to websites such as those listed below for guidance and training opportunities.

Get Legal [www.getlegal.org.uk](http://www.getlegal.org.uk)
Homeless Link [www.homeless.org.uk](http://www.homeless.org.uk)
NCVO [www.ncvo-vol.org.uk](http://www.ncvo-vol.org.uk)
CVS [www.csv.org.uk](http://www.csv.org.uk)
Volunteering England [www.volunteering.org.uk](http://www.volunteering.org.uk)
Charity Commission [www.charity-commission.gov.uk](http://www.charity-commission.gov.uk)

**IMPLEMENTATION**

**DEVELOPING A BUSINESS PLAN AND FUNDING**

A business (or strategic) plan should form the basis of effective service development. It helps everyone in the organisation to understand how their role relates to the service as a whole, as well as what the priority areas are for service development. A business plan can be used to support funding applications by demonstrating a coherent vision for the service through its short, medium and long term goals.

Securing funding for new services is hard work, with each funding application requiring time and skill to ensure it is relevant to the funders’ specific requirements. Funding can be obtained from a number of places, such as local authorities, trusts, foundations or charitable donations. All require thorough administration processes to ensure funds are allocated and spent in accordance with the funder’s specifications. Time will be needed to build and maintain relationships with funders.

You should also consider how the service will achieve sustainability in its funding. The NCVO’s Sustainable Funding Project provides a range of resources and support in this area.

*Business planning*

Homeless Link business plan and case for support templates for day centres, which are also applicable to other services: [http://www.homeless.org.uk/funding-daycentres](http://www.homeless.org.uk/funding-daycentres)

**Funding**


NCVO Sustainable Funding Project: [http://www.ncvo-vol.org.uk/advice-support/funding-finance](http://www.ncvo-vol.org.uk/advice-support/funding-finance)

Homeless Link funding for day centres: [http://www.homeless.org.uk/funding-daycentres](http://www.homeless.org.uk/funding-daycentres)

Homeless Link grants funding: [http://www.homeless.org.uk/grants-funding](http://www.homeless.org.uk/grants-funding)

Homeless Link public service funding: [http://www.homeless.org.uk/public-service-funding](http://www.homeless.org.uk/public-service-funding)

GMVSS factsheets: [http://www.gmvss.net/factsheets](http://www.gmvss.net/factsheets)

**CAN YOU MEASURE YOUR IMPACT?**

Measuring your impact will allow you to demonstrate your successes, develop your service and secure sustainable funding in the future. Following on from the initial steps to evidence need, this should become a continuous cycle of evaluation and reflection to ensure your service is still relevant a year down the line. Make sure you have suitable methods in place to measure your impact, for example using these tools and resources:

Measuring outcomes: [http://www.homeless.org.uk/outcomes-measure](http://www.homeless.org.uk/outcomes-measure)

Critical mass tool kits: [http://www.homeless.org.uk/cmtoolkit](http://www.homeless.org.uk/cmtoolkit)


**MAPPING SERVICES AND MAKING CONTACTS**

In setting up a service to support homeless people, you need to define the service’s role and know when it is appropriate to signpost clients elsewhere. This is particularly important when a client needs to access statutory services e.g. housing or mental health services. Ideally you should set up a meeting with a lead worker at these agencies and agree a joint working protocol with details of how referrals or self-referrals can be made and what information will be shared with the client’s informed consent. For help designing your consent procedures please refer to the resources in our Critical Mass ethics toolkit.


Map the local services in your area using the Homeless UK database and local resources. Find out what services are in your local area and who the key contacts are, and produce a resource list or file. This resource should be updated regularly – don’t forget to ask for clients’ input as they might have additional local intelligence. This table suggests some useful agencies:

<table>
<thead>
<tr>
<th>Service</th>
<th>Contact</th>
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<tbody>
<tr>
<td>Housing Benefit contact (local authority)</td>
<td></td>
</tr>
<tr>
<td>Job Centre</td>
<td></td>
</tr>
<tr>
<td>Rent Deposit Scheme / local landlords</td>
<td></td>
</tr>
<tr>
<td>Housing Options (local authority)</td>
<td></td>
</tr>
<tr>
<td>Day centres</td>
<td></td>
</tr>
<tr>
<td>Local hostels and night shelters</td>
<td></td>
</tr>
<tr>
<td>Housing advice services</td>
<td></td>
</tr>
<tr>
<td>Outreach service</td>
<td></td>
</tr>
<tr>
<td>Police (Safer Neighbourhood Team)</td>
<td></td>
</tr>
<tr>
<td>Local women’s service</td>
<td></td>
</tr>
</tbody>
</table>
Drug & Alcohol Team
Mental health services
Employment support centres
Local law centres
Libraries and places with free internet access
Reconnection services
Citizens Advice Bureau
Furniture projects

To find services in your area please see: [http://www.homelessuk.org/details](http://www.homelessuk.org/details)

**GETTING THE MOST FROM YOUR VOLUNTEERS**

New services often rely heavily on volunteers, especially at the beginning. Make sure you recruit people with relevant skills and commitment to your project. Volunteers want to feel helpful and to be able to develop. If volunteers have nothing to do, you may need to consider whether your service is indeed necessary or whether you have the right volunteers. Learning to delegate can be difficult, but if you want to support the community, working together is the first and most crucial step. At the same time, supporting the needs of volunteers should not be the service’s main purpose.

When recruiting volunteers, ensure:

- You have a suitable job description and person specification
- Roles and responsibilities are clearly defined
- Reference and CRB disclosures are in place (CRBs are good practice and essential if there is any chance that volunteers will be lone working with homeless clients, at least some of whom will be vulnerable)
- You have an induction pack
- Training and supervision is in place
- Volunteers are included in processes around organisational change as much as paid staff
- Development opportunities are available

For more information: [http://www.homeless.org.uk/volunteer-management](http://www.homeless.org.uk/volunteer-management)

**ACHIEVING SUSTAINABILITY**

Once you are established, achieving sustainable funding can be tough, especially in the current economic climate. You will need to keep in touch with your funders, establish new funding streams early, and keep identifying new and emerging needs. Your service could even resolve the issue it set out to address, in which case the best response may be to repeat the planning stage to see how resources can best be used, even if this means closing the service. Please utilise the resources listed in this guidance.

For further information and guidance on the issues raised in this guidance, please contact your Homeless Link Regional Manager, or Tasmin Maitland in Homeless Link’s Innovations & Good Practice Team on 020 7840 4451, email tasmin.maitland@homelesslink.org.uk