Erosh Five Year Business Plan 2016 to 2021

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Reviewed November 2016

Next review due November 2017

# Erosh – Background

* 1. Erosh was founded in 1996 andbecame a registered charity in 2003. Our charitable objectives are:
* ‘Promoting the education of the public in the provision of older persons housing and services in order to relieve the needs of older people; and
* To relieve the needs of older people by promoting the effective use of resources by charities and non-charitable organisations within the older persons housing and support sector’.

## In 2011, to reflect the changing face of older people’s housing and support, Trustees agreed a new vision for erosh: ‘Championing *quality housing and support for our ageing population’.*

## Erosh is a national consortium of members which includes individuals, associates and organisations. We are at the heart of the older people’s housing sector and we forge partnerships across related sectors. We enable service providers to help older people make informed choices by raising awareness of the housing and services available, and by promoting the benefits of housing and support.

# External Context

## Austerity continues to challenge the range and quality of services; under the Coalition government our sector faced radical and far reaching changes which continue under the Conservative Government and which set the context for our business plans. In particular:

* Substantial reductions in or removal of grant funding
* Care and welfare reform
* Housing changes generally e.g. rent reduction and Right to Buy
* Continuing shortage of affordable housing

## With the UK's older population expected to rise significantly over the next few decades, there is a real shortage of appropriate housing and services to meet the needs and aspirations of older people. Expectations, needs and aspirations, amongst especially ‘younger’ older people, continue to change linked to lifestyle choice. The move towards affordable rents, tenancy changes, and restrictions on housing benefit put further pressure on older people living in ‘family’ accommodation to downsize, and on providers to promote both existing and new specialist housing despite some stock no longer being ‘fit for purpose’. Without an expansion in types of housing available, the ability to make housing choices in later life is a myth for most.

## Erosh promotes the need to redefine what it means to be ‘*old’*; to challenge stereotypes around ageing; to reinforce the contribution of older people; and to challenge statements and policies that treat older people as a homogenous group.

## The value of older people’s housing and the contribution (and cost savings) it makes to health, adult social care and public health is still not always appreciated and, at a time when resources are scare, priority is often given to more intensive and costly crisis services rather than the preventative agenda.

## Tenure patterns are changing rapidly. We can no longer equate older peoples’ housing solely with sheltered housing in the social rented sector; many tenants in general needs social housing are older people; many older people are homeowners; and a significant proportion of older people live in the private rented sector.

# Our 2015 achievements

| Achievement | Business Plan Objective(s) |
| --- | --- |
| Innovation and Good Practice Awards | 5 |
| New partnerships:   * Sitra * Skills for Care * Foundations Group * Monmouthshire HA | 3, 5 |
| ‘Manifesto/Sector Selfie’ report | 2, 4 |
| Appointment of new Membership & Good Practice Administrator | 6 |
| Recruited Trustee from Wales | 6 |
| Developed and sold Service Impact Tool | 1, 6 |
| Offer training through a delivery partner (Sitra) | 3, 5 |
| Sensitive Contractors’ Guidance | 3, 6 |
| National Press/PR successes:   * Care and Nursing Magazine * Housingnet.co.uk * Decorator online magazine * Welshnewsextra.com * Inside Housing * Support Solutions online blog | 2 |
| Local Press/PR successes:   * Housing Management Lambeth newsletter * Catalyst Housing website * Ian Williams’ website * Clearview website * Rooftop Housing website * East Sussex Supporting People Team Service Review 2015 * eveshamjournal.co.uk * Alliance Homes website | 2 |
| Migration of website to different hosting platform and re-designing | 1 |
| New good practice guidance | 1, 2, 3 |
| New sponsors for the 2015 awards   * Clearview * HouseMark * Campbell Tickell | 3, 6 |

# 2016 to 2021 plans – overall aims

Over the next five years, we need to mitigate the risks and seize the opportunities presented by external challenges by:

* growing our membership base
* building our financial strength
* maintaining existing and exploring new partnerships
* establishing new relationships in the commercial sector
* developing new resources and services to increase the value of erosh membership
* promoting the value of erosh membership
* evidencing and promoting the value of older people’s housing and support

These overall objectives link to the four key drivers which underpin our mission statement:

* Lobbying and influencing - Objective 4
* Developing and encouraging regional networks - Objectives 2,4, and 5
* Policy analysis and review – Objectives 3 and 4
* Promotion and celebration of Good Practice – Objectives 2 and 5

# 2016 to 2021 plans – specific activities

### Objective 1: Refresh and promote our membership offer to retain existing members and attract new members

1. Maximise member engagement through the erosh website and erosh networks
2. Increase member resources and benefits
3. Develop the market for new products and services

### Objective 2: Capture positive outcomes to highlight members’ contribution to health and care outcomes

1. Evidence the value of housing and support services for older people
2. Maximise opportunities to promote member’s contribution to health, social care, and public health

### Objective 3: Strengthen our partnership work

1. Develop relationships with new and existing organisations to improve our membership offer
2. Promote erosh membership through partner organisations

### Objective 4: Lobbying/Influencing activities

1. Support appropriate national campaigns led by other networks/organisations
2. Promote housing and support for older people locally and nationally
3. Promote good practice in relation to housing and support for older people locally and nationally

### Objective 5: Promoting Good Practice

1. Develop and disseminate good practice resources
2. Develop and promote products and services linked to good practice

### Objective 6: Strengthen our financial position by growing membership, securing corporate sponsorship and reviewing expenditure

1. Grow membership and increase income
2. Increase sponsorship for erosh products/services
3. Develop new products/services for sale
4. Secure charitable funding

### Objective 7: Good Governance and Organisational Management

1. Ensure governance is of a high standard
2. Ensure erosh is supported by sufficient trustees, representative of erosh membership
3. Manage the charity within the agreed budget to achieve the business objectives
4. Effectively manage risk

# Risk management

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  | **Consequences** | | |
|  |  | **1 Minor** | **2 Moderate** | **3 Major** |
| **Likelihood** | **A Probable** |  |  |  |
| **B Possible** |  |  |  |
| **C Improbable** |  |  |  |
|  |  |  |  |  |
|  | **Key** | **Low risk** | **Medium risk** | **High risk** |

| Risk | Category | Mitigation |
| --- | --- | --- |
| Reduction in membership income | **B3** | * Regular monitoring of income/expenditure * Increased membership promotion activity * Regular review of administrative resources * Development/promotion of services/products * Securing of sponsorship/funding * Regular review of membership fees |
| Erosh no longer relevant | **B3** | * Reviewing and achieving Business Plan Objectives * Disciplined approach to priorities |
| Lack of clarity around purpose and benefits of erosh membership | **C2** | * Regular review of member benefits and value for money * Maintaining clarity about member eligibility * Regular review of membership criteria |
| Failure to collect income | **B2** | * Regular review of efficiency of administrative resources * Regular updating of membership and regional network data |
| Not being able to pay consultants | **B3** | * Regular monitoring of income/expenditure * Timely introduction of exit strategy |
| Insufficient staff | **B3** | * Up to date policies and procedures * Succession planning |
| Insufficient trustees | **B3** | * Succession planning and timely recruitment |

# Monitoring and Evaluation

Trustees monitor progress against this business plan and accompanying annual action plans at their quarterly meetings. Trustees have the final say in determining whether objectives have been met. The Chair signs off objectives as being met by recording decisions in Trustee meeting minutes. The business plan and progress is available to members on the erosh website.

 

Rebecca Mollart, Chief Executive Jon Head, Chair