

# **W. H. (Wicklow Homeless) Five Loaves Ltd Strategic Plan**

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**2012-2017**

W.H. Five Loaves Charity

**This plan sets out the strategic aims and objectives of W. H. Five Loaves Charity for the period 2012-2017 and how the charity intends to achieve them.**

## **Mission Statement**

We believe in the inherent dignity of every person, proactively addressing and meeting the needs of the homeless and disadvantaged, in a spirit of compassion and hospitality, with the hope of making a difference in their lives.

## **Directors' Report**

We at W.H. Five Loaves are very much aware of the difficult global and national economic and social conditions we are facing and we anticipate continuing challenges ahead with unemployment still very high. The reality of these circumstances is that more and more people are becoming homeless and marginalised.

Indeed the recent Housing Needs Assessment 2011 shows circa 98,000 households in Ireland in need of social housing support, with 27.5% of these households earning below €10,000 a year, and 24.6% of households on local authority waiting lists for more than 4 years, so we as a society face tough times ahead.

There are many reasons why people become homeless including an inadequate income, family/relationship difficulties, drug/alcohol dependence, gambling and poor health conditions. Homelessness as we know can take many forms such as the visible homeless (those sleeping rough), the hidden homeless (those staying with relatives or friends as they have no alternative accommodation), and those at risk of becoming homeless (these could be anyone). So it is clear that homelessness is a very real issue and that we as a society have a responsibility to do what we can in our community to help those who are homeless or marginalised – that is what we believe at W. H. Five Loaves.

We originally started out as a soup kitchen back in 2000 and today we provide in Bray and the surrounding areas a day care centre which provides nourishing meals, information and advice etc; we provide supported housing to men who are homeless at Ark Housing; we have a charity shop; and it is our intention in the future to provide supported housing to women who are homeless. But we could not provide these services without our staff and volunteers and the help of our supporters for which we are extremely appreciative on behalf of our service users. This plan sets out our strategic aims and goals over the period 2012-2017 and how we will monitor our performance so that we can achieve the highest standards for our service users.

Fr Derek Doyle, John Devane, Richard Harris and Conor Doyle  
Directors W. H. Five Loaves

## **Methodology**

Strategy according to Johnson and Scholes is the direction and scope of an organisation over the long term, which achieves advantage in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations.

Given the limited resources available to W. H. Five Loaves a SWOT analysis (i.e. strengths, weaknesses, opportunities and threats) was conducted of the organisations environment using a strategic plan stakeholder survey which was made available to management/staff, service users, donors/sponsors, partner organisations, suppliers, businesses, members of the public service, members of the public and others. The results of the survey in addition to reviewing the charity's past and present performance and consideration of management's goals were formulated into a strategic plan for the charity.

W.H. Five Loaves wish to thank all those who contributed to the survey and hope that the following plan sets high standards for the charity so that it can continue to decrease costs and increase efficiencies in terms of services, resources, partnerships, communication and fundraising activities.

Thank you again to all our staff/volunteers, service users and supporters.

## SWOT ANALYSIS



**“At W. H. Five Loaves you will always find a friend, someone who cares, someone who will listen, you will never be alone at W. H. Five Loaves”, Service User.**

**Strategic Aim 1** – We at W. H. Five Loaves will ensure better service provision

**Objectives**

Objective 1.1 – We will enhance existing services by reviewing opening hours

Objective 1.2 – We will ensure continued value for money by implementing new policies and procedures

Objective 1.3 – We will aim to attain a permanent Day Care Centre premises for W. H. Five Loaves Service Users

Objective 1.4 – We will develop a service users forum to address unmet service users' needs

**Key Performance Indicators**

KPI 1.1 – We will monitor our range of services

KPI 1.2 – We will monitor the cost of service provision

KPI 1.3 – We will monitor the number of service user's availing of services

KPI 1.4 – We will set up a service users forum

**W. H. Five Loaves Drop-in Centre, 5 Albert Walk, Bray, Co Wicklow**



**Strategic Aim 2** – We at W. H. Five Loaves will develop our staff and volunteers to provide the highest quality service

### **Objectives**

Objective 2.1 – We will develop an effective human resources management system

Objective 2.2 – We will formulate HR policies that demonstrate our commitment to staff/volunteers, service users and supporters

Objective 2.3 – We will ensure adequate funding of service provision

Objective 2.4 – We will provide staff training and up-skilling to ensure the highest standards of service to the best of our ability

Objective 2.5 – We will develop a volunteer campaign

### **Key Performance Indicators**

KPI 2.1 – We will review our HR policies and procedures

KPI 2.2 – We will implement HR policies to ensure the highest standards of governance

KPI 2.3 – We will ensure adequate staffing levels

KPI 2.4 – We will evaluate staff/volunteer skillsets

KPI 2.5 – We will review staffing levels and the number of volunteers recruited





**Strategic Aim 3** – We at W. H. Five Loaves will develop interagency partnerships to encourage a holistic approach and provide additional services to service users

**Objectives**

Objective 3.1 – We will develop links with other agencies to enhance services

Objective 3.2 – We will review interagency relationships

Objective 3.3 – We will work closely with Local Authorities to formulate commitments and strategies on homelessness targets

**Key Performance Indicators**

KPI 3.1 – We will monitor the number of interagency links

KPI 3.2 – We will monitor interagency relationships

KPI 3.3 – We will evaluate involvement with Local Authorities

## Ark Housing Association



**Strategic Aim 4** – We at W. H. Five Loaves will communicate with our stakeholders to develop our profile and promote the work of the charity

### **Objectives**

Objective 4.1 – We will utilise information technology systems to communicate with our publics

Objective 4.2 – We will use our website [www.whfiveloaves.com](http://www.whfiveloaves.com) to increase awareness of the charity's work

Objective 4.3 – We will develop links with our supporters

Objective 4.4 – We will develop a volunteer campaign

### **Key Performance Indicators**

KPI 4.1 – We will monitor how best to communicate with our publics

KPI 4.2 – We will analyse website statistics

KPI 4.3 – We will evaluate links with supporters

KPI 4.4 – We will monitor the number of volunteers recruited

**Mural depicting places of interest in Bray which was painted on the wall at W. H. Five Loaves by service users during our art classes**



**Strategic Aim 5** – We at W. H. Five Loaves will ensure appropriate funding to provide quality services to our service users

### **Objectives**

Objective 5.1 – We will formulate a comprehensive fundraising policy

Objective 5.2 – We will utilise information technology systems in fundraising

Objective 5.3 – We will use our website [www.whfiveloaves.com](http://www.whfiveloaves.com) in fundraising

Objective 5.4 – We will develop fundraising campaigns and initiatives

Objective 5.5 – We will set annual fundraising targets

Objective 5.6 – We will develop a volunteer campaign

### **Key Performance Indicators**

KPI 5.1 – We will implement a clear and comprehensive fundraising policy

KPI 5.2 – We will monitor how best to fundraise

KPI 5.3 – We will analyse website statistics

KPI 5.4 – We will monitor fundraising events

KPI 5.5 – We will monitor fundraising targets in terms of donors and donations received

KPI 5.6 – We will monitor the number of volunteers recruited



## W.H. Five Loaves Charity

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