



The Welcome Centre

food bank and more...

BUSINESS PLAN 2015-2019

1. Introduction

This is a three year Business Plan for the Welcome Centre (Huddersfield) covering 2016-17, 2017-18 and 2018-19. The Welcome Centre is a charitable company based at 15 Lord Street, Huddersfield HD 1 1QB and 7 Queens Mill, Huddersfield HD1 3RR. Our charity number is 1151282 and our company number is 8428517.

2. Background

What we do

We offer practical support, including food, toiletries, bedding, household items and warm clothes, to individuals and families in crisis. We also offer advice, mediation and information to those in longer-term difficulty. People are in real need in Huddersfield; every week people are going hungry because they haven't enough money to make ends meet. They face impossible choices between eating and heating, feeding their children or paying the rent. Our help is short-term and limited. We provide a breathing space for people in need and aim to stop a crisis turning into a tragedy. They may be facing job loss, debt and eviction, homelessness, or fleeing violence or relationship breakdown, or are struggling with mental or physical health issues, or have drug or alcohol problems, or are younger people estranged from family or asylum seekers or ex-offenders or street workers, or have other problems. We work with people on very low incomes who rely on the benefit system or have no income at all. Our support helps to relieve stress, hunger and financial hardship and prevent criminal and socially damaging activities.

Origins and Development

We have been based in the centre of Huddersfield since April 1997, having previously

operated under the name of the St. Thomas' Project from St. Thomas' Church in Thornton Lodge, Huddersfield, from 1992 to 1997. We moved into the town centre because it was where the need was, where most support services were located and where the bus services are most convenient. Since 1997 our work has expanded greatly. We work in partnership with 130 services and agencies, compared with 19 in 1998. The distribution of packs has increased every year and we gave out 8,782 packs in 2015-16 compared with 588 in 1997-1998. We average between 150-200 packs per week and expect to give out 9,000 + packs in 2016-17. More than half of our service users come to us only once. These statistics are presented in more detail in Appendix B.

Recent Developments

We have seen the demand for our service increase dramatically in the last three years when the changes in welfare and the benefits system have had the greatest impact; around 50% of our service users attribute their difficulties to problems with benefits. We are proud that we have coped so well with such a dramatic increase in demand. As a result of this growth we have found it necessary to expand our accommodation twice; in 2012-13 by acquiring a larger space within the Mission and in 2015-16 by renting an industrial unit. We have improved our logistics, increased our volunteer opportunities and sought more donations. We have also expanded the support we give by enlarging our food packs to last 7 days and to include more fresh food.

We are also proud that:

- We keep our unit costs low by receiving donations from the public and local supermarkets, involving volunteers in delivering our service and through contracts

such as one with the University whereby we clear student residences at the end of term.

- We are an excellent recycling facility, redistributing unwanted food, clothes, household items which otherwise would go to landfill and affect the environment.
- Volunteers are vital to our work. We have a dedicated programme of recruitment and support in which we offer tailored training and work experience to people who want to improve their confidence, skills and chances of securing employment. Many of our volunteers have used our service in the past.
- We provide an inclusive and non-stigmatized service, and ensure confidentiality and dignity for service users.
- We know that the impact of our service is life-changing for many of our users and in Appendix C there is a selection of the case studies which we have developed from interviews with them.
- We conduct surveys of service users' opinions and Appendix D provides some of the comments that we have received.
- We have good relations with most of the local supermarkets who give us the opportunity to do charity bag packing collections and have a food collection point etc. We are always looking at ways to forge partnerships with food producers and retail outlets in our community.

Our values - CARING

These are our value which shine through in everything we do. We are:

- **Collaborative** – we are a great team, work well with agencies/organisation who refer clients to us, and avoid duplication.
- **Accessible** – our premises, staff and processes make it easy for people to deal with us.
- **Resourceful** – we keep costs low, we overcome difficulties and get things done.
- **Independent** – we are self-determining, we know what we are doing, we care about what we do and we have a record of success.
- **Non-judgemental** – we are here to help anyone in dire need, without making judgements about how they have arrived where they are, and we have guidelines to determine how much support is given.

- **Genuine** – we are clear and open about what we do; ask us for information and we'll respond.

3. Mission and Objectives

The Mission and Objectives of the Welcome Centre from 2016-17 are in Appendix A.

4. Personnel

Staff and Volunteers

The Centre Manager is Karen Selley. Other key staff are Tina Skeldon (Centre Co-ordinator), Emma Greenough (Marketing, Publicity and Fundraising Worker), Natasha Smith (Volunteer Co-ordinator), Cath Williams (Development Worker) and Ben Armitage, driver and warehouse operative. In addition Andrew Curran keeps the Centre clean.

Trustees

The Welcome Centre is governed by a Board of Trustees which determines its overall direction and funding. The Officers of the Board are elected at the AGM in July and at the same meeting the Trustees are confirmed/elected in rotation. Supporting the Board in its decision-making are three sub-groups of the Board: Finance and Operations, Human Resources and Volunteering and Marketing (see below). The current Trustees and Officers are:

Barry Lee – Chair/Trustee
Jeanne Watson – Vice Chair/Trustee
Joy Nixon - Secretary/Trustee
Andrew Tomlinson – Treasurer/Trustee
Cath Bottomley – Trustee
Marion Donaldson – Trustee
Yvonne Harding –Trustee
Melinda Sharpe - Trustee

Members

A full member is an active supporter of the charity who has been approved by the Board. Our members say they enjoy being involved because:

- we have a clear mission and use our limited resources well
- we are a team of committed people who care about what we do

- we give practical help to people in real need when they have nowhere else to turn
- they find that personal development in a role of this kind enhances their career.

Members serve with Trustees on the 3 subgroups of the Board:

1. Finance and Operations, which covers financial planning and control, budgeting, operational logistics and developments, accommodation, health and safety and IT and communications.
2. Marketing, which looks after external relations and income generation for the Welcome Centre through publicity, fund-raising, supporter development and donations of all kinds
3. Human Resources and Volunteering, which deals with all aspects of HR (policies, procedures, recruitment, training, appraisal etc.) and volunteering (ensuring that we have sufficient suitable volunteers and that they gain from working with us).

5. The need for the Welcome Centre

It is relatively easy to identify the benefits which the Welcome Centre provides to its service users. It gives crisis packs of food, toiletries, household goods, bedding and clothing to those in crisis who have nowhere else to turn for support, and it offers advice mediation and guidance to those with more deep-seated issues. They are referred to us by professionals from various local agencies. The main reasons why people come to us are illustrated in Appendix B. The main agencies who refer people to us are listed in Appendix E.

The local context of Kirklees in which we work is revealed in the statistics in the Kirklees Observatory. <http://observatory.kirklees.gov.uk/>

Some key points from 2014 are:

Population 431,000

Children in low income households 18,225

State pension claimants 75,300

Job seekers allowance claimants 5,525

The Welcome Centre provides a unique service in Huddersfield, with only two other, quite small, providers locally, and is one of the largest food banks in Yorkshire.

Adapting to needs

The Welcome Centre aims only to address genuine crisis need and therefore maintains up-to-date knowledge of public service and local organisations and their operations in order to 'fill the gap'. In some circumstances, we will highlight issues to our referrers and encourage them to inform policy makers.

The management and trustees constantly assess changes in social and economic trends both locally and nationally and aim to adapt the service to meet any changes in service users' needs. Through regular monitoring and feedback from local services, agencies, service users and local and national changes we review ways we can best support others.

The Welcome Centre is one of the first front line services to be affected with an increase in demand. For example, changes to the benefits system, increased unemployment, issues surrounding substance misuse and mental health and the influx of more asylum seekers to our area have contributed to generating the increase in demand for our service.

6. Services provided

Individuals, local groups, schools, businesses and faith organisations donate food, household goods and money to us. Our volunteers sort and check donations, then make up emergency packs which are handed directly to people in need. Food packs contain enough food for 7 days. People can only receive our help if they have been referred to us by organisations such as Job Centre Plus, Mental Health Services, GPs or Social Services. We support anyone in extreme crisis, who is referred to us, and establish the issues by working closely with the referring agency, checking details and requesting accompanying documents, as required. One-to-one support is provided to those at risk of becoming dependent on our service.

7. Volunteers

Volunteers are essential in order for the aims and objectives of The Welcome Centre to be achieved. The Supporting Volunteers project offers peer support with training, CV's and job applications to volunteers as well as the

opportunity to experience a work environment while supporting their local community.

The roles filled by volunteers are many and various:

| | |
|-------------------------------|--|
| Client Reception | Looking after clients on arrival, handing over parcels |
| Reception of donations | Receiving donated goods and completing paperwork |
| Preparing fresh goods | Sorting, decanting and storing fresh goods |
| Store | Sorting and checking goods received |
| | Picking and packing |
| | Collecting and deliveries |
| | Managing different areas e.g. clothes, home starter, bedding |
| | Checking/cleaning e.g. fridges |
| Back Office | Dealing with referral agencies. Taking referrals by phone. Entering data for reporting purposes. |
| | Stock recording and control. Production of management information |
| Front Office | Administration/book-keeping/data entry |
| | Administration for fundraising |
| | Web, facebook, twitter |
| | PR, talks |
| Helping with events | Planning events |
| | On the day support |
| Specialist advice | Logistics and IT. Legal matters, Policy and procedure development. Health and safety audit and guidance. |
| Committee volunteers | Serving on the committees described earlier |

The Volunteer Co-ordinator assisted by one of the Trustees is responsible for the selection, induction, training and support of the volunteers.

8. Premises

The Welcome Centre rents space from Huddersfield Mission for its client-facing operations; a third of the approx. 150 square

metres is used for preparing packs for clients and the remainder for offices, a meeting room and services (i.e. reception, corridors, kitchen and toilets). No lease is in place at the moment because the Mission has been in the process of changing its legal status and unable to finalise the lease until the legal status is confirmed.

The main warehouse which receives donated goods, sorts and prepares them for handing to clients is located out of the town centre. This has necessitated setting up transport arrangements to handle a two-site operation.

8. Finances

The Welcome Centre receives its income from five main sources (the percentages in brackets show the approximate breakdown of the income streams for 2015-16):

- Financial donations from members of the public, faith organisations, schools, businesses and other charities; these can be regular (e.g. via standing orders) and are often gift-aided; this source of funding is of crucial importance to us. (26%)
- Fundraising events organised by staff and volunteers or supporters. (12%)
- Capacity building support from Kirklees Council Local Welfare Team. (33%)
- Project funding for particular tasks (e.g. supporting volunteers) from Kirklees Council. (16%)
- Grants from charitable trusts and other sources. (13%)

These income streams do not include the considerable value of the donations of food and other goods which are given to us by members of the public, faith organisations, schools, businesses and other organisations, including those involved in producing and distributing food. A rough estimate of the value of this in 2015-16 is £115,000, more than twice as much as the cash donated.

In terms of expenditure, the major items are staffing (72%), premises (13%), purchases of food (7.5%) and running expenses (7.5%).

The Board has various strategies for increasing income in each of our income streams and has adopted a reserves and exit strategy in line with advice from the Charity Commission with a contingency sum of c.£75,000 in reserve.

Our financial forecast for the coming three years is:

| | 2016-17 | 2017-18 | 2018-19 |
|--------------------------|------------------------------|-------------------------------|------------------------------|
| Income | £185,500 + £72,500 b/f | £137,725 + £ 59,500 b/f | £126,611 + £31,000 b/f |
| Expenditure | £198,250 | £164,695 | £153,845 |
| Surplus/(deficit) | £250 | £130 | £338 |

The large brought forward figures are the result of designated funds amassed for improving accommodation and various restricted grant funds for staff salaries.

10. Accountability

The charitable company reports annually to Charity Commission and Companies House, by providing an Annual Report and Accounts. These can be accessed on the Charity Commission website:

<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/registerhomepage.aspx>

by using the Welcome Centre Charity Number 1151282.

An Annual General Meeting is held once per year in the summer and Trustees, Members, Staff, Volunteers and other interested parties are invited. The Annual Report and Accounts are presented for approval and there is opportunity for those present to ask questions and debate concerns. At the meeting the Trustees and Officers are appointed; each Trustee is appointed for a three year term which can be renewed normally once only; the number of Trustees is defined in the Articles and is currently ten.

The Trustees have overall control of the charity and are responsible for making sure it is doing what it was set up to do, and use their skills and experience to support the charity. They must follow the law and the rules in the charity's governing document, act responsibly and only in the interests of the charity, use reasonable care and skill and make well-informed decisions, taking advice when they need to.

Typical issues of concern to the Trustees are:

1. What effect is the current economic climate having on our charity and its activities?
2. Are we financially strong enough to sustain our operations?

3. Do we know what impact the economic climate is having on our donors and support for our charity?
4. Do we have any reserves?
5. Do we regularly review our banking arrangements?
6. Do we regularly review our contractual commitments, for example office leases, rental agreements, equipment hire?
7. Do we regularly review any contracts to deliver public services?
8. Do we have adequate safeguards in place to prevent fraud?
9. Are we making the best use of the financial benefits we have as a charity?
10. Are we making the best use of our staff and volunteers?
11. Have we considered collaborating with other charities?
12. Are we making the best use we can of our property?

11. Plans for 2016-19

The core work of The Welcome Centre is to support people in immediate crisis by supplying practical support in the form of food and other basic items. Until this year we haven't been in a position to provide wider support to service users beyond their immediate crisis to encourage them to become more independent in the longer term. As a result we saw repeat need for our service.

With support from the Esmee Fairbairn Foundation we have appointed a Development Worker to support people on a one to one basis with a wider offer of information, advocacy, support and advice so that our service users are better equipped, with our support and sign-posting, beyond their immediate crisis. This, alongside offering a listening ear/emotional support while they are struggling to come to terms with their crisis, will build our service users' capacity to become more independent in the longer term.

We anticipate that this project will bring considerable change to our practices over the current plan. The Development Worker will:

- Offer service users facing crisis a private, confidential space to discuss their issues, maintaining dignity and providing practical support, information and advice.

- Provide direct short term advocacy support to service users who, because they are in crisis, may be finding it difficult to communicate with other agencies or engaging with a system which they find baffling and stressful. (They will be assisted to communicate their wider needs by the provision of advice and timely support, and where appropriate direct liaison with other support agencies on their behalf (e.g. benefits services, health services).
- Lead on the provision of appropriate wide ranging information/literature for service users in the Welcome Centre foyer since most of our service users have little or no access to the internet.
- Produce and distribute helpful fact sheets on money management/money saving tips and wipeable simple menu cards using low cost ingredients etc
- Research alternative ways forward for supporting individuals and families in poverty in our local community by working in partnership with other appropriate services to explore and encourage new options for supporting communities to help themselves e.g. community allotments, community shops etc.

This development is consistent with the recommendations of various national reports, which promote the idea of a Food Bank Plus which goes beyond emergency food provision to providing for people who often have multiple and complex needs long-term support to help them move away from dependency.

Another aspect of the Food Bank Plus concept is that it should develop horizontal links across its local area with other food banks, other emergency food providers, food growers, wholesalers and retailers in order to optimise the use of available food and manage demand. This is the second element of our planning for 2016-19.

A chart showing the model which we are pursuing is attached in Appendix F.

| Mission: The Welcome Centre aims to improve the quality of life of individuals experiencing extreme disadvantage in our local community by providing practical support. | | | |
|--|---|----------------|-------|
| Primary Objectives | Secondary Objectives | Responsibility | |
| | | Cttee | Lead |
| 1. To meet demand for crisis packs in a timely, efficient and cost-effective way. | a. To organise the receipt and storage of goods and distribution of crisis packs as effectively as possible, maintaining a range of packs to meet client needs throughout the year. | FOSG | TS/BA |
| | b. To order additional stock to meet shortfalls in demand. | FOSG | TS |
| | c. To make optimum use of accommodation for receipt, storage and distribution. | FOSG | TS/BA |
| | d. To keep records of goods received and their source, and monitor supply and demand to adjust activity levels. | FOSG | TS/BA |
| | e. To observe health and safety and hygiene requirements in conducting operational activities. | FOSG | KS |
| 2. To deal with people in crisis in a friendly, respectful and supportive manner. | a. To deal professionally with agencies/services who make referrals, keeping accurate records. | Staff | KS/TS |
| | b. To offer a fair, non-judgemental, inclusive service to clients, keeping accurate records. | Staff | TS/KS |
| | c. To make use of confidential space to talk to clients when necessary. | Staff | CW |
| | d. To invite those whom we support to tell us their story, if they wish, because it helps the case for all who find themselves in crisis. | Staff | CW |
| | e. By listening to feedback from our stakeholders, to adapt to meet their needs. | HRV | KS |

| | | | |
|--|---|-------|-------|
| 3. To provide advice, information and signposting to agencies and services that can help with specific needs. | a. To maintain relevant information that might be useful to clients. | MSG | CW |
| | b. To acquire a working knowledge of partner agencies and services in order to provide effective signposting. | Staff | CW |
| | c. To offer advice of a general kind (not replacing the work of the statutory agencies) where a situation demands it. | Staff | CW |
| 4. To work in partnership with agencies, services, churches, schools, businesses, and the media in order to meet the needs of the people we support. | a. To view all the people with whom we work as our partners and to keep them informed of what we are doing. | MSG | EG |
| | b. To invite supporters to participate in the full range of Welcome Centre activities. | MSG | EG |
| | c. To identify new partners with whom we can develop mutually beneficial relationships. | MSG | EG |
| | d. To enter details of all supporters on a database for improving supporter contact. | MSG | EG |
| 5. To make people generally more aware of the circumstances that lead to crisis and the consequent needs. | a. To use information about clients and packs to paint a picture of the volume of activity over time, showing trends and significant changes. | MSG | KS |
| | b. To publicise the work of the Welcome Centre using both statistics and case studies. | MSG | EG/KS |
| | c. To write occasional articles on the cause of food poverty and ways in which people can help to address them. | MSG | EG/KS |
| 6. To secure donations of food and money and to raise funds (from events, corporate support, grants and gift-aid) to enable the objectives to be achieved. | a. To maintain regular contact with donors of food and money, giving timely letters of thanks and providing information about what we are doing with their gifts. | MSG | EG |
| | b. To organise events to raise funds and acquire donations of goods | MSG | EG |
| | c. To maintain high levels of publicity in the local media, via the website and social media. | MSG | EG |
| 7. To develop links with food producers/suppliers/complementary providers to acquire bulk supplies and more diversity in food donations. | a. To identify potential businesses/third sector organisations within Kirklees and beyond. | MSG | EG |
| | b. To develop mutually beneficial relationships with them. | MSG | EG/JW |
| | c. To organise the logistics of acquiring, storing and transporting the additional goods. | FOSG | KS |
| 8. To develop links with emergency food providers across Kirklees to achieve mutually beneficial outcomes. | a. To identify emergency food providers within Kirklees and beyond. | MSG | EG |
| | b. To identify and document mutually beneficial relationships with them. | MSG | EG/JW |
| | c. To organise the logistics of co-operating and collaborating. | MSG | EG |

| | | | |
|---|---|----------------|------------|
| 9. To ensure that human resources (particularly volunteers) are recruited, trained, developed and monitored to ensure excellent customer service. | a. To have in place excellent human resources and volunteering policies and procedures. | HRV | KS |
| | b. To place special emphasis on volunteers, both to ensure that the other objectives can be achieved and to provide developmental opportunities for volunteers. | HRV | KS/NS |
| | c. To have regular meetings with all staff and volunteers to share ideas. | HRV | KS/NS |
| 10. To have in place appropriate governance and management arrangements to ensure the achievement of these objectives. | a. To run a vibrant membership organisation which feeds new members to the Board and Subgroups. | Board/ HRV | BSL/ MS |
| | b. To provide direction to the charity through meetings of the Board and its Sub-groups. | Board | BSL |
| | c. To operate an open and collaborative style of working between Board members and staff. | Board | BSL |
| | d. To monitor the financial performance of the charity against a 3 year plan/annual budget. | Board/ FOSG | AT |
| | e. To initiate projects to review the effectiveness of welcome Centre systems/practices/operational standards. | Board/ FOSG | KS/AT |

Board strategic objectives for 2016-17

| | |
|--|---------------|
| A. To continue to achieve greater use of IT in operational and marketing activities. | By March 2017 |
| B. To continue to broaden the funding base. | By March 2017 |
| C. To encourage more supporters to donate money (ideally via monthly standing orders and with gift-aid). | Ongoing |
| D. To build relationships with other providers in Kirklees. | By March 2017 |
| E. To increase the number of food suppliers who pass food to us. | By March 2017 |

Appendix B Various statistics for 2015-16

| Breakdown of pack type | | | Breakdown of client housing type | | Breakdown of family unit | | |
|------------------------|-------------|-------------|----------------------------------|------------|--------------------------|------------|------------|
| | 2014-15 | 2015-16 | | 2015-16 | | 2014-15 | 2015-16 |
| | Actual | Actual | | % | | % | % |
| Food* | 4861 | 4760 | Permanent | 59.2 | Single person | 54 | 51.9 |
| Bedding* | 358 | 334 | Temporary | 14.5 | Couple | 3.7 | 3.7 |
| Home* | 377 | 486 | Hostel | 1.9 | Family | 42.3 | 44.4 |
| Toiletry* | 1510 | 1808 | NFA/sofa surfing | 10.6 | | | |
| Baby | 132 | 242 | Refuge | 2.6 | | | |
| Clothes | 495 | 430 | Bed & Breakfast | 2.7 | | | |
| Towels | 203 | 168 | Homeless | 0.9 | | | |
| Energy Vouchers | 293 | 337 | Unknown | 7.6 | | | |
| Cat/dog Food | | 217 | | | | | |
| Total Packs | 8229 | 8782 | Total | 100 | Total | 100 | 100 |

*each unit shown can be for one or multiple people (for example a 7 person bedding pack is classed as 1 unit in current statistics). We have calculated that the number of people we gave packs to and fed for a full week was 6,997 and the number of different people who received food packs was 3,306.

Frequency of referral in 2015-2016

| Family Type | Percentage of people who came once only in the year | | Percentage of people who came 3 or less times in the year | |
|----------------|---|--------------|---|--------------|
| | 2014-15 | 2015-16 | 2014-15 | 2015-16 |
| Single person | 51.5% | 51.6% | 82.1% | 82.2% |
| Couples | 32.1% | 40.7% | 70.4% | 74.1% |
| Families | 62.7% | 60.7% | 88.9% | 84.8% |
| Overall | 53.3% | 53.1% | 83.2% | 82.4% |

Referring front line services in 2015-2016

We had a total of 5,202 (5,399 in 2014-15) referrals from 92 (98) of the 130 services on our list. 7,750 (7,773) people were supported. The top ten services referring this year are: Mission Café, LWP (Kirklees), Lifeline, DASH (Asylum Support), Housing Solutions, Horton Housing, Volunteers Together, Citizens Advice Bureau (CAB), Probation Service, Foundation Housing.

Geographic overview

The Welcome Centre serves all areas in South Kirklees, but mainly people in the more deprived areas.

| Ward | 2014-2015 | 2015-2016 | Ward | 2014-2015 | 2015-2016 |
|----------------------|-----------|-----------|----------------|-----------|-----------|
| Colne Valley | 21.2% | 24.2% | Holme Valley | 3.3% | 2.0% |
| Huddersfield Central | 16.4% | 23.4% | Meltham | 0.0% | 0.7% |
| Huddersfield East | 20.9% | 20.7% | Kirkburton | 0.7% | 0.6% |
| Huddersfield West | 21.2% | 18.0% | Denby Dale | 0.7% | 0.3% |
| Dalton | 14.4% | 9.8% | North Kirklees | 1.2% | 0.3% |

Appendix C A small selection of case studies

Note: All names have been changed to protect service users' privacy.

Craig, 22.

Craig was referred to when he became homeless. He had been a fulltime carer for his Mum, but when she passed away he found he couldn't cope. He lost his tenancy and became homeless. When he came to the Welcome Centre he wasn't in receipt of any benefits and had borrowed money off his friends to survive.

We were able to support Craig with food parcels and helped him to apply for benefits. He was signposted to a local housing agency, which were able to offer him a place on a shared accommodation scheme.

Craig wanted to become an apprentice hairdresser and we worked on a one to one basis to help build his confidence and to prepare him for his interview.

He is now working full time as an apprentice hairdresser and has been allocated a housing support worker, who is supporting him in his new tenancy.

"I was homeless and didn't know what to do. I had no money and was in debt to my friends. The Welcome Centre helped me to get back on my feet and I'm now training to be a hairdresser, which is my dream job."

Lynne, 47.

Lynne was referred to the Welcome Centre after the breakdown of her marriage due to domestic violence. She was offered temporary accommodation but had no belongings with her.

We were able to offer her a household pack, bedding and towels and helped her to apply for benefits for herself and her three children. We also made a referral to a specialist agency that offers support in cases of domestic violence. They allocated Lynne a support worker who was able to attend court with her

Lynne's children had the opportunity to go on a school holiday but she had no money to pay for this. We applied for a charitable grant for her and she was then able to pay for them to attend.

"I had to leave my home quickly and had nothing. The Welcome Centre helped me to get my benefits and things for my new home, I really needed their help"

William, 54.

William was reluctant to accept help; he had been in the army and worked all his life. When he lost his job he tried to cope but soon got in debt as he had more outgoing than he could now manage to pay.

The Welcome Centre helped him with food parcels and also contacted his creditors to negotiate a debt management plan, which William was able to manage to pay.

"I'd stopped opening my mail, they were all demanding payment. I didn't want to ask for help, but couldn't manage. The Welcome Centre helped me to arrange to pay off my debts in a manageable way."

Appendix D Some feedback from service users

"I wouldn't have had anywhere else to go – I would have been left without anything"

"I think it's an excellent service"

"Grateful for the service but suggest better meal structure of the parcels"

"Very grateful for the help I received from the welcome centre – nowhere else to go"

"The service is good but feel the welcome centre could do with more funding to enable more activities"

“Really grateful for the help in getting me sorted in my new home”

“I really found it very helpful. I appreciate everything they do”

“Very helpful and it’s nice to know there are people out there who care”

“Without the services provided by the welcome centre I wouldn’t have anywhere else to turn to”

“Absolutely fantastic – didn’t expect anything this good”

“Fantastic help when you are in need of help”

“Really helpful and quick service in obtaining a food parcel – nowhere else to go”

“Without the support of the welcome centre there would be more hardship and social problems, very grateful for help”

Appendix E A list of agencies with whom we have frequent contact (more than 10 referrals 2015-16) in order of frequency

Mission Café, LWP (Kirklees), Lifeline, DASH (Asylum Support), Housing Solutions, Volunteers Together, Citizens Advice Bureau (CAB), Horton Housing, Probation Service, Foundation Housing, TWC Management, Fusion Housing, KABWWA, Folly Hall(CMHT), 611 Project, Wish Project, Kirklees Neighbourhood Housing, Women's Aid, Kirklees Domestic Violence Team, Community Links, Chestnut Centre, Kirklees Tenancy Support, Clare House Homeless Hostel, Kirklees Children's and Family Services (Riverside), Job Centre Plus, Simon On The Street, Gateway To Care, Choices Home Care Services, Stonham Housing, WomenCentre, Surestart (Local Children's Centres), Connect Housing, Social Worker, Health Visitor, Pennine Domestic Violence, Family Support Worker, Attendance and Pupil Support Service, West Yorkshire Police, Whitehouse Centre, Kirklees Family Intervention Team, Lifeline - On Track, Richmond Fellowship, Stronger Families - Employment Advisor, Brunswick Centre, Connexions, Youth Offending Team, Spring Street Hostel, Laurel Court

Issues that have led to people needing support from our service (in order of frequency):

Benefits Issues, Budgeting Issues, Domestic Issues, Housing Issues (New Tenancy), No Income Entitlement, NAS Payment Issues, Debts, Substance Misuse, Bills – Utilities (gas, electricity, water), Fleeing Domestic Violence, Money lost/stolen, Asylum Seeker – other issue, Loss of Job, Release from Custody, Housing Issues (street homeless), Cold weather issues, Gambling issues.

Appendix F A chart of the Food Bank Plus model applied to the Welcome Centre

