

1971-2021

The Renewal
Programme
Serving Newham for 50 years

RISE UP

DOUBLE
DOWN

Renewal Programme Strategic Plan
2021-24

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INTRO

FROM THE CHAIR AND CEO

This year the Renewal Programme celebrates its 50th anniversary and we are very proud to have supported the Newham community for such a significant length of time. Over the past five decades, the Charity has grown and adapted in line with the needs of our communities, working with local people to tackle the underlying issues of poverty, injustice and disadvantage which have remained at the heart of our existence. Like so many organisations we have had to completely re-write our strategic plans in the wake of Covid-19. The severity with which the pandemic has hit communities across the country has been devastating. The London Borough of Newham has been particularly challenged, given the exacerbated effect on poor, disadvantaged and Black and Minority Ethnic (BAME) communities. Our world has changed, and operating in a post-Covid world will continue to be one of the greatest tests of our collective character in the entire 50 years of existence.

We have titled our strategic plan “Double down, Rise up” as we seek to re-affirm and strengthen our commitment to the people of Newham. More than ever before, helping our communities to rise up in spite of the many and unprecedented challenges they face will require our very best efforts.

Our immediate response to the pandemic was proactive and significant, and has helped set the scene going forward. Through a Covid emergency support helpline, new immigration and digital services, and an expanded food bank, our staff and volunteer teams worked in incredibly innovative and courageous ways to help our communities when they needed us most. For this we are enormously proud and thankful, as we are for our funders and donors who also contributed so significantly through this crisis.

Though we have developed new offerings and transformed existing ones, it is clear that the adverse financial, social and health impacts of the pandemic will blight our nation for decades to come. In order to survive and thrive going forward, we must remain hopeful, reminding ourselves that the charity sector has a remarkable ability to hold both hope and fear simultaneously, whilst shying away from neither. We must focus our efforts to become more intentional, courageous, innovative, skilful and determined than ever before to stand shoulder to shoulder with those most in need in Newham, by inspiring hope and offering opportunities for connection, growth and progression.

In developing this important strategic plan, we have spent much time reflecting on what we do, why we do it and how we do it. We have consulted widely as we conducted a review of our vision, mission, values, and theory of change. We would like to thank the many people who contributed to the development of the plan, including our trustees, staff and volunteer teams, beneficiaries, stakeholders and partners in the statutory and voluntary sectors.

We know our future holds more uncertainty and change, and we are prepared to continue to adapt. This strategic plan gives us the clarity and the flexibility we will need as we respond to our communities' evolving needs.



**Arnold Ridout
(Chair)**



**Peter Laing
(CEO)**



WHAT WE ARE ALL ABOUT AT THE RENEWAL PROGRAMME

It's been 50 years since the Renewal Programme first opened its doors to support vulnerable and disadvantaged communities in Newham. Founded by a network of local churches as an expression of faith-based social change, our work continues to be informed by our core values of dignity, inclusion, collaboration and empowerment. As a registered charity, our work supports more than 3,000 lives every year, and a conservative estimate suggests we have touched the lives of over 100,000 local people during our 50 years in existence – an incredible achievement!

Over the past five decades, we've grown and adapted in response to the needs of our Newham communities: tackling the endemic issues of poverty, injustice and disadvantage. Although our work is open to all local residents, our core emphasis is on those who fall through the gaps of statutory and societal support, particularly those facing severe or multiple disadvantages.

We believe firmly that empowered people create stronger communities in Newham and we strive to play our part through the life-changing support we provide. We support a wide range of people who are facing challenges in their life: carers, migrants, refugees, homeless, and those unable to communicate because English isn't a language they know.

We want to enable Newham to be a place where everyone can achieve their potential, and where everyone feels involved in their community. This means working together to remove barriers, encourage aspiration, promote social integration and the skills to speak up for our community.

The way we work is as important as what we do, and our staff and volunteer teams are deeply embedded in and committed to our communities. We pride ourselves in remaining responsive to local needs, always working collaboratively with key stakeholders, providing holistic and tailored support in order to create lasting change, and drawing upon our significant local knowledge to transform lives.

ABOUT NEWHAM

Newham is a borough with well documented multiple and significant challenges. It also has many considerable assets and huge potential.

 <p>OVER 100 LANGUAGES SPOKEN</p>	 <p>75% BLACK AND ETHNIC MINORITY COMMUNITIES</p>	 <p>THIRD LARGEST POPULATION IN LONDON</p>	 <p>AROUND 360,000 NEWHAM RESIDENTS</p>
 <p>POPULATION TO GROW BY OVER 100,000 BY 2030</p>	 <p>AGE PROFILE IS YOUNG</p>	 <p>SIGNIFICANT TRANSPORT LINKS (CITY AIRPORT, RAIL)</p>	 <p>ABOVE AVERAGE GCSE AND A LEVEL RESULTS</p>
 <p>VIBRANT, CREATIVE AND ASPIRATIONAL PLACE</p>	 <p>STRONG ECONOMIC GROWTH (STRATFORD CITY AND ROYAL DOCKS)</p>	 <p>12TH MOST DEPRIVED AREA IN ENGLAND</p>	 <p>HALF OF CHILDREN ARE LIVING IN POVERTY</p>
 <p>CHALLENGES INCLUDE HEALTH INEQUALITIES, QUALIFICATIONS/SKILLS DEFICIT AND LOW INCOMES</p>		 <p>1 IN 25 AFFECTED BY HOMELESSNESS (1/200 NATIONALLY)</p>	 <p>UK'S HIGHEST RATE* OF PERSONAL DEBT</p>
 <p>HIGHEST RATE* OF OVER CROWDED HOUSEHOLDS IN LONDON</p>	 <p>1 IN 3 JOBS PAY LESS THAN THE REAL LIVING WAGE</p>	 <p>AT LEAST 19% OF NEWHAM'S POPULATION CHANGES YEARLY MAKING BUILDING DEEP-ROOTED SOCIAL CAPITAL AND STABLE PEER SUPPORT NETWORKS DIFFICULT</p>	

*2020 stats

OUR VISION, MISSION AND VALUES

We believe that everybody should be given the opportunity to play an active role in society. That means having a suitable home. It means having fulfilling work, the skills to make the most of their potential, being healthy, and feeling included in their communities.

VISION STATEMENT

Our vision is of vibrant and integrated Newham communities where everyone has access to suitable jobs, homes, health and education.

MISSION STATEMENT

Our mission is to stand alongside those who struggle by inspiring hope and offering opportunities for connection, growth and progress.

VALUES

The following organisational values inspire us and guide our planning, our decision-making, and our daily work.

- 1. DIGNITY**
Treating everyone with kindness and respect.
- 2. INCLUSION**
A community where everyone belongs.
- 3. COLLABORATION**
Working together to achieve more.
- 4. EMPOWERMENT**
Co-creating opportunities for positive change.

Empowerment in particular sits at the very heart of everything the Renewal Programme strives to achieve. Our definition of empowerment is borne out of positive relationships, it is not something that can be forced or demanded. We believe that empowerment is about helping people to feel confident in their abilities and encouraged by their circumstances to the extent that they feel motivated to work on their desired goal or purpose.





OUR STRATEGIC OBJECTIVES 2021 - 2024

Our ambition for the Renewal Programme over the next three years is to grow both the reach of our work and the depth of impact we have on individuals living in Newham. We will focus on five key strategic objectives during this period as follows:



1. Provision of high-quality housing management and support services for the benefit of Newham residents affected by, or at risk of, homelessness, and helping to reduce incidences of homelessness to make their lives better.



2. Provision of adult education & training services in order to offer local people the knowledge, skills and opportunities they need to reach their potential to continue learning through life.



3. Provision of services to support refugees, migrants and asylum seekers, including immigration advice and practical support services.



4. Provision of opportunities that bring people together, reduce isolation and build stronger communities.



5. Provision of high-quality youth services for Newham young people, supporting them to develop increased confidence, learning and skills.

The following section sets out in more detail the objectives for our work going forward and the impact we are aiming to achieve:

OBJECTIVE 1



Provision of high-quality housing management and support services for the benefit of Newham residents affected by, or at risk of, homelessness, and helping to reduce incidences of homelessness to make their lives better.

WHY IT MATTERS?

Prior to the pandemic one person in 24 in Newham was affected by homelessness. Although the 'Everyone in' campaign has seen numbers improve in 2020/21, it is highly likely that this will be short term and that the impending economic challenges will see this reversed. Newham also has the highest levels of overcrowding and people in temporary accommodation in London. Our work has taught us that homelessness affects adults from a diverse range of age groups, ethnicities and backgrounds. In order to prevent and protect people from the stress and trauma of homelessness, we must strive to address their holistic needs by dealing with multiple underlying issues, including housing, unemployment, addictions, marginalisation, lack of skills and poor health.



How will we achieve this?

We will:

- Provide suitable accommodation and personalised support services that provide a route out of homelessness – and the risk of homelessness – for Newham residents.
- Work creatively with stakeholders to increase access to good quality, sustainable tenancies for homeless people.
- Listen to and learn from our tenants, providing them with a strong voice and improving their experiences with us.
- Help individuals to better sustain their tenancies and avoid homelessness, for example through support with financial literacy, improving wellbeing and emotional resilience.
- Work to ensure that each tenant is supported in achieving a move on to independent living within a reasonable timeframe.
- Provide access to a wide range of wrap-around support opportunities and activities for our tenants in order to enable a sense of belonging, purpose and connection in their wider community.
- Provide targeted one-to-one support for our tenants, helping them to progress in areas such as wellbeing or getting into work, education and training.
- Look for new opportunities to increase our housing stock in order to contribute more effectively to the homelessness challenges in Newham.
- Prioritise the effective management of rent arrears and bad debt, including working with partners to reduce the number of empty rooms in our properties.
- Collaborate with key stakeholders in the area of homelessness in order to share learning and best practice.

OBJECTIVE 2



Provision of adult education and training services in order to offer local people the knowledge, skills and opportunities they need to reach their potential and to continue learning through life.

WHY IT MATTERS?

Due to limited English language skills, many adults in Newham are struggling to interact with their community and feel isolated or dependent on others. Some are also intimidated by formal learning environments or have had negative learning experiences in the past. The Mayor of Newham Rokhsana Fiaz said in 2020: 'A lack of English language proficiency presents major barriers to social integration.' Through offering English Language, Maths and IT courses, we aim to empower our clients to self-advocate, build social and peer networks, as well as have better access to government entitlements and employment opportunities.

How will we achieve this?

We will:

- Support adults in Newham to improve their English, Maths and ICT skills by providing free high quality learning opportunities, both face to face and online.
- Deliver a range of formal and informal community-based learning opportunities from entry-level courses to accredited qualifications.
- Support Newham residents on their journey to learning the skills required to enter, return or progress in employment and further education.
- Liaise with employers in order to improve individuals' chances of gaining employment, training or volunteering opportunities.
- Liaise with other training providers in order to improve individuals' chances of getting to further education
- Target those most digitally excluded in our community, with no broadband contract, IT equipment or with no or low IT skills, and provide access to IT equipment, data, training and skills as part of a digital hub offer.
- Target training and development opportunities at identified vulnerable groups in need (e.g., carers), offering tailored and specific support to allow them to flourish.



OBJECTIVE 3



Provision of services to support refugees, migrants and asylum seekers, including immigration advice and practical support services.

WHY IT MATTERS?

Newham has one of the highest numbers of asylum applications and new migrant arrivals in London. The environment families face is too often beyond hostile. Without right to work, benefits or rent, families are left destitute and malnourished, and at the mercy of others for essential human rights including food and shelter. Many individuals and families we support are either homeless, in unsafe accommodation or have serious health issues and may be suffering with the trauma of having experienced conflict, trafficking and sexual abuse. We are fully committed to ensuring newcomers to the Borough have the support and opportunities they need to build a new life for themselves and their families.

How will we achieve this?

We will:

- Provide access to free high quality immigration advice to Newham residents in need, including those with no recourse to public funds.
- Provide regular practical support for those at risk of destitution, including food, clothing and essential household items
- Provide a holistic service offering, signposting to other services including English for Speakers of Other Languages (ESOL) classes, volunteering, digital inclusion, etc.
- Collaborate with key stakeholders in the area of immigration advice provision in order to share learning and best practice.
- Develop additional project capacity by engaging with volunteer and placement opportunities as appropriate.
- Seek to embed the lived experience of refugees, migrants and asylum seekers into our work practices.



OBJECTIVE 4



Provision of opportunities that bring people together, reduce isolation and build stronger communities.

WHY IT MATTERS?

Newham is a highly diverse and rapidly expanding area that has one of the highest population turnover rates in London (19% churn each year). Frequent relocations, cultural, religious and language barriers can all hinder the development of social capital and stable peer support networks. This in turn exacerbates issues of isolation and poverty. Therefore, there is a need to create more opportunities for people of different ages and backgrounds to regularly connect with each other in order to improve community cohesion, resilience and quality of life for local residents. Covid-19 has reminded us all that the need for social connection and community has never been greater. Transitions to online environments are helpful and important, but they simply can't replace the face-to-face interactions so needed in order to build greater trust and understanding among our communities.



How will we achieve this?

We will:

- Prioritise our support to individuals affected by poverty, social and economic inequality, and direct and indirect discrimination.
- Facilitate a regular community hub in order to provide a welcoming, safe, supportive and progressive environment for local people, especially marginalised groups.
- Develop and/or facilitate inclusive and diverse programs of activity that support the identified wants and needs of our communities, for example, through our carers programme.
- Explore the development of a community café model as a mechanism to bring people together.
- Wherever possible provide a holistic service offering, ensuring our various services and those of partner organisations help to create a wrap-around offer for residents.
- Continue to be a responsive and trusted organisation in the Newham community, providing opportunities for marginalised and disadvantaged communities to be recognised and heard.
- Develop a volunteering programme where marginalised residents of all ages will be supported to achieve a sense of contribution and growth.
- Celebrate regularly with our community, e.g., with our 50th anniversary in 2021.
- Invest in collaborations/partnerships that support social connection and belonging in Newham.
- Engage local residents in programme design, delivery, and decision making
- Provide opportunities for excluded residents to connect digitally.

OBJECTIVE 5



Provision of high-quality youth services for Newham young people, supporting them to develop increased confidence, learning and skills.

WHY IT MATTERS?

There are more than 90,000 children and young people living in Newham, and many face significant challenges including: high levels of poverty; exposure to crime; not in Education, Employment or Training (NEET), living in challenging circumstances; and involved in anti-social and/or offending behaviour.

Covid-19 has impacted particularly negatively on our young people, affecting their education, training and employment opportunities. It is vital in both local and national recovery strategies that our young people are given the help and support they need to recover and thrive.

How will we achieve this?

We will:

- Work with partners to offer a varied programme of youth focussed activities and opportunities at venues across the borough, which are FREE and open to all.
- Provide extra-curricular learning and development opportunities to support Newham's young people.
- Develop partnerships with schools and other youth focussed organisations in Newham and beyond in order to complement our work in this area.
- Broker volunteering, placement and employment opportunities for the benefit of Newham young people.
- Provide relevant activities for young people to prevent them becoming NEET and/or aiding their positive transition into employment, education and training.
- Provide holiday activities for young people, focussing on skill development, informal education, creative learning and play opportunities.



OUR THEORY OF CHANGE



Every individual, no matter their starting point, has the right to a more progressive and prosperous future. More than ever the Covid-19 pandemic has shown why it is important that no one is left behind. We believe that for people to build their best life chances and a strong quality of life for themselves a few things make a real difference:

- Opportunities to connect and engage
- Access to suitable jobs
- Access to suitable homes
- Good health and well-being
- Opportunities for education and life-long learning
- Support in times of crisis, e.g., food insecurity, immigration advice, carers support etc.

With these in place, we believe individuals can gain a sense of empowerment and agency and an ability to initiate other important areas in their life. We believe by standing alongside those who struggle, by inspiring hope and offering opportunities for connection and progression, people can develop their own sense of satisfaction and optimism in life. We believe that in time, those who have received support in their life journey will also want to contribute to the community.

Through our community hub and the range of our programmes, services and activities, the Renewal Programme can generate a sense of inclusion and nurture positive change in people's lives.

Our 4 E's theory of change model across all activities includes:

1. ENGAGE

Engaging with people on their terms and at their point of need

Providing opportunities for people to come together, build relationships, share challenges and create stories and solutions together

2. EMPATHISE

Empathising with them and building a relationship of understanding with them

Meeting people where they are at, in a non judgemental way and with empathy. If appropriate providing support to help unlock any barriers preventing them from achieving their aspirations

3. ENABLE

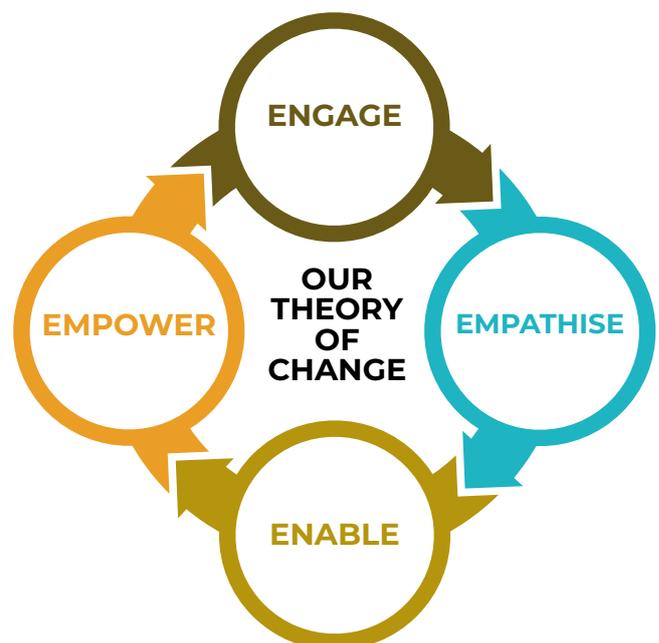
Enabling them by providing tools to aid progression

Co-creating environments and opportunities where people feel accepted, comfortable contributing and supported with the right tools and techniques they need to flourish.

4. EMPOWER

Empowering them through encouragement and support

Working with people and communities from an asset based perspective, encouraging them to realise and access solutions from within and achieve growth and progress



STRATEGIC ENABLERS

To realise the ambitions of our Double down, Rise up strategic plan and continue building our charity's resilience in the wake of Covid-19, we will need to enhance our capabilities in the following key areas:

Technology and digital transformation

More than ever in a post-Covid world we are committed to incorporating technology into our programmes and communications thoughtfully, and crafting a positive digital experience for our staff, volunteers and service users. We will concentrate on utilising technology to create new digital projects, boost organisational efficiency, enhance participant experience, support effective collaboration, and open untapped lines of revenue. We will ensure that our investments into digital programmes will enhance and not diminish the human touch that has always defined the work of the Renewal Programme. We will support this aspiration by the development of a specific digital strategy.

Inclusive and engaged Workforce

People are at the heart of the Renewal Programme, and we are fully committed to valuing and supporting our staff and volunteer teams to do their jobs well. We want to attract and retain highly skilled, dedicated team members. We will also invest in developing volunteers, encouraging placements and embedding lived experience into our work. As part of this we will develop a specific volunteer engagement strategy. We will focus resources on building a healthy, inclusive, motivated and competent workforce that are capable of delivering successfully against this ambitious strategy.

A flexible, sustainable organisation

The entire charitable sector faces unprecedented financial challenges in the wake of Covid-19, and the road to recovery remains precarious and uncertain. Operating in this new environment means we will need to focus strategically — investing in key areas, managing our charity as effectively and efficiently as possible, and remaining financially and operationally nimble and agile as our circumstances change. We will seek a more diverse range of income sources, investing specifically in the development of a fundraising strategy to help ensure our resources match our ambitions. Over this three-year period, we will achieve a balanced budget, with more diverse funding sources. In addition to financial sustainability, we will focus greater efforts on environmental sustainability, ensuring that we review, quantify and minimise our impact on the environment.

Partnership working

Working in partnership is part of our DNA and embedded in our organisational values. We will work widely in partnership to deliver our strategic priorities, regularly engaging with key stakeholders including staff, volunteers, service users, residents and colleagues from the statutory, voluntary and corporate sectors. We will particularly engage with Newham Borough Council and Newham focused voluntary sector partners in order to achieve the best possible outcomes and futures for people we work with.



ANNUAL OPERATING PLANS

We want a living, breathing strategy and so this document will be supported by annual operational plans which sets out the detailed work plan in support of our key objectives. It will set out the activities we will undertake and the outputs we plan to deliver.

In each year of this strategic plan, we will also publish an annual impact report which will assess and measure the impact of our work. Our annual plans will be responsive to the external environment. We will continually assess the need to develop new services as the demand and external environment may dictate.



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