



inc SmartMove

Registered Charity No.: 1157527



Happy Days Strategy 2023-26

October 2024 Progress Update

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02

Our Purpose

To support and empower people who are homeless or in crisis to live independent and purposeful lives.

We do this by providing safe accommodation, routine, healthy food, health clinics, and advice and support to bring about sustainable change in their lives.

Our Vision

To be a leading and highly valued provider of services to people who are homeless or in crisis.



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Chairman's Foreword

The purpose of this strategy is to set out the direction of travel for Happy Days for the next 3 years taking us to March 2026.

It identifies activities to improve the effectiveness of the organisation to meet its purpose and vision. Each year we will produce a more detailed Business Plan focusing on the activities planned to progress each of our strategic goals.

18 months into the strategy we are taking the opportunity to refresh it. We have achieved much and as evidenced by our 2024 Impact Report, our services continue to make a significant difference to the communities we serve. However, significant challenges remain not least in funding the growth in services we know is needed in Calderdale. We are taking this opportunity to refresh this strategy and our goals for years 2 and 3 to reflect those challenges and our learnings over the last 18 months.

The strategy is aimed at our clients, our people and our partners and stakeholders so that everyone has a clear understanding of our direction of travel and the changes we plan to make.

Happy Days has been providing safe accommodation, routine, skills and security to people experiencing homelessness in Calderdale for many years and this continues to be a big part of what we do. The charity operates supported accommodation, affordable living accommodation and services, often delivered with local partners, that are designed to help residents move on and live independently, which may include support to overcome addiction, skills to sustain employment and tenancy, and specialist input for mental health and trauma.

As more people were finding themselves in crisis, facing homelessness and food poverty, Happy Days rose to the challenge of responding to this need. In 2022, we took over the running of the Winter Shelter, food bank and free community meals service at The Gathering Place on behalf of Christians Together Calderdale. This was a significant leap forward for a small charity like ours and demanded a complete restructure to ensure robust governance, sustainable delivery of all services and an integrated approach that works seamlessly with other agencies to produce the best outcomes for clients.

In the last 18 months significant progress has been made against the Happy Days Strategy and Business Plans although we did not deliver all of the actions we set out in the 2023-4 business plan. This progress has been made despite growing demands for Happy Days services, the unplanned merger with Smartmove, the take-on of two new buildings and a challenging financial environment in which we were not able to raise the planned level of funds. However, we have raised £1.4m in income in 2023/24 which represents an increase of £0.5m from the previous year. Through the merger with Smartmove we acquired their offices, which we have subsequently sold, and other financial resources which will be used to help deliver our strategy.

I would like to take this opportunity to thank the leadership team, both staff and trustees, for their vision and integrity during the past 18 months, which have yet again seen tremendous change. Everyone has been incredibly generous with their time and the demands on our resources have been huge. We are fortunate to have an energetic and enthusiastic team of professionals leading our organisation, every one of whom is driven by a determination and desire to empower people who are homeless or in crisis to live independent and purposeful lives. They are supported by a great team of volunteers.

We have learnt a great deal over the past 18 months and have worked hard to implement change and improvement. As we look ahead to the future of our organisation, we have a very clear vision and a deep understanding of how our services can best support those who need them. We remain ambitious in our goals for service expansion but have learnt we cannot move at the pace we originally set out. Our expenditure grew from £860k in 2022-23 to £1.46m in 2023-24 and we were successful in securing the funds to meet this level of expenditure but growing those funds to meet our goals is proving very challenging. Our foundations are strong and we are looking forward to building on the work we have done to expand existing provision and establish new services which will enable us to achieve even more for those who need our support, all with the aim of giving people greater security, hope and independence.



Gareth Henderson

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Our Strategic Goals

- 1 To broaden the services, we and our partners provide to meet the wider needs of those who are homeless or in crisis
- 2 To develop the infrastructure, processes and governance of Happy Days to robustly underpin the services provided
- 3 To develop our people, staff and volunteers, to meet the goal of broadening our services
- 4 To deliver a sustainable source of funding for Happy Days
- 5 To continue to collaborate effectively with our partners in Calderdale, Kirklees and beyond to ensure we collectively meet the needs of those who are homeless or in crisis

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Our Values and Behaviours

People First

- We are client focused making sure in all our actions at work that we deliver the best possible service for them
 - We value our staff and volunteers and are committed to their development
 - We value and treat everyone as intrinsically worthy of love and respect
 - We ensure our clients, staff and volunteers are kept safe at all times
-

Honesty and Integrity

- We act with honesty, openness and integrity with each other, our clients and our partners

Accountability and Collaboration

- We take ownership of our work and actions. We hold each other to account and continue learning
 - We will work together collaboratively, as one Happy Days, to achieve common goals and engage with partners to deliver more services to more people
-

Strong and Courageous

- We are determined and resilient in all that we do
 - We are prepared to challenge the status quo and take appropriate risks to meet the needs of our clients
-

Passion and Perseverance

- We are passionate about Happy Days and the services we provide
- We won't allow obstacles to get in the way of doing the right thing

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Our Context

The strategy for Happy Days has to be set in the context of the issues faced by the communities it serves and its own development.

The strategy for Happy Days has to be set in the context of the issues faced by the communities it serves and its own development. These have not fundamentally changed since we first set out this strategy in early 2023 but the demand and use of our services over the last 18 months shows, if anything, that need has grown.

It currently primarily operates in Calderdale but also provides some supported accommodation in Kirklees. Calderdale is the 66th most deprived local authority in England; Kirklees is 83rd and both have seen declining positions in recent years. These levels of deprivation are driven by issues with housing, homelessness, drug and alcohol addiction and food poverty among other things.

The mix of housing has changed little in the last decade, but Calderdale has a high proportion of terraced housing, seen increases in private rented accommodation and reductions in socially rented accommodation. Calderdale Council Housing 2021 Strategy aims to build 1000 new homes per year to 2032/33; homes that are built sustainably and meet the needs of all ages and abilities.

Homelessness remains a growing problem with the most common reasons for loss or potential loss of home being family no longer willing or able to accommodate, end of tenancies and domestic abuse. The total number of those having initial assessments for homelessness grew from 177 in Q4 2021-22 to 287 in Q2 2023-24. Two-thirds of those affected by homelessness come from single households and it disproportionately affects those under 35. When looking at the support needs of the homeless it is mental and physical health needs that top the list along with experience or risk of domestic abuse. The need for temporary accommodation has grown and support continues to be needed for those rough sleeping. The sad deaths of 5 people with street-based lifestyles led to the Burnt Bridges report and a greater focus on addressing the complex issues faced by people with such lifestyles. More widely Calderdale adopted the 'Make Every Adult Matter' approach underpinned by multi-agency working to address the needs of those with multiple disadvantages.

Looking at the statistics for alcohol and drug addiction reinforces the fact that many disadvantaged people have multiple support needs. 40% of people who misuse alcohol are illicit substance users; 70% of those who use illicit substances and misuse alcohol have mental health issues and many

have other health issues. Data from the National Drug Treatment Monitoring System (NDTMS) shows that the numbers in drug and alcohol treatment in Calderdale are growing with 1100 adults in treatment in 2019/20 pre-pandemic and 1420 in treatment in 2022/23. Encouragingly NDTMS shows for 2022 that over 94% of people presenting with drug and alcohol misuse are in effective treatment yet deaths still happen in treatment (31 in 2022; 15 in 2023). There is also data that shows the unmet need in Calderdale is 74.7% for alcohol misuse and 41.5% for opiates and crack.

All of this confirms the need for charities like Happy Days providing the range and types of services and support that it does alongside other organisations it partners with. Its focus for most of its history since it started in 2014 has been on provision of supported accommodation and programmes of support for residents including involvement in social enterprise projects. However, at the start of 2022 it entered into a collaboration with the charity Christians Together Calderdale (CTC) which led to Happydays taking on the management of the services, such as the Winter Shelter, previously managed by CTC. This has been a huge change and challenge for Happydays but now better places it to meet the needs of those it helps and to fulfil its purpose '**to support and empower people who are homeless or in crisis to live independent and purposeful lives**'.

An internal and external stakeholder review in 2022 identified a number of issues Happy Days needed to address in the areas of safeguarding, resourcing, finance and governance along with the need to improve collaboration with other agencies. The review made a series of recommendations and these have been addressed.

The Trustee Board has been strengthened, staff and volunteers have been recruited to ensure all services are resourced and policies developed which underpin a stronger approach to safeguarding. Financially Happy Days is currently in a sound position but is too dependent on grants and fundraising events for its income. Work is required on the houses and buildings Happydays has to ensure they are properly maintained and can be developed to meet the ambition to extend the scale and range of services Happy Days could provide. The improvements made following the stakeholder review alongside the broader range of services it took on meant Happy Days was well placed to set out this strategy as a step on the journey to becoming '**a leading and highly valued provider of services to people who are homeless or in crisis**'.

Although we have made good progress in the last 18 months against the goals we set for this strategy much more needs to be done. We have taken on two new buildings, Jubilee House and the Salvation Army Building in St James Road to enable us to expand our services. Progress with those plans has been slower than we would have hoped due to funding challenges and our capacity to staff the work. Funding, more generally, remains a significant challenge, as it is for many charities, and is key to us delivering against our ambitions. We completed the unplanned merger with local charity Smartmove which has brought us valuable funding to enable the development of Jubilee House.



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Who we are and what we do

Happy Days is a registered charity that operates supported accommodation for 90 residents throughout Calderdale and Kirklees, helping those who have been street homeless, are recovering from addictions, have poor mental health, or have been referred via probation services.

We deliver a broad range of services for people experiencing homelessness, food poverty and many other issues brought on by them being in crisis. These include a Community Supermarket, a Community Cafe, a drop-in Crisis Support Service, a range of health clinics and The Winter Shelter at The Gathering Place.

Supported Accommodation

Our intensively supported accommodation provides 19 rooms and offers the homeless a safe and secure place to live, support to access professional services for recovery from Substance misuse or mental health challenges, access to the Happy life programme, support to develop skills to maintain a tenancy and volunteering and work experience opportunities.

Residents have access to a designated Complex Lives Coordinator who will provide one to one and group support. A support plan is developed and led by the residents wants and needs which is regularly reviewed to monitor and celebrate progress. The support team's priority is to provide the highest level of safeguarding and harm reduction is monitored throughout a resident's journey.

Affordable living accommodation provides 63 independent living tenancies to prevent homelessness. Although this is independent living, all residents can access the drop-in Crisis Support Service at TGP.

Happy Life Programme and Social Enterprise

We offer a bespoke programme of meaningful activity known as Happy Days Happy Life programme. All our residents are asked to engage and commit through their housing license agreement. Part of that agreement is engaging in meaningful activity on the programme. The programme provides a range of help and services often in collaboration with partner organisations. It focuses on 'Life' such as recovery from substance misuse, 'Home' and the need to have a safe and secure tenancy and 'Community' helping residents become a positive member of the community.

We also have Happy Days Cycles which is a separate Community Interest Company, created to provide the charity with finance, work with our residents as volunteers, and supply a great community business in Sowerby Bridge.

Community Café and Community Supermarket

We have operated the Halifax Food Bank in Halifax. It provided food parcels to families and individuals every Saturday. In 2022 we saw an increase in demand providing up to 350 parcels per week. In August 2023 we replaced the Food Bank with a Community Supermarket which now supports over 300 people. Our customers pay £6 and get a choice of 15 items including fresh fruit and vegetables. £1 of the £6 goes into a credit union savings account to promote longer term positive financial outcomes. We still provide food parcels if needed for people in crisis.

Our Banqueting Table service evolved into a Community Café which not only provides a free hot lunch three times a week at The Gathering Place (TGP) but also cooked breakfast on the other two weekdays and a sandwich service. The Café served over 15000 meals in 2023-4 and over 7000 breakfasts.

Winter Shelter

The Winter Shelter is an essential service to the local community and is made possible thanks to strong strategic partnerships and the commitment of our staff and volunteers. It operates from October to March at TGP and provides 56 bed spaces per week on average to the homeless in 8 individual rooms. The Shelter operates 24 hours a day and supports people in moving on from the shelter through working with partners in the community. This last winter we have successfully moved on over 90% of those who have used the shelter and provided over 4500 interventions to Shelter users including harm reduction, accompanied hospital visits, bank account opening and activities such as crafts and numeracy classes.

We provide comprehensive training to our staff and volunteers at the Shelter including safeguarding, drug and alcohol, first aid, CPR, Naloxone and trauma informed care training.

Health Clinics

The Gathering Place has on-site wound and sexual health clinics, a weekly drop-in mental health support service and during the operating period of The Winter Shelter hosts a twice weekly drop in drug and alcohol clinic run by Calderdale Recovery Steps. In 2023 we partnered with Whitehall Dental Practice to deliver a flexible dental commissioning project to provide people who are homeless or formerly homeless access to dental care.

Crisis Support Service

In 2023 we fully implemented our drop-in service to support people in crisis. A support needs assessment is carried out and then a hand holding service is provided to access support to bring about sustainable change in people's lives. This service is available 6 days a week. This service delivered almost 5500 support interventions in 2023-4. These included over 200 attendances at the local DWP Social Justice Clinic and 130 referrals to Calderdale Recovery Steps for longer term support.

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Strategic Goal One:

To broaden the services we and our partners provide to meet the wider needs of those who are homeless or in crisis.

Why is this important?

It is clear given the context in which we are operating and the current cost of living crisis that the needs of those who are homeless or in crisis are growing. We will broaden our services in a way that meets the needs of our clients and ensures we make best use of the capabilities of all partners. Where partners deliver a service Happy Days does not provide, we will refer people to them.

How will we do it?

- 1 Service Offering** – We will develop our service offering in conjunction with Calderdale and Kirklees councils and key partners in both areas.
- 2 Referral Strategy** – We need to be clear about which people Happy Days will support and how we will support them. We will turn no one away but must be clear about the client groups who are our primary focus and how we will help them. For example, Happy Days would not seek to help those with a No Recourse to Public Funds (NRPF) status as other organisations are better placed to help them.

Where we identify needs, such as drug dependency, we will be clear whether those needs are met directly by services from Happy Days or better met by our partners. We will agree with our partners how clients are referred to them and how we will work together to address the needs of those clients.

- 3 Crisis Support Service** – This support service is designed to support people in crisis. A support needs assessment is carried out and then a hand holding service is provided to access support to bring about sustainable change in people’s lives. This service is available 5 days a week.
- 4 Food Services** – We will evolve our current Community Café services and continue to expand our Community Supermarket alongside the credit Union savings plan. The Community Supermarket aims to reduce dependency on foodbanks and free food provision, by combining sustainable low-cost food markets with easy access to a Credit Union, as part of the wider food support ecosystem.
- 5 Women’s House** – This remains in our future strategy although no timescales have been determined.
- 6 Year-Round Shelter** – The Winter Shelter will become a shelter that will operate throughout the year providing emergency accommodation and support to the homeless. Our aim is to provide the support these people need and find alternative accommodation as soon as possible.
- 7 Health Clinics** – We will expand the services offered by our health clinics in terms of the availability and accessibility of those clinics and the services they offer.
- 8 Social Enterprise** – We will bring the Community Interest Company Happy Days Cycles formally under the governance of Happy Days as a service we provide rather than it operate as a separate company. We will open more bike shops in Calderdale to expand provision of this service over the coming years.

When will we do it?

18 months into our strategy we have achieved the majority of our goals. We agreed the service offering and referral strategy, fully implemented a drop-in Crisis Support Service, set up our Community Supermarket, evolved and enhanced our Community Café offering, agreed in principle the model for a Year-Round Shelter and delivered more health services. We also set up a Food Hub, but this did not prove viable so has been discontinued.

Goal	Year One	Year Two	Year Three
Service Offering	Defined and agreed offering		Review and update service offering
Referral Strategy	Strategy defined and agreed		
Crisis Support Service	Service fully implemented	Deliver safeguarding excellence programme	
Community Supermarket	Scoped, planned, designed and implemented	Refine and improve service and move to St James Road	Refine and improve service
Community café	Café service enhanced and implemented	Maintain current service provision	Refine and improve service
Women’s House			
Year-Round Shelter	Model agreed with Calderdale Council	Develop operating plan for service	
Health Clinics	Services added	Extend services	Extend services
Social Enterprise		Complete move of Happy Days Cycles to Happy Days; define strategy and plan more bike shops	Pilot new bike shop model

We will know we have succeeded when:

- The full set of services are in place and operating to agreed policies and processes
- The users of these services value them and provide positive feedback
- These services enable us to deliver better outcomes for our clients

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Strategic Goal Two:

To develop the infrastructure, processes and governance of Happy Days to robustly underpin the services provided.

Why is this important?

The Happy Days management team and staff were over-stretched through 2022 as they took on the management of the CTC services. With additional funding and recruitment, the organisation is now in a better position to deliver all of its services albeit the team remains stretched. To provide the current and proposed services in a sustainable manner requires investment in buildings and systems and development of more robust governance and management processes.

How will we do it?

- 1 House Refit (Jubilee House)** – Jubilee House will be converted to 7 bedsits and an office to provide intensively supported spaces for people who are homeless and living complex lives.
- 2 St James Road** – We will take on and develop the Salvation Army building in St James Road to provide our Community Supermarket, a ‘Pay As You Feel’ café, a Cycle workshop and services for families in the community. Not all these services will be in place during the period of this strategy. As services are developed St James Road will be refurbished to meet the needs of those services.
- 3 The Gathering Place** – Our longer-term aim is to develop and enhance TGP to better support the services provided such as the provision of more pods for the Winter Shelter and for intensively supported spaces and improved relaxation/sensory space for those staying for a period. We will seek approval from Calderdale Council for the Community Asset Transfer (CAT) of TGP.

- 4 Office Development** – We will provide more and better office space to support the expansion of services.
- 5 Building Maintenance** – We will undertake a programme of maintenance work to ensure all our buildings meet regulatory standards.
- 6 Property Management** – We will take a more professional approach to the management of our estate. We will partner with an experienced organisation to secure Exempt Housing Benefit for those tenants with additional needs to support tenancy sustainment.
- 7 Systems** – We will develop our systems to provide more effective and rigorous support for staff. Most notably we need to implement systems to support our day-to-day operations, client management and fundraising. We will look to adopt standard systems that are used elsewhere in the charity sector.
- 8 Business Planning and Management** – We will develop annual business plans and more robust management reporting for use by management and for reporting to the Trustee Board.
- 9 Building Development Business Case** – We will develop a business case for investment in and use of The Gathering Place, St James Road and Jubilee House. This business case will be used to seek Calderdale Council support for development of these buildings and to underpin the fundraising required to support the investment required.
- 10 Building Divestment** – We will sell the Smartmove offices in Harrison Road and return Willow Lane to the landlord.

When will we do it?

18 months into our strategy we have purchased Jubilee House and are on track to refit and open it at the end of year two. We will lease the Salvation Army Building in St James Road which was bought by Green Pastures. As part of the lease agreement with Green Pastures we have an option to purchase the Salvation Army Building in future which we intend to pursue when the time is right. We have completed outline plans and designs for the development of these buildings and begun the application for Community Asset Transfer of TGP.

We have addressed building issues in some of our houses and have regular monitoring of all houses in place. We have purchased new software to meet our needs and have begun implementation of it. We now have annual business plans and better reporting for our Trustee Board.

Goal	Year One	Year Two	Year Three
House Refit (Jubilee House)		Plan and complete refit for Jubilee House	
St James Road	Outline plan developed for use of St James Road	Develop initial plans and design for interim use of St James Road	Refurbish building for interim use
TGP Development	Plan and design completed; planning application approved	Gain council approval for CAT of TGP	Complete detailed plans for refit of TGP
Office Development		Upgrade TGP office space; use office space at St James Road	Extend use of office space at St James Road
Building Maintenance	Essential maintenance done for houses	Agree and progress house maintenance programme	Complete planned maintenance programme
Property Management	House inspection regime defined	Implement inspection regime and better tenancy agreements	Full implementation of Exempt Housing Benefit
Systems	Systems plan defined and new software installed	Complete systems implementation	
Business Planning & Management	Annual business plan in place and progress monitored. Better reporting provided to Trustee Board	Define and implement new reporting pack	
Building Development Business Case	Business Case started and CAT application started	Business case completed and submitted to Council	
Building Divestment		Smartmove offices sold and Willow Lane returned to landlord	

We will know we have succeeded when:

- Our core buildings have been developed and refitted and meet the needs of our clients.
- Our properties are effectively managed and maintained so they are both, economically viable and comply with all necessary building regulations.
- Our systems support all key management and client processes and enable us to operate more effectively and efficiently.
- Our management information and reporting is timely and accurate and enables the Trustee Board to assure themselves that Happydays is delivering against its plans and targets and complying with all relevant laws, regulations and policies.

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Strategic Goal Three:

To develop our people, staff and volunteers to meet the goal of broadening our services.

Why is this important?

Having the right numbers of staff, volunteers and partners with the necessary skills and experience to deliver the services Happy Days provides is fundamental to the fulfilment of the purpose and mission of the charity. As the services are grown in scale and broadened in their offering more staff and volunteers will be needed. Feedback from clients and stakeholders clearly shows the difference a right-sized and capable workforce makes. We want Happy Days to be seen as a charity people want to work for or volunteer with – a ‘charity of choice’.

How will we do it?

- 1 Organisational Model** – We will define the operating model required to meet the needs of current and planned services. This model will set out the organisation's structure and size. It will identify the roles of staff, volunteers, contractors and partners. It will also review the current governance structure and the role of the trustees and Trustee Board.
- 2 Operating Model** – We will develop a service directory which sets out the services we provide and how they are provided in terms of the procedures, policies and processes that are followed. This will build on the good work done to date. We will set out our Outcome Support Model where we will define the outcomes we want to achieve for our clients and the support provided by Happydays, and, or its partners to achieve those outcomes.

- 3 Training** – We will develop and implement an induction and training programme for staff and volunteers.
- 4 Pay and Recognition** – We will review and, where necessary and affordable, revise our pay structures and recognition schemes.
- 5 Engagement** – We will implement staff and volunteer meetings and other forms of communication and feedback to ensure staff and volunteers feel fully informed and engaged with the work of Happy Days.
- 6 Equality & Diversity** – We will develop a strategy and plan to ensure we have a diverse workforce of staff, volunteers and trustees that reflects the communities we serve. We will ensure our buildings and ways of working meet the needs of this workforce and our diverse client base.

When will we do it?

18 months into our strategy we have defined our future organisational model, filled some key management roles and set out the services we provide and underpinned these with a full set of policies. We have assessed and revised our pay and recognition, improved training and ensured we live our values and behaviours.

Goal	Year One	Year Two	Year Three
Organisational Model	Future organisational model defined	All key leadership posts filled Trustee governance reviewed and strengthened	
Operating Model	Service model defined and policies developed	Review and complete key policies	All processes and procedures completed
Training	Training programmes developed and implemented	Programme for Complex Lives Coordinators and ensure compliance with all training needs	
Pay & Recognition	Changes reviewed and agreed		Accredited for VSI Quality Standard Award
Engagement	Staff engagement improved through regular meetings and surveys		
Equality & Diversity		Define and approve approach to EDI	Develop and Implement EDI Strategy and Plan

We will know we have succeeded when:

- We have a better trained and supported workforce
- We deliver our services in a consistent manner underpinned by clear policies and processes
- We have delivered measurable improvement in staff and volunteer satisfaction and engagement
- We have a diverse workforce that reflects the communities we serve
- We are seen as a 'charity of choice' to work for or volunteer with

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Strategic Goal Four: To deliver a sustainable source of funding for Happy Days.

Why is this important?

Happy Days is currently too reliant on grants and money raised through fundraising events. Approximately 80% of its income comes from these sources which also require significant time and effort from staff to manage. Funding the charity in this way risks undermining its ability to deliver the services it offers consistently and reliably. Our strategy is to move to a position where 80% of our income comes from councils and regular donors both corporate and personal. Grants and fundraising events can then be seen as a means to top up income and support trialling of new initiatives rather than as the primary source of our income.

How will we do it?

- 1 **Funding Strategy** – We will develop a funding strategy and plan to meet our goal of sustainable funding. We will look at how other charities do this successfully and the lessons we can learn from them.
- 2 **Website** – We will update our website to reflect this strategy and the full set of services we provide and review our branding.
- 3 **Social Media** – We will review our approach to social media and enhance our use of these channels to make them more effective and to support our efforts to advertise the work we do.

- 4 **Events Programme** – We will define a programme of fundraising events working with partners to ensure these events best meet the needs of those we support. This will build on the successful events held in 2022 such as the Happy Days Ball.
- 5 **Grant Funding** – We will review our approach to seeking grants including our bid writing and assess what changes we need to make to increase our success rate in winning grant funding.
- 6 **Capital Appeals Board** – To establish a Capital Appeals Board which will hold the target for the new developments and drive the fundraising of those capital funds.

When will we do it?

In year 1 we increased our income from £900k in the previous year to £1.4m in 2023/24. This has largely been due to a doubling of our grant funding, more large donations and a successful events programme. However, despite this success we have not made the progress we planned in developing a funding strategy and implementing new sources of funding. This strategic goal remains our greatest challenge

Goal	Year One	Year Two	Year Three
Funding Strategy	Strategy development started	Complete the funding strategy and plan	Full implementation
Website	Website updated	Agree and implement building names and signage	Review Happy Days branding
Social Media		Review and revise use of social media	
Events Programme	Programme implemented	Refine and implement revised programme	
Grant Funding		Review and revise funding approach	
Capital Appeals Board		Board established	

We will know we have succeeded when:

- 80% of our income comes from social enterprise. Councils and regular donors both corporate and personal and only 20% from grants

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Strategic Goal Five:

To continue to collaborate effectively with our partners in Calderdale, Kirklees and beyond to ensure we collectively meet the needs of those who are homeless or in crisis.

Why is this important?

The stakeholder review conducted in 2022 clearly showed we needed to communicate, collaborate and work more effectively with key stakeholders and partners in Calderdale. We recognise we need to be an integral part of a network of organisations serving the needs of people who are homeless and in crisis. There is now much greater collaboration with Calderdale Council and other local agencies to better support residents and share resources. Happy Days is now in attendance at all relevant forums and multi-agency meetings. However, encouraging though that progress is, and the progress has been recognised there is more to be done. Happy Days cannot meet all the needs of those it supports and will not attempt to do so. Our goal is to work more effectively with others so that those needs can be met.

How will we do it?

- 1 **Local Forums** – We will continue to actively participate in relevant local forums and multi-agency meetings and where we identify the need encourage the creation of other forums.
- 2 **Council Relationships** – We will continue to strengthen our relationships with Calderdale and Kirklees councils.

- 3 **Partners** – We will continue to strengthen relationships with key voluntary sector partners in Calderdale and Kirklees.
- 4 **Happy Days Role** – Working with partners we will agree who is best placed to provide what service and how we work together to meet the needs of our clients.

When will we do it?

We have further strengthened our local relationships but there is more to do to strengthen and extend relationships with key partners.

Goal	Year One	Year Two	Year Three
Local Forums	Active participation in all relevant forums		
Council Relationships	Strengthen relationships with Calderdale and Kirklees Councils		
Partners	Strengthen relationships with key partners	Strengthen and extend relationships with key partners	

We will know we have succeeded when:

- We have increased our collaboration and effectiveness with our key stakeholders and partners

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How will we deliver the strategy?

The delivery of this strategy is managed by the Happy Days management team under the overall governance of the Board of Trustees. Each year a more detailed business plan is developed which sets out by quarter the specific goals for that year. The financial plan for each year will set a budget for the delivery of the strategy.

The Board of Trustees receive regular progress reports against these annual plans. These progress reports will be complimented by a management report showing performance against a number of operational and financial measures allowing us to measure the outcomes of the work we are doing.

In conclusion we recognise that this is an ambitious strategic plan which will rely on getting the necessary funding and resources to deliver it. As we developed the business plan for year two and reviewed progress against it we have revisited this strategy and made any necessary adjustments based on our progress to date and the external environment.



14 Our strategy on a page

Our Goals

Year One

Year Two

Year Three

To broaden the services, we and our partners provide to meet the wider needs of those who are homeless or in crisis

Service offering defined and agreed		Review and update service offering
Referral strategy defined and agreed		
Crisis Support Service fully implemented	Deliver Safeguarding Excellence Programme	
Community Supermarket planned, designed and implemented	Refine and improve service and move to St James Road	Refine and improve service
Community Café service enhanced and implemented	Maintain current service provision	Refine and improve service
Model agreed with Calderdale Council for a year-round shelter	Develop operating plan for service	
Health Clinic services added	Extend services	Extend services
	Complete move of Happy Days Cycles to Happy Days; define strategy and plan for more bike shops	Pilot new bike shop model

To develop the infrastructure, processes and governance of Happy Days to robustly underpin the services provided

	Plan and complete refit for Jubilee House	
Outline plan developed for use of St James Road	Develop initial plans and design for interim use of St James Road	Refurbish building for interim use
Define and agree plan for TGP and begin work	Gain council approval for CAT of TGP	Complete detailed plans for refit of TGP
	Upgrade TGP office space; use office space at St James Rd	
Essential maintenance done for houses	Agree and progress house maintenance programme	Complete planned maintenance programme
House inspection regime defined	Implement inspection regime and better tenancy agreements	
Systems plan defined and new software bought	Complete systems implementation	
Annual business plan in place and progress monitored. Better reporting provided to Trustee Board	Define and implement new reporting pack	
Building Development Business Case started and CAT application progressed	Business case completed and submitted to Council	
	Smartmove offices sold, and Willow Lane returned to landlord	

To develop our people, staff and volunteers to meet the goals of broadening our services and geographical reach

Future organisational model defined	All key leadership posts filled and trustee governance reviewed and strengthened	
Service model defined and policies developed	Review and complete key policies	All processes & procedures completed
Training programme developed and implemented	Programme for Complex Lives Coordinators and ensure compliance with all training needs	
Reviewed and implemented agreed changes to pay and recognition	Accredited for VSI Quality Standard Award	
Staff engagement improved through regular meetings and surveys		
	Define and approve approach to EDI	Define and Implement EDI Strategy and Plan

To deliver a sustainable source of funding for Happy Days

Development of Funding Strategy started	Complete the Funding Strategy and Plan	Full Implementation
Website updated	Review Happy Days branding	
	Review and revise use of social media	
Events programme implemented	Refine and implement revised programme	
	Review/revise approach to grant funding	

To collaborate effectively with our partners

Actively participating in relevant forums		
Strengthened relationships with Calderdale and Kirklees Councils		
Strengthened relationships with key partners	Strengthen and extend relationships with key partners	



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