

# Feasibility Study 2023

## Executive Summary

### The Camrose Centre for Homeless and Vulnerably Housed People

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supported by  
**Basingstoke  
and Deane**

## Executive Summary

The Camrose Centre for Homeless and Vulnerably House People ('Camrose') plays a critical role in Basingstoke's homeless pathway. It provides the only direct access day centre and homeless prevention service for people who are sleeping on the street, vulnerably housed, lacking strong social networks, or who prefer not to approach statutory services. Just as important, Camrose prides itself on its roots as a local charity that extends across the whole borough of Basingstoke and Deane. Volunteers, supporters, and clients come, not just from the town centre but also from towns and villages all over the borough. Camrose trustees recently updated their vision, mission and aims and set an intention to explore extending its service offer and move to larger, more appropriate premises.

No One Left Out Consultancy was sponsored by the Camrose Centre and Basingstoke and Deane Borough Council (BDBC) to complete a feasibility study to identify:

- I. The need for a seven-day a week service, what that may look like, the resources it will need and how it may be achieved.
- II. The need for new premises with the physical capacity and utility to host the intended services. How those premises may be owned/leased/rented and possibly shared with similar community facing organisations is to be explored.

## Key Findings

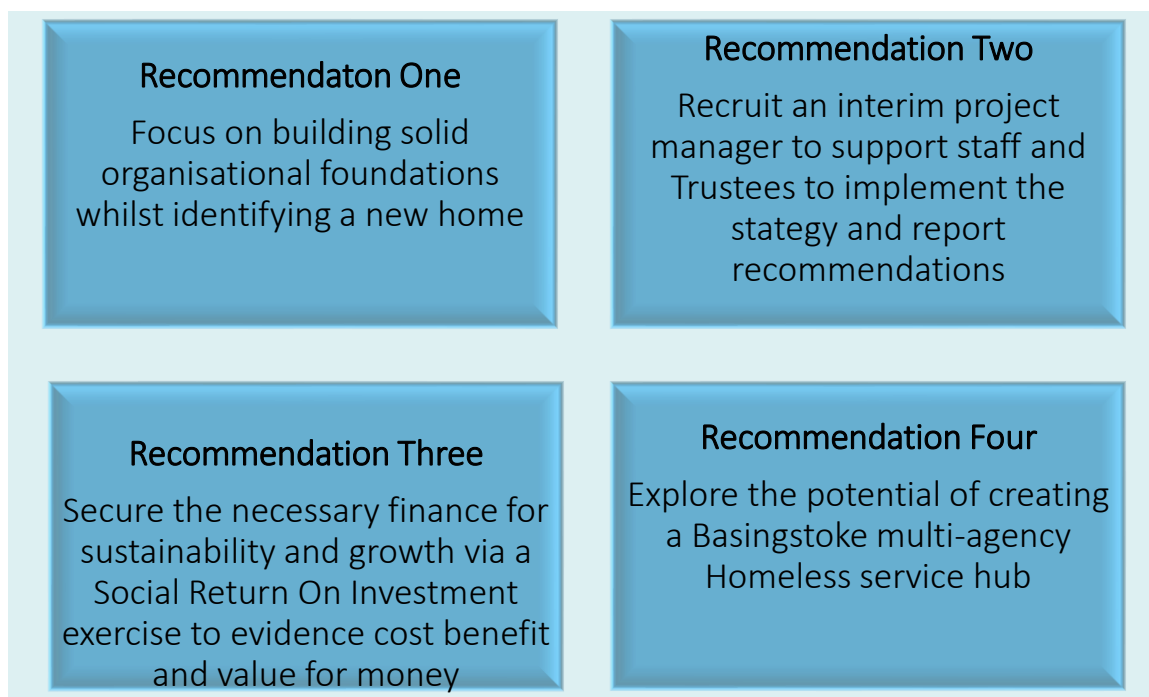
There is a deep and abiding respect for the service from both clients, partner agencies in the Basingstoke Social Inclusion Partnership and stakeholders. All consulted, including the council welcome Camrose progressively increasing its opening hours and extending its service offer.

Two critical issues came to light during the consultation period:

- a shortage of suitable alternative properties.
- during the next 18-24 months Basingstoke Church will be reviewing its use of Glebe Hall, where Camrose currently operates.

In response, the study makes a recommendation to consider two options in parallel. Continue to search for suitable properties for a daycentre and explore the possibility of creating with other agencies a local homeless service hub, where a range of services collaborate and co-locate to provide a one-stop-shop for clients.

Another important consideration is that many small charities fail in their attempt to grow by omitting to have the sustainable foundations needed to do so. The new strategy has objectives and plans in place to create these. The study therefore recommends Camrose commit to recruiting a project manager to take the lead on these and the following recommendations from the study.



**Recommendation One:** Prioritise strategy implementation and ensure solid organisational foundations whilst identifying suitable premises for relocation, growth, and development. This includes a skills audit review of staff and trustees, training and development to keep learning and growing, and the recruitment of a new chair to replace the current one who has chosen to stand back by March 2024.

**Recommendation Two:** An interim management post is needed to take the strategy forward and implement actions arising from recommendations in this report. This post could be full or part-time. More important is finding the right 'fit.'

**Recommendation Three:** The social, economic, and human value of the service identified via an Social Return On Investment (SROI) will evidence the impact and outcomes of Camrose. This can help attract funders.

**Recommendation Four:** Many services in other towns and cities are adopting a collaborative hub model as it has numerous benefits and advantages for both clients and service providers; facilitating a single point of access, multi-agency collaboration and information sharing being just a few examples. See the options appraisal for more. Currently, Camrose wants to explore actively the concept but currently is not well placed to lead such a project.

The full study is available on request. Please email Chair of Trustees, Mike Browning on [mike.browning@thecamrosecentre.org](mailto:mike.browning@thecamrosecentre.org).