

# Streetlight UK Business Plan Priorities

Current Year 1 (1<sup>st</sup> April 2020 – 31<sup>st</sup> March 2021) - Increase of 2 FTE

	DETAILS	LEAD	PROGRESS	NOTES
1.	<b>Develop effective Monitoring and Evaluation processes</b> – research and implement new Customer Relations Management system (CRM) – such as Salesforce charity system or Lloyds Lamplight.	DIRECTOR / EA		
2.	<b>Create and Pilot a Police and Statutory services training/development programme</b> - across Sussex (West/East/Mid) and Surrey around prostitution harms, the impact upon individual women, their families and the community and exit support barriers.	DIRECTOR/SWSW		
3	<b>Initiate the establishing of a Sussex and Surrey Prostitution Forum</b> – potentially as a subcommittee of the VAWAG Forum, with the aim of information sharing, training and good practice among stakeholders.	DIRECTOR/SWSW		
4	<b>Extend hours to full time (35hrs) for Sussex ‘Senior Women’s Support Worker’</b> - to ensure the ongoing strengthening and development of Direct Services from April 2020 – focusing on increasing capacity for 1-2-1 support, running targeted exit support group programmes, tackling barriers of isolation and community integration of this hard to reach group of women across Sussex.	DIRECTOR	SUSSEX SAFE SPACE FUNDING FOR 12MTHS	AS OF 01/04/20
5	<b>Recruit Surrey Women’s Support Worker x 2 (1FTE)</b> – to ensure the ongoing strengthening and development of Direct Services from April 2020 in Surrey, particularly supporting Surrey Police live operations.	DIRECTOR	SURREY PCC & SURREY CF	AS OF 01/06/20
6	<b>Identify and Pilot Development plan</b> - for new frontline Outreach team in 2 new ‘hotspots’ across region (1 in Sussex, 1 in Surrey), where prostitution, is already known as a local issue and there are gaps, or a lack of local service provision.	SWSW		Hotspots to be agreed with Director
7	<b>Roll out Remote Support to women: Online (Netreach)/Telephone/Email</b> - a team of 2 volunteers.	SWSW		Identify volunteers
8	<b>Recruit Communications Assistant (20hrs)</b> – EA progression to expand development and delivery of Communications strategy, including I.T., Website and HR.	DIRECTOR		
9	<b>Roll out communication/marketing strategy</b> - internally and externally, focusing on website development and social media campaigns across platforms - targeting our services and core messages to reach women online, specifically to influence external stakeholders and raise awareness of the issues Streetlight UK is addressing, as	DIRECTOR/ EA / SWSW		

	well as reflecting any changes in current or new policies. Strategy to include training for staff and volunteers.			
10	<b>Develop a Funding Strategy</b> – identifying target groups in the wider public, and develop strategy to increase individual donor support, legacies and fundraising opportunities both internally with staff and volunteer and externally with interested community groups. Enabling a more diverse and increased income stream.	DIRECTOR/SWSW		
11	<b>Research deterring re-offending “You Choose Course”</b> - in new locations across London and the South East. (Team of 1 x part time post and 3 volunteers).	DIRECTOR/INTERNS		
12	<b>Build on Trustee renewal/succession</b> - with a clear plan for growth linked to Trustees skills audit. (See Appendix 3 – Trustee Skills Audit).	CHAIR / DIRECTOR		
13	<b>Implement volunteer recruitment plan across Sussex/Surrey</b> - to expand volunteers to fill specialist and generic roles, preparing the ground for the recruitment of a volunteer coordinator role in year 2, who will roll out the plan, expanding volunteer teams 3-fold.	SWSW		

Year 2 (1<sup>st</sup> April 2021 –31<sup>st</sup> March 2022)

(Increase of 1.5 FTE)

	DETAILS	WHO	COMPLETION DATE
1.	<b>Recruit a ‘Volunteer Coordinator’ (20hrs)</b> - roll out volunteer recruitment plan to expand specialised and skilled volunteer teams across prostitution ‘hotspots’ in Sussex and Surrey.	DIRECTOR	
2.	<b>Roll out off-street project in prostitution ‘hotspots’ across Sussex, Surrey and the South East</b> – using the same model of good practice in our Crawley/Gatwick/London teams and based on development and research in Year 1. Developing local teams of volunteers, building local partnerships with police teams, local authorities and other services, extending access to our specialist support service across Sussex, Surrey and London.	SWSW / WSW’S	
3	<b>Roll out the Police and Statutory services training/development programme</b> - across Sussex and Surrey.	DIRECTOR / SWSW	
4	<b>Develop &amp; implement online mentoring programme for ‘Survivors’</b> – giving a platform and a role to women who have successfully exited prostitution and who wish to help mentor those still involved.	DIRECTOR / SWSW	

5	<b>Develop Plan to scale up, deterring re-offending “You Choose” Programme</b> - across London and the South East (where on-street prostitution exists). Also develop Plan to deliver “You Choose” training to police and professional stakeholders.	YOU CHOOSE CO - ORDINATOR	
6	<b>Recruit “You Choose” Perpetrator Course Trainer/Coordinator (20hrs)</b> – to broaden reach and boost training income.	DIRECTOR	
7	<b>Recruit Women’s Support Worker x 1</b> - London (20hrs).	DIRECTOR	
8	<b>Research Report (annually)</b> - of the Online ‘Sex Scene’ across Sussex, Surrey and the South East of England, to inform funders, law makers and statutory providers, could be done internally or outsourced.	DIRECTOR / SWSW / INTERNS	
9	<b>Pilot/embed the monitoring and evaluation methodology.</b>	DIRECTOR / SWSW	
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Year 3 (1<sup>st</sup> April 2022 –31<sup>st</sup> March 2023)

(Increase of 3 FTE)

	DETAILS	WHO	COMPLETION DATE
1.	<b>Recruit Service Manager (20hrs)</b> – to head up all front-line services across Sussex, Surrey and London.	DIRECTOR	
2.	<b>Roll out deterring re-offending “You Choose” Programme</b> - in new locations across London and the South East. (Team of (Course Coordinator and WSW) 1 x full time equivalent and 4 volunteers).	YOU CHOOSE CO – ORDINATOR.	
3	<b>Recruit Senior Women’s Support Worker x 1</b> – Surrey (20hrs).	DIRECTOR	
4	<b>Develop Research Report</b> - the Online ‘Sex Scene’ across Sussex, Surrey and the South East of England, to inform law makers and statutory providers, including past Streetlight research figures, to show comparisons.	DIRECTOR / SERVICE MANAGER	

5	<b>Increase Executive(s) Assistant role (37hrs)</b> – to cover support for the Executive Director and Service Manager.	DIRECTOR / SERVICE MANAGER	
6	<b>Recruit Grant Fundraiser (20hrs)</b> - To work with local and national grant makers to secure funding for Streetlight UK services and to lead on HR, Finance and infrastructure.	DIRECTOR / SERVICE MANAGER	
7	<b>Recruit Women’s Support Workers x 1</b> – Sussex (20hrs)	DIRECTOR / SERVICE MANAGER	
8	<b>Implement a review</b> - of the current Trustee Board and governance including policies and working procedures review.	CHAIR / DIRECTOR	
9	<b>Recruit Women’s Support Worker x 1</b> – London (20hrs)	DIRECTOR / SERVICE MANAGER	
10	<b>Complete an external evaluation of direct services</b> - Outreach Teams & Online Support.	DIRECTOR	
11	<b>Develop plan for better integration of survivor’s voices within the organisation.</b> – including Survivor Blog development on Streetlight UK website, Survivor input on evaluation of direct support and service development.	SERVICE MANAGER	
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We anticipate in Year 4 the need to strengthen the back-office functions with the recruitment of an Operations Manager.