



...into the next decade

Foreword

The last decade has been a period of huge growth for SAFE@LAST; from humble beginnings the charity is now widely recognised as a leading organisation in the provision and development of services for young runaways in the United Kingdom.

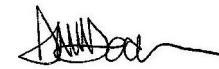
Ten years ago, at the start of the new millennium, the driving force was to ensure the safety of our children, and it is a testament to the dedication and commitment of our staff and volunteers that this desire continues to be at the heart of everything that we do. As we find ourselves on the brink of a new decade, it seems important to take stock, to consider and recognise the values that have supported our growth, and to embed those values deep within the infrastructure. We believe that in this way future generations will have no doubt about the foundations on which they stand to carry the charity through to future decades and into the next century.

The last two years have been economically and politically challenging for everyone, particularly for those of us who work in the third sector. The insecurity of short-term funding and the dependency on raising vital income through fundraising adds extra pressure to work that is, by its very nature, full of anxiety. However, the rewards are huge, and we approach the next decade as we did the last - with an enthusiasm for continuous development and the conviction that we can meet whatever challenges lay ahead with hard work and innovative thinking.

SAFE@LAST is able to continue on its course of development as a result of our ability to be flexible and broad-minded in securing funding and in recruiting the skills of volunteers. The SAFE@LAST Fundraising Strategy and Volunteering Strategy recognise the value of planning ahead and remaining open to every possibility of bringing funding and

volunteer skills to the charity in order to keep up with ever-increasing demands for our services.

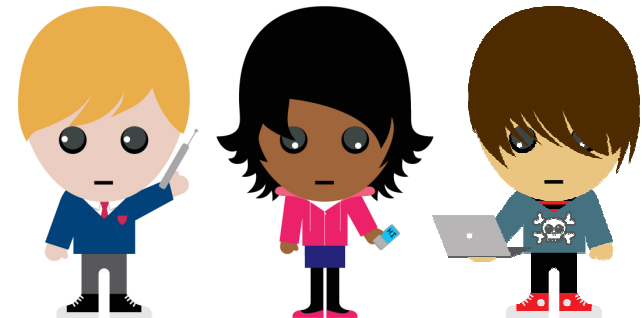
The knowledge that we are making a very real difference to the amazing children and young people that we serve continues to drive everyone who is involved with SAFE@LAST forward....into the next decade!



Dan Dean
Chair of Trustees



Hilary Massarella MBE
Founder Trustee



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**The Queen's Award
for Voluntary Service**

*The information in this document is
available in larger print upon request.*

“ **Our vision** is for a society in which individuals and organisations work together selflessly and effectively to keep children and young people SAFE from harm ”

“ **Our Mission** is to provide services for children and young people who are at risk of harm through running away. We will ensure high quality delivery of a range of programmes that meet individual young people's needs, promote a greater understanding of the dangers of running away, and offer every young person the opportunity to make a safer choice ”

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Overview

SAFE@LAST is a registered charity working with and on behalf of young people at risk through running away. We are based in Dinnington, near Sheffield, and were established in response to an acute need for services for the 1 in 9 children under the age of 16 in South Yorkshire, North East Derbyshire and North Nottinghamshire who are affected by running away.

SAFE@LAST continues to strive for excellence and the best outcomes for every young person, remaining sensitive to their individual needs and rights. The primary aim of SAFE@LAST is that every child be heard, allowing them the opportunity to identify and address their issues around running away.



SAFE@LAST currently operates:

SAFEplace Children's Refuge

Opened in April 2007 and based at a confidential location in South Yorkshire, this is the only children's refuge in England and provides two of just five bed places in the UK.

MISPER (Missing Persons) Project

Through referrals from South Yorkshire Police, SAFE@LAST supports children who have been missing from home to address the issues that led to them going missing and to prevent repeat running.

Children's Helpline (Call, Text, Web chat)

Operating 24 hours a day, 7 days a week (by SAFE@LAST staff and volunteers 9.30am-8pm and by the National Runaways Helpline out of these hours).

SAFE@LAST works inclusively to reduce inequality, prejudice and stigma and to advocate and champion the needs of marginalised and socially excluded groups

Street to Schools work

This specific project aims to address the issue of children who are missing from education, many of whom also have a history of running away and are therefore at risk.

Education and prevention

We recognise that prevention is as important as providing reactive services. SAFE@LAST therefore regularly works in schools to educate and inform children about the risks and dangers of running away.

One to One Outreach

This service adds value to Helpline and Refuge provision, ensuring that children and young people continue to receive the support they need after their initial contact.

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Core values

When reflecting upon our core values, we began by recognising and acknowledging the way in which we have worked to date. The following values are not aspirations; they are what we are. They sum up how we have worked for the past 10 years, and how we will continue to work into the next decade.

Our core values are clear and unequivocal. They are what govern our professional relationships with young people and our partner organisations. They clarify who we are and guide us in making decisions.

Integrity

- Honest in our engagement with others
- Clear about our moral responsibilities
- Consistent in our actions, principles and expectations

Flexibility

- Willing to compromise (where appropriate)
- Committed to maintain effectiveness in an environment of changing needs and opportunities

Accountability

- Keen to justify actions and decisions
- Committed to measuring and publicising results

Compassion

- Deeply aware of the suffering of others
- Resolved to relieve this suffering

Courage

- Willing to confront risk, uncertainty or intimidation
- Committed to upholding the rights of others
- Determined and uninhibited in the face of difficulties

Independence

- Capable of acting alone
- Autonomous and free from control

Optimism

- Able to anticipate the best possible outcome
- Motivated by a belief that ultimately good will prevail
- Expectant of the very best in all things

Dedication

- Devoted to our mission
- Prepared to give wholeheartedly of our talents and skills
- Single-minded in our loyalty to each other, our clients, and our supporters

Excellence

- Determined to strive for the highest quality in all that we do
- Driven to continuously improve

Creativity

- Able to apply best practice and imaginative ideas to a range of complex situations
- Capable of generating unique approaches and solutions
- Original in our thinking, reactions and work

Collaboration

- Collaborative in working with others to achieve our vision
- Committed to making joint working work!

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Young person's story

Names have been changed to maintain confidentiality but the events are a true record



Posed by model

Naomi is 14 years old and lives at home with her parents and three siblings; She was referred to SAFE@LAST by the police, having been reported missing on numerous occasions. Naomi had been attending school, but this was now becoming very sporadic.

After the initial return interview, Naomi decided that she would like to engage with SAFE@LAST and receive some one-to-one support. By the time the Runaways Project Worker began working with Naomi, she had been placed in short term foster care for her own safety. She had previously been in a relationship with a boy who had physically abused her and was still threatening her.

Naomi's short life had been full of issues; physical abuse, a miscarriage and removal from her family home. She had also started drinking heavily and taking drugs which resulted in her absconding from school. Naomi's willingness to trust had been severely tested. Therefore, the first step for the SAFE@LAST Runaways Project Worker was to work towards a relationship that was based on mutual trust, and then to look at ways of Naomi keeping herself safe while she wasn't at home. She was referred to the local drugs and alcohol service by her Runaways Project Worker who supported her by going with her and staying with her in the sessions. When

Naomi was ready, her Runaways Project Worker also helped her to access counselling to support her deal with being abused and losing her baby.

After around six months of working together, Naomi was able to leave short-term foster care and return home. The SAFE@LAST Runaways Project Worker supported Naomi in her search for employment. Together, they wrote her CV and then, when they had their meetings, they would go together to hand them out. If there were any vacancies they would go back to Naomi's house, fill the application forms in, then take them straight back. When Naomi finally got an interview, the Runaways Project Worker helped her to prepare.

Naomi got a job in a local sports shop and started the following week; She continued to see her Runaways Project Worker for a few weeks while she settled into her new role and still maintains contact with SAFE@LAST, letting us know how she's getting on and how well she's doing.

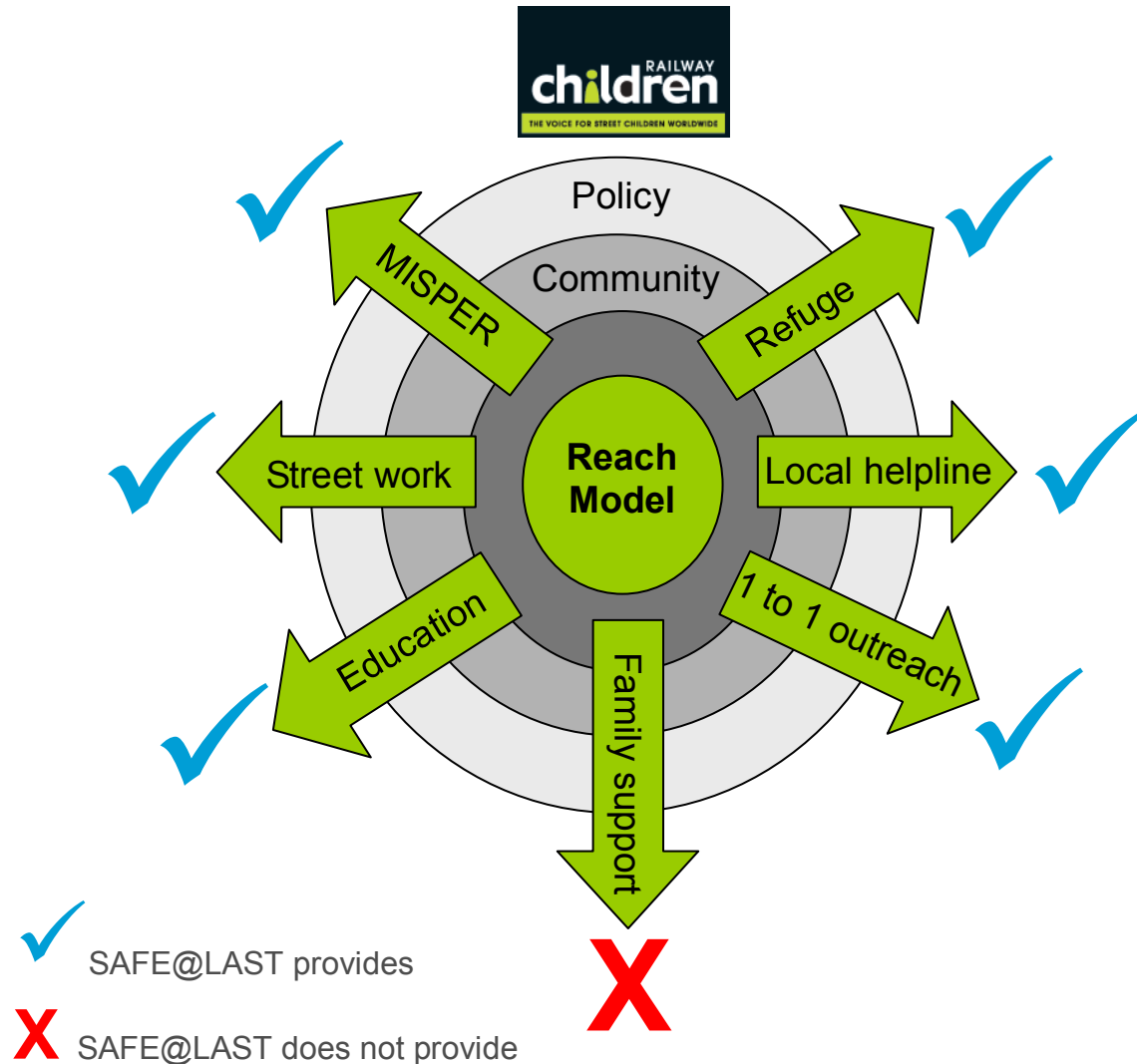
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Progress

In 2010, Railway Children published 'Off the Radar', a comprehensive qualitative research study which looked in detail at the lives, situations and experiences of some of the most detached children and young people in the UK. The study highlights the enormous chasm between the needs of children on the streets and current policy and practice in place to meet them.

In response to the findings from 'Off the Radar', Railway Children has developed an innovative model of best practice based on children and young people's recommendations on what works for them and what they need. This is the REACH Model.

At the time of writing, April 2011, we have found that SAFE@LAST already fulfils most of the hopes of these young people and the recommendations of the REACH Model. We will continue to strive to provide all of the ways in which we should REACH out to young people at risk of running away. This commitment forms the basis of our planning for the future.



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Aims

SHORT TERM

Continue to provide the MISPER scheme across all four Boroughs.

Develop 'Our Vision' as a working document that shapes the future of the charity, its staff, volunteers and supporters.

Develop Street Work in Sheffield

Further develop Governance with recruitment of new members of the Board and effective sub-committees within the Board of Trustees.

Campaign locally for political support of the national agenda for runaway children.

MEDIUM TERM

Expand the Communications Department to raise awareness amongst young people.

Expand the preventative work into Barnsley and Doncaster.

Expand the Street Work Project across the county.

Underpin the excellent practice within our Volunteering Department and seek to expand and develop it in line with our Volunteering Strategy.

Develop our Fundraising Strategy in response to changing needs and demands on services.

LONG TERM

Develop Family Support for families who are struggling with running away issues.

Research the need for specialised accommodation for over 16s with a history of running away.

Commission a survey of Running Away in South Yorkshire ten years after the first research was carried out.

Develop relationships with NE Derbyshire + N Nottinghamshire with a view to expanding to an appropriate level of services in these areas.

Recruit a Chief Executive.

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Priorities

We have set ourselves three high level priorities for the next decade which will inform our short, medium and long term planning.

Our three priorities are:

Development

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Excellence

~

Sustainability

Development (definition):

- gradual advancement or growth through a series of progressive changes

~

“All that is valuable in human society depends upon the opportunity for development accorded the individual.”

Albert Einstein

Development: To constantly seek to improve existing services and develop new ones to meet the changing needs of young people at risk through running away.

No organisation can survive without growth and development, and SAFE@LAST has been on a very steep growth curve. Inevitably and necessarily, the rate of growth will level out over the next decade.

The spirit of growth and development, however, remains at the heart of all that we do, and, therefore, we want to increase our influence and expertise in the following areas:

- Detached street work which should be available across the county
- Family support, which will add huge value to the focused work we do with young people
- Specialised housing for 16 - 20 year olds who have a history of running away and who struggle to live independently

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Priorities

Excellence (definition):

- the quality of excelling
- possessing good qualities in high degree

“Paint a masterpiece daily. Always autograph your work with excellence”

Greg Hickman

Excellence: To be a leader in delivering and championing the best quality services that meet the needs of young people at risk through running away.

SAFE@LAST believes that the issues that face young runaways are so varied and complex that only an holistic approach will adequately engage all young people. In our continuous search for excellence we must :

- Measure and evaluate all our work and respond quickly to both success and failure
- Consider key performance indicators that will help demonstrate the value of what we do and identify gaps in the service
- Stay ‘in touch’ with the real issues that young runaways face in our region
- Train, support, empower and affirm our staff and volunteers
- Develop and maintain efficient systems and high quality IT that support the delivery of our front line services

Sustainability (definition):

- the capacity to endure
- the ability to continue over a period of time

“A world without walls is the only sustainable world”

Bill Clinton

Sustainability: To strengthen our financial resources sufficiently to ensure the long term existence of services in South Yorkshire.

In the current environment of economic and social stress, demand for our services is increasing. Services for young runaways are complex and so efficiency and effectiveness are key to designing and delivering services that offer sustainable value.

We believe that this can be achieved by focusing on:

- A business model that safeguards the long term financial security of each project within the organisation
- Value for money, without compromising on the quality of services that young people receive
- Partnership working that encourages efficient use of common resources
- A talented, committed and well equipped volunteer force
- Campaigning

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Trustees and Staff

Current Charity Trustees and Company Directors

Dan Dean - Chair of Trustees
 Paul Sherman - Vice Chair of Trustees
 Hilary Massarella MBE
 Sue Kelly
 Mark Massarella
 Councillor Iain St John
 Sue Wheatcroft
 Karen Williams
 Helen Norton – Clerk to Trustees

Management Committee

Carole Hall – Treasurer
 Christine Ayres
 Maureen Dean
 Daniela Massarella
 Kate Patterson

Strategic Runaway Services Director

Tracy Haycox

Operations Director

Mark Smith

Communications and Grants Manager

Clare Sherratt

Patrons

The Earl and Countess of Scarborough
 Brendan Ingle MBE
 Chief Constable Meredydd Hughes
 Kevin Barron MP
 Lucy Pargeter
 Gervase Phinn

Bankers

NatWest, Laughton Road,
 Dinnington, Sheffield S25

Solicitors

DLA, Fountain Precinct, Balm
 Green, Sheffield S1 1RZ

Accountants

Nigel Sharpe & Company,
 Sovereign House, 4 Machon Bank,
 Sheffield S7 1GP

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