



The chance for change

Strategic Plan 2018 - 2023

Introduction

This plan will govern our work during the period 2018-23.

It outlines our vision as an ambitious and forward thinking charity and explains how we will meet our strategic objectives. It also lays the foundations for realising our ambition of becoming one of the UK's leading organisations in the prevention and eradication of street homelessness.

Our vision and objectives have been developed following detailed consultation with our different stakeholders, including staff, volunteers, partners and, most importantly, people affected by homelessness, including our customers. In preparing the plan, we recognised the achievements of the past few years, particularly those which have enabled the charity to expand its range of services through partnerships with other organisations. However, we have also sought to stretch our ambitions further with a view to ensuring that Action Homeless is better placed to respond to the challenges of homelessness and that, as an organisation, we are equipped to meet the future with confidence.



Our Mission

Action Homeless' mission is to ensure that no one has to sleep on the streets of Leicestershire.

Vision

Action Homeless will endeavor to break the cycle of chronic homelessness and prevent people from sleeping rough. Action Homeless believes that the cycle of street homelessness in Leicestershire can be broken in the lifetime of this strategy, given the numbers of people who are currently sleeping rough in the City and County.

Action Homeless will focus its efforts on preventing people from ending up on the streets in the first instance and getting those who do find themselves on the street into accommodation as quickly as possible. We will ensure that those who have a history of chronic homelessness can find a home and are supported to keep it. We will do this by;

- **Providing** secure housing that meets the needs of those individuals, typified by the principles of Housing First: (Action Homeless has developed a Theory of Change model that will inform its development of Housing First).
- **Ensuring** that we provide support, which is personalised, to individuals to ensure that they can keep their home.
- **Working** in partnership with other agencies to make sure that the right support is available and that customers are given the opportunity to choose the future life they want.
- **Striving** to grow so that we can provide quality services for all those who need them when they are in crisis.
- **Ensuring** that we are an enterprising and sustainable organisation with the resources to meet this vision.

Our measures of success

We will judge how well we are performing by:

- The number of people sleeping rough.
- The number of new affordable tenancies we create for people in housing need
- The number of repeat homelessness cases amongst people living in and moving on from our accommodation.
- The success of our services in preventing people from rough sleeping – our aspiration will be to divert everyone, who comes to us for support, away from the street.

Action Homeless has developed a Theory of Change, learnt through its 40 years of experience, that the cycle of homelessness can only be broken by giving an individual the safety and security that comes from having their own permanent home.

Success looks like:	How we will achieve it:	How will we know if we are successful?
Homelessness is prevented because services are shaped by data we've collected	Accurate and thorough data collection	Reduction in the numbers presenting: as part of wider prevention
No rough sleeping in Leicester	Work to the European End Street Homeless campaign target of no RS by 2020	Homeless numbers reduced
Reduced repeat visits (or no repeat homelessness). Cycle of rough sleeping is broken	Applying Housing First principles to develop quality services	Collected data shows reduction in repeated admissions - our aspiration is zero repeats
The stigma that many clients feel is removed	A shared assessment service and housing first model providing safe and secure tenancies	Feedback from clients says they do not feel stigmatised

Clients' needs are met so that they are achieving their own goals and aspirations	Services that encourage accountability so that clients take responsibility over their own lives	Increase in number of clients achieving independence
Clients in a sustainable home whether with Action Homeless or not	Successful formation of new partnerships	Increase in number of clients who maintain their tenancies
Individual client support packages	Personalised approach to clients through successful formation of new partnerships, typified by a Housing First model	Clients are able to achieve the goals and aspirations they set themselves
Action Homeless has credibility as a successful provider to support our proposed Housing First plans	Development of a Housing First Services	Sustainable growth Being known as an expert provider
Clear outcome and impact data	Thorough and insightful data collection	Increased funding success; including statutory, philanthropic and corporate Use of good practice and case studies for greater influence of National and European practice
Trained and skilled to deliver changed service delivery provision	Staff development plans and training	Staff development, retention and planned succession.
Meeting budgets	Careful financial planning and monitoring	Meeting budgets

Our Core Values

The following guiding principles underpin our work as an organisation

Values

- Everyone has the right to live as independently as possible and we will do everything we can to ensure people affected by homelessness achieve and maintain independent living.
- Those affected by homelessness have the potential to transform their lives through support and education to enable them to achieve their aspirations.
- Everyone affected by homelessness has the right to expect good standards of accommodation and we will work to ensure that our housing is of good quality.
- Everyone using our services has the right to have their say in how these services are run and we will work to ensure that they have a voice in the running and development of the charity's activities.
- Our colleagues are the key to our success and we will work to create a culture that values and supports the people that work with and for us.

Action Homeless recognises that its values can only be applied if all staff and volunteers apply them through their own individual behaviour. To ensure that all understand these an agreed set of behaviours are attached.

Objectives

Develop services to break the cycle of chronic homelessness

By working together with our statutory and voluntary partners we believe that every rough sleeper locally can be identified and appropriate housing and support be provided to meet their needs. It is also our belief that we can prevent anybody from needing to sleep rough now and in the future.

- Enabling people to access timely and, where necessary, independent interventions which prevent them from ending up on the street.
- Act quickly so that anyone found rough sleeping is able to move off the street immediately.
- Ensuring that people who have moved off the street receive appropriate support to prevent them from returning to the street.
- Developing an intensive Housing First approach to enable those who are experiencing chronic homelessness find and sustain their home.
- Developing a response to intervene at the key crisis points that cause chronic homelessness (e.g. specialist substance misuse and mental health support services) and developing services that prevent homelessness in these situations.
- Developing a portfolio of owned and managed property that provides independent living solutions for our full range of customers. This includes, where we are able, re-configuring our existing accommodation to provide Housing First.
- Ensuring that everyone leaving our housing has the confidence and skills to live independently.
- Ensuring that our customers have access to quality training and employment advice that enables them to find jobs and make the transition into sustainable employment. This includes developing the opportunities that Action Homeless provides to its own customers.

Objectives

Leading policy and practice to break the cycle of chronic homelessness

In order to achieve our ambition that no one has to sleep rough we recognise that we will need to develop strategic partnerships, particularly in the areas of health, education, social care and criminal justice to ensure that the needs of Homeless people are recognised and met.

In addition, we will take forward our work with voluntary sector organisations to pursue opportunities that are of collective benefit to our customers and respective organisations. Through these partnerships, we also intend to raise awareness of our services and the wider support available to people who are at risk of rough sleeping across different local communities.

- Leading the campaign to end street homelessness in the areas where we work and developing partnership initiatives where these directly support our strategic objectives.
- Using the data and information, we collect from our services to influence others and develop new services.
- Influencing national and local homelessness policy and practice through the dissemination of information and experiences.
- Strategic partnership
- Continuing to develop the charity's positive relationship with funders and building partnerships to develop strategies and plans to support the needs of our customers.

Objectives

Creating a customer-led organisation

The People and Communities that Action Homeless supports determine the organisation's mission, values and objectives. Understanding the needs of our beneficiaries and the communities they come from is essential if we are to deliver and develop services for them. To enable Action Homeless to do this we will ensure that our customers are fully involved in the running and development of all our work and activities.

- Using the skills and experiences of those with lived experience in our service users to inform the development of new models of housing and support.
- Ensuring that Action Homeless' work force continues reflects the experience and demographic of the clients it supports.
- Ensure clients are involved and can influence the decisions that affect them.
- Giving clients the choice to be involved in the running of their homes as much as they wish.



Objectives

Growing our resources and capabilities needed to deliver our vision and objectives

In order to achieve our ambition we need to ensure that we have the resources to meet the needs of homeless people, but also have the capacity to lead the sector to respond to our objectives. This will require a financially strong and sustainable organisation with the right people and resources to support this work.

- Delivering a new property strategy that, in addition to providing additional homes, generates new income to support our wider strategic objectives.
- Ensuring that, from the Board of Directors down, the charity has the right skills and experience in place to deliver its vision and objectives.
- Developing a motivational organisational culture that supports the successful delivery of this plan.
- Maximising the contribution that volunteers make to the organisation's work.
- Ensuring that the most appropriate governance arrangements are in place to support and drive forward the delivery of this plan.
- Continue to develop the financial sustainability of the organisation to support its growth and development and realise its strategic goals. This will be done by:
 - Continuing to review tender opportunities to ascertain if they can contribute to the delivery of our strategic objectives.
 - Maximising the funding available to the organisation through charitable donors, corporate partnerships and community support.
 - Looking for new opportunities to raise investment and funding which enables us to deliver our objectives.
 - Maximising the contribution of our trading activity to ensure that they can contribute to the growth and sustainability of the organisation and its objectives, including opportunities for employment.

Next Steps

Embedding and progressing our strategy

Action Homeless will review its current internal operational strategies that set out in detail how the different elements of this high-level plan are to be delivered. These supporting strategies cover the following areas:

- Property and accommodation
- Human resources and volunteering
- Fundraising and income generation
- Customer involvement
- Governance
- Research and campaigns
- Service development

Each operational strategy will have its own set of key performance indicators that build on the high-level measures of performance set out at the start of this plan.



Behaviours

Action Homeless recognises that its values can only be applied if all staff and volunteers apply them through their own individual behaviour

Make a difference (client focused):

- We focus on changes that clients can make
- We don't judge, we motivate and provide positive support
- We believe people can choose for themselves and that this gives them the opportunity to learn for themselves
- We put ourselves out and go the extra mile
- We measure our work and its impact so that we know we make a difference

Communication:

- We treat people as human beings, with dignity, respect and fairness
- We value face-to-face communication above email and phone
- We have consistent two-way communication- we listen, give clear and constructive information and feedback

Teamwork

- We enjoy seeing the changes and results we and others achieve
- We take responsibility to get things done
- We are accountable to each other and ourselves
- We value our diversity, skills and the contribution we make
- We celebrate our successes and share our achievements with others

Collaboration and partnership:

- We know our strengths and we are passionate about our work
- We collaborate with others to achieve the outcomes are clients want and need
- We deliver the outcomes and impact agreed with our commissioners and funders
- We work in partnership with others to influence the changes in policy required to support the people we serve.

Innovation:

- We find solutions that work for individuals and Action Homeless
- We see failure as learning, a chance to try a solution that works
- We show our flexibility and adaptation because we understand that sometimes things change
- We are determined, proactive, never give up and enjoy overcoming challenges
- We seek opportunities to be entrepreneurial



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actionhomeless.org.uk
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