Ending Homelessness, Rebuilding Lives
A Five Year Strategy for St Mungo’s
2016-21
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Foreword – Robert Napier, Chair

Homelessness damages the lives of some of the most vulnerable women and men in our society. St Mungo’s exists to end homelessness and rebuild lives.

This strategy, recently approved by the Board of Trustees, draws on the expertise of our staff, clients and partners, along with a thorough analysis of our strengths and weakness and consideration of the significant changes we face in our operating environment.

It sets out the steps we will take towards our vision: that everyone has a place to call home and can fulfil their hopes and ambitions.

For nearly 50 years St Mungo’s has been at the forefront of efforts to tackle homelessness. We draw on this history to set our ambition for the next five years: to reverse the rise in rough sleeping in the country and to at least halve the number of people who sleep rough in the areas where we work.

Recently we have seen an increase in the pressures that drive people into homelessness. These are unlikely to recede in the near future. We also recognise that many people who are now sleeping rough, including some migrants, can’t access traditional routes off the streets and therefore need new approaches.

Alongside this increasing need for our housing, health, work and skills services, some of our main sources of income are under pressure, pressures that are likely to continue over the next five years.

In the face of these challenges we will need to work hard to protect our services for clients and to reach more people who need our help along the homelessness pathway. St Mungo’s is working to prevent homelessness for people at high risk, helping people facing imminent homelessness, working with individuals who are sleeping rough onto their recovery journey and into secure long-term housing.

That is our task and to achieve this we will pursue five strategic goals:

- **Improve** our services and housing so they are even safer and more effective in changing the lives of our clients
- **Interconnect** more with local partners to ensure our clients can access the specialist services they need for their recovery
- **Innovate** new evidence based services that prevent and tackle rough sleeping
- **Influence** national and local government to implement new rough sleeping strategies
- **Involve** our clients in all our work

This document explains how we will prioritise our work.

We need to ensure our foundations are strong. We recognise that we can be more efficient and effective in the management of some key areas, including our internal systems and information processes. In the first year of the plan we will complete improvement plans that will drive up our value for money making the best use of the skills of our staff and of our housing and financial assets. This will ensure we will help more homeless people and keep improving the lives of our clients.

Looking forward we will, with our partners, aim to be at the forefront of innovating more effective service models for our clients. We will consider providing services in new areas and regions.

There is much to do. Everyone in the organisation will help deliver the changes we need to make. I have met many of our staff in my first few months of office and they are our greatest asset. They do an extraordinary job often in challenging circumstances.

The Trustees are also most grateful to our financial supporters.

Together with our clients, our partners and our supporters we can make a real difference to even more people, ending homelessness and rebuilding lives.

On behalf of the Trustees and the Chief Executive Howard Sinclair, I commend this strategy to you.

Robert Napier
Chair of Trustees
We will prioritise our work in two broad phases

**Phase one: Year one**
2016 – 2017

1. **Building stronger foundations**
   - Communicate new strategy
   - Embed our recovery ethos and service user involvement
   - Secure improvements in our support systems and governance – Achieve G1 and V1 ratings from The Homes and Communities Agency (HCA)
   - Drive up value for money – reduce voids, etc.
   - Plan and start to deliver re-focusing of discretionary spend
   - Focus restricted fundraising on innovation priorities
   - Reduce overheads
   - Develop new outcomes measures
   - Campaign on rough sleeping
   - Appropriate reconfiguration of existing provision

**Phase two: Years two to five**
2017 – 2021

2.(a) **New partnerships for change**
   - Share learning and evidence from successful partnerships including NHS
   - Piloting new service models for EU and non-EU migrants
   - Using evidence from pilots to level new investment into effective service models
   - Adjusting our work in response to changing environment

2.(b) **Options for growth**
   - Provide services in new areas and regions
   - Outreach / No Second Night Out (NSNO) etc.
   - Specialist mental health services
   - Maximising housing stock
   - Mergers and acquisitions
   - On and off balance sheet opportunities
Our vision and mission

Everyone has a place to call home and can fulfil their hopes and ambitions.

We achieve this through:

- Providing direct support to our clients to prevent or respond to their homelessness and to enable their recovery
- Building relationships with communities and the wider public to increase understanding about homelessness and empathy for the people who experience it
- Combining the voices of our clients with evidence and knowledge about what works to advocate for policy change.

We are here to end homelessness and rebuild lives.

Our values

We seek to demonstrate our values in everything we do, from our interactions with our clients, to the way we treat each other as colleagues, to how we work with our commissioners and others.

Our values are to be:

- Empowering
- Inclusive
- Committed
- Creative
- Accountable

Our recovery service ethos

We work with a wide range of clients but at the heart of all of our services is our commitment to empowering the individual, to support people in their recovery journey and to prevent homelessness in the future. Every service makes the following commitment:

As a client of St Mungo’s, we will work with you to:

- Listen to, understand and value your unique individual experience
- Ensure you have a safe place to live
- Focus on your strengths, explore your real options and take practical steps towards achieving your goals
- Build and enjoy positive, supportive relationships
- Create opportunities that empower you to learn, thrive and contribute to your community.
Our services and our clients

- As a homelessness charity and a housing association, our clients are at the heart of what we do.
- We work with people experiencing homelessness and those who are at risk of homelessness; every night we house 2,500 people.
- We run more than 250 frontline services to respond to the housing, health, wellbeing, learning and skills needs of our clients; giving them the help they need to recover.
- We find the most appropriate routes off the streets for people who are rough sleeping, because sleeping on the streets is harmful and dangerous and no one should have to experience it.
- We work with our clients, commissioners and other organisations to build effective services around the individual; focusing on their strengths and abilities as well as their needs.

Our clients come from diverse backgrounds and seek our help to address a range of challenges. Mostly this involves preventing or resolving homelessness including rough sleeping.

**Prevention:** Homelessness damages lives, and so whenever possible we should aim to prevent it happening in the first place. Our preventative services offer access to accommodation, advice or support at a moment when someone might otherwise face homelessness.

Our clients are sometimes people facing social isolation or crisis due to their mental health problems, people in prison or on probation, young people leaving care or who need support in their transition to adulthood. Our housing and welfare advice services seek to empower people to resolve their housing or other problems to avoid homelessness. Clients in these services may not think of themselves as homeless. For example, many clients in our young people’s services have never experienced homelessness.

**Tackling rough sleeping:** Our outreach services find and help people to get off the streets as quickly as possible. We know that the longer someone lives on the streets the more difficult it can be to get off. Our teams go out every night to find people sleeping rough and help them get off the streets. Most people are helped very quickly, often through our No Second Night Out services. Some people have become entrenched in living on the streets and our outreach teams work persistently in helping them find a route towards recovery and a home.

**Recovery:** Providing a roof over someone’s head is a start but we know that many of our clients need much more than this if they are to escape homelessness permanently. Recovery from homelessness and the problems that caused it is a long process which may, for some, take years. In our hostels and supported housing, our Recovery Colleges and Wellbeing Centres we provide the personal support that people need to make this journey. We take a holistic view, treating everyone as an individual and focusing on their strengths. Our services include psychotherapy, learning and skills, health, substance misuse, and care homes.

**Multiple and complex needs:** Some of our clients have been homeless for many years or experience a range of interacting problems including poor mental health, drug and alcohol misuse, social isolation and lack of family relationships. For these clients, recovery can be a very gradual and often fragile process. People experience setbacks and we know that even after a number of years they may be at risk of returning to homelessness. Research has shown that people with these overlapping problems have often experienced abuse or neglect in childhood. The resulting interpersonal trauma can have a lifelong impact and can affect the individual’s ability to form trusting relationships.
There is growing recognition of the need for a more joined-up approach for services for people facing multiple and complex needs. St Mungo’s is contributing to the Big Lottery’s Fulfilling Lives programme in a number of areas. We are also working alongside colleagues from Making Every Adult Matter (MEAM), Revolving Doors Agency and the All Party Parliamentary Group (APPG) on Complex Needs and Dual Diagnosis to press for a national response from government. We have also been learning from the Psychologically Informed Environments pilots in the homelessness sector and beyond.

**Diversity:** St Mungo’s recognises and celebrates the diversity of its clients and staff. Our clients come from every part of the world and represent a wide range of ethnic, religious and cultural communities. We recognise that minority groups often face discrimination that can make them more at risk of homelessness. For example, some LGBT people are more at risk due to conflict in their family. Working across cultural boundaries can require additional competencies and we are working with our diversity networks to ensure we support staff to do this effectively. Some of our services support specific groups such as our Muslim Women’s Service and our Horn of Africa project.

**Women:** Our evidence showed that women are not well served by generalist homelessness services which tend to focus on the men as the majority. Our Rebuilding Shattered Lives programme has underlined the need for gender informed and women-only services for women who are homeless and a focus on issues such as domestic abuse and loss of children to the care system. Our Children and Family service provides training and support to staff who are working with clients around these issues.

**Migration:** Migration has always been part of the homelessness experience, although in the past this tended to be people moving to seek new opportunities within the UK or from Ireland. In the past decade, migration from Eastern Europe has led some people into homelessness. Others may face homelessness when their application for asylum is rejected. Restrictions on welfare entitlements for groups of EU and non-EU migrants means that some cannot use the established routes off the streets. In other cases, there are groups of people who are living rough and working. We now have colleagues from Eastern Europe working in our outreach teams. Where there is no realistic solution in the UK, we can support people to be reconnected to their home community.

Appendix One shows the services we offer across the “homelessness pathway”.

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**Our housing**

St Mungo’s owns over 60 properties ranging from modern hostels to supported housing and care homes. We also lease and manage many other buildings where this helps us deliver support and homelessness services. As a registered housing association we have been able to use government grants to develop new housing and invest in renovations to meet best practice standards. Those grants have decreased in number and size, and we need to find new ways to finance our ambitions for growth, and put aside money each year to maintain and modernise our housing stock.

In the first year of this strategy our property strategy will set out how we will make the most of our assets and grow the range of housing options we can offer to better meet the needs of current and future clients. This will include careful option appraisal of our stock to ensure we are maximising value for money, and building on the success of the Real Lettings Fund, a social investment model through which we provide housing to hundreds of homeless households who would otherwise be stuck in inappropriate temporary accommodation.
Our commissioners and partners

We cannot support our clients or achieve our goals by working alone. We are funded by and work closely with a wide range of partners and commissioners including national government and local councils. We also work with the NHS, public health, the probation and prison services and other statutory and voluntary sector partners. Given the overlapping needs that our clients experience, we work with our partners to join up services in ways that better support people’s recovery. Looking forward, many of our commissioners and partners will be facing financial pressure and rising demand. This underlines the need for us to work creatively with them at all levels, identifying opportunities to achieve greater value for money and better outcomes for our clients.

Our operating environment – a ‘perfect storm’

Over the next five years, the operating environment for homelessness charities will be extremely difficult and uncertain. As the government cuts public expenditure to reduce the deficit, our main funding streams will be under more pressure. Our strategy takes into account:

- Increasing levels of homelessness and rough sleeping
- Economic situation in the UK
- Welfare changes
- Devolution
- Government review of supported housing and uncertainty over funding for the sector
- The London Mayoral Election 2016
- Shortage and affordability of housing
- Impact of migration
- The multiple and complex needs agenda.
Our ambition for 2021

Rough sleeping is the most extreme form of homelessness and, after several years of reductions in the numbers of people experiencing it, the problem has been growing again.

We cannot achieve this ambition alone. We will need to convince others to join us in a concerted effort, including the government, local councils, charities and the NHS.

Together we will work to ensure:

- More people are prevented from becoming homeless or facing repeat homelessness, especially those at risk because of their poor mental health or complex needs
- More people are helped off the streets quickly
- Fewer migrants are destitute and sleeping rough
- More people kept off the streets – making a successful journey of recovery away from homelessness, able to sustain a home that they can afford
- More people who have experienced homelessness are able to find a job.

Central to this challenge is the rise in numbers of people on our streets who cannot claim benefits and are therefore denied the usual routes out of homelessness. In some areas, especially in central London, a majority of those sleeping rough are now non-UK citizens. Our strategy reasserts our position as being concerned for anyone who is homeless regardless of their migration status or whether or not they have recourse to public funds.

In the next five years our ambition is to reverse the increase in rough sleeping in England. In the areas where we work, we aim to halve the number of people sleeping rough by 2021.

We are driven by our mission, values and commitment to our clients to take a positive stance, to be ambitious even when we are realistic about the challenges we face. Indeed, the consequences of retreat are too serious. Put simply: more homeless people would die on the streets. But we know that getting people off the streets is not enough. We need to empower people in their recovery journey to build relationships, improve their health and look for work. We also need to look after our valuable housing assets, ensuring we have enough income left over each year to keep our buildings in good condition for the future.

Our core challenge is how we can achieve our ambition of reducing rough sleeping while continuing to improve outcomes for our clients and making the most of our housing assets for the long term.

Rough sleeping is a complex problem with many different interacting individual, structural and societal factors. There are no simple one size fits all solutions. Fortunately in Britain we have a long track record of tackling the problem – and St Mungo’s has often been at the forefront of these efforts. We recognise that the problem has changed over the years and some of the old solutions no longer fit. However, we are confident that we can build on the enormous experience of our staff, the strong support we have among the public and our positive relationship with local authorities and government so we can lead a renewed effort to make progress again.
Our strategic approach

Given our core challenge and our financial forecast, we know that we will not be able to operate as we have in the past. Over the next five years we will need to change how we work. Finding solutions will take imagination, new partnerships and the ability to influence policymakers and others.

The good news is that we are already doing this to some degree in many areas. Our managers and their teams build partnerships and draw in local resources. We will need to draw on learnings from the best examples of this and support colleagues to build new approaches in their areas.

Between 2016 and 2021 we will:

- Build on our role and reputation as one of the leading homelessness charities and housing associations in England by delivering safe, effective and client-focused services
- Focus internally on improving our existing services and the systems that support them to be safe and provide the transformative relationships that people need
- Develop innovative solutions that help people sleeping rough who can’t claim benefits
- Take a ‘whole system’ and strategic approach to the problem of rough sleeping working with local councils and others, focusing on prevention, getting people off the streets, and keeping them off the streets by supporting their recovery
- Work closely with the government, the NHS, charities and other local partners to create innovative approaches to preventing and tackling homelessness and rebuilding lives
- Draw on the care and concern of the public through volunteering, campaigning or through financial support for our work.

Meeting the financial challenge

Given the ‘perfect storm’ that we face, we have to be prepared to deal with the reality of ongoing financial pressure. Our financial forecast shows that to deliver the surpluses we need to maintain our housing assets over the next five years, we will have to reduce our expenditure and find new sources of income. There are limited areas where we can realistically achieve this.

Grow our services and increase our fundraising:
We have started to increase our capacity to be in a better position to deliver services in more areas. But given the context of austerity, our financial forecast assumes no net growth in our revenue from service contracts over the next five years. Our existing fundraising strategy sets out plans to increase our income from fundraising. Our current goal is to achieve a net income contribution to services of £5m (ie after costs of fundraising) over the next three years – which is a growth in net income of around £1.5m. We are developing a new fundraising strategy to align with the organisational strategy and the financial challenge we are facing. In terms of our individual donors our focus on rough sleeping is likely to resonate strongly – especially combined with the new vision and our focus on rebuilding lives as well as providing routes off the streets.

Reducing discretionary spending: Our financial forecast shows that we need to reduce our discretionary expenditure significantly over the next four years, so that in 2019-20, we are spending around £2.5m less than we do now. Achieving reductions of this scale will require difficult choices. Some of this discretionary spending is used to ‘subsidise’ projects where we receive contract funding from local authorities and others. We will analyse which services draw on the greatest subsidy and consider what action to take. We will need to refocus efforts on achieving outcomes through our partnerships with others and drawing on local resources rather than funding the activity ourselves.
Planned savings in central overheads:
Our overheads include HR, accounts, training, IT, information and quality as well as costs such as offices. In 2014-15 we spent £9.9m (around 14% of our income) on these functions. Within the first two years of this strategy we intend to bring our central overheads to 12% of income. Our financial forecast shows that, given our current assumptions, we need to make planned savings from overheads rising to £1.5m in 2018-19.

Achieving other efficiencies: There are a number of areas of expenditure where have started taking to achieve greater efficiencies, save money and achieve greater value for money. These include reducing voids, reducing use of expensive agency staff and tackling rent arrears.

Staff costs: We are committed to providing high quality services which are safe and effective. Our staff are the key to this; we need to be able to recruit, engage and retain skilled and committed people who have the competencies needed to empower clients and address the often challenging issues that arise in our services. We want to be able to continue offering pay and conditions that are fair so we can attract and retain the best people to work with us.

Translating our strategy into action, strategic aims

This strategy sets out the direction St Mungo’s will take in addressing our core challenge in the coming years. It will guide the decisions we take and determine where we focus our energy and resources, improving outcomes for our clients in our existing services and working with our partners so fewer people are sleeping rough.

Our short and medium term priorities will be set out in our three year business plan, which will bring together our financial forecasts with our plans for change and growth along with ‘SMART’ objectives for how we intend to achieve our aims. We will also set out detailed goals and plans for our local strategic engagement, people, property, fundraising, communications, health, client involvement and quality. All of these will help deliver this strategy. Some commitments in this strategy will require long term programmes of change, and we will ensure that these are established and monitored to make sure we are achieving the change and impact we expect.

We will organise all our work under the following four aims – Improve, Interconnect, Innovate and Influence and ensure that the fifth – Involve – is part of everything we do. Each team across the organisation will set out how they will contribute to these aims.
Aim One:

Improve our services, our housing – and the systems they rely on – so they are even safer and more effective in changing the lives of our clients.

We are committed to delivering safe and effective housing and services that transform lives. Our capacity to create partnerships and draw on other support depends on our reputation for high quality services. In the current financial climate we also need to deliver significant savings in our discretionary expenditure and overheads to meet the financial challenges ahead and protect services for clients. Client involvement will be at the forefront of our approach.

Specifically we will:

1. Embed our values, recovery service ethos and client involvement across all our services.
2. Support all our client services and internal business support services to develop annual improvement plans based on feedback from clients, customers or other stakeholders.
3. Complete our work to monitor compliance on quality, health and safety and on how we meet the standards set by our regulators.
4. Develop objective outcome measures to demonstrate our impact, economic and social value.
5. Implement an excellence framework based on the European Foundation of Quality Management (EFQM) approach – and encourage ‘lean’ and customer-focused central services.
6. Implement a people strategy to attract, engage and retain motivated and skilled staff.
7. Develop our staff, managers and clients so they are empowered to improve our services.
8. Restructure our central services to reduce our spending on overheads.
9. Deliver a housing assets management strategy, to increase our accommodation to 5,000 bed spaces or units of accommodation.
10. Develop and implement a research strategy, building partnerships with academics drawing on research funding.
11. Develop and implement our knowledge and information strategy to ensure our information systems are integrated and fit for the future.

We will track our progress by monitoring:

- New outcome measures to demonstrate the impact we have with our clients
- Outcomes for different groups of clients, including women
- Our governance rating by the Homes and Communities Agency (HCA) (currently G2, aiming for G1/V1)
- Investors in People (IIP) – achieving gold by 2017
- Committed to Excellence EFQM award 2016 and Recognised for Excellence by 2018
- Progress on reducing and retargeting our discretionary expenditure and overheads
- Client involvement in service audits etc.

Involving our clients

We will involve our clients at every stage and at every level in our improvement plans. Our Client Advisory Board provides input at governance level, while Outside In supports involvement across the organisation. We will support our services to increase the involvement of clients as a core part of their day-to-day work.
Aim Two: Interconnect to resources, assets and support in the areas where we work.

Over the next five years we will work to ensure that our clients can access the specialist services they need for their recovery, recognising that we will not be able to deliver all these ourselves as we may have hoped to do in the past. This means building and strengthening partnerships with local organisations such as the NHS and other charities, and drawing on local support for our work. We will learn from where our services already do this well, support our local staff and managers to find and build new relationships and create new opportunities where they don’t currently exist.

Specifically we will:

1. Implement a three year programme of change to refocus the way we support our clients, building on the skills and experience that we have across the organisation especially in health, work, learning and housing.
2. Support our service staff and managers to develop the new skills and knowledge they need to build effective local partnerships, especially with the NHS.
3. Implement a fundraising strategy to increase donations from the public and businesses.
4. Identify any opportunities for savings in activities that are funded through discretionary expenditure and seek to identify alternative sustainable funding if possible.
5. Encourage more people to volunteer to support our work.
6. Increase our profile in national, local and social media.
7. Build partnerships with local councils and others to extend our Real Lettings Fund across the country.

Involving our clients

We will involve clients in identifying local priorities for new relationships and in our efforts to engage with relevant organisations and supporters. We will encourage our clients to contribute to the local community through volunteering and encourage positive interaction with our neighbours, communities and stakeholders.

We will track our progress by monitoring:

- Introduce new measures to track our engagement with local strategic partners
- Fundraising targets
- Measuring our profile, reach and engagement with supporters and in the media
- Targets for reducing discretionary expenditure
- Number of volunteers / hours of volunteer time.
Aim Three:
Innovate and test new evidence-based services that prevent and tackle rough sleeping

We will draw on the best available evidence and the expertise and knowledge of our outreach teams and other services to develop and test new approaches to preventing and tackling rough sleeping. We will involve our commissioners, our clients and a wider range of partners in developing these approaches to ensure they are safe, cost effective and viable in the current financial climate. Key to this approach will be ensuring we gather good quality evidence of the impact of any new models – and can make the social and economic case for future investment and share the learning with others.

Specifically we will:

1. Work in more areas where we offer the best solutions to homelessness and rough sleeping.
2. Create an innovation fund to enable us to create new services in target areas.
3. Work with funders who are interested in supporting innovation.
4. Work with councils, the government and others to improve the assistance people get to prevent homelessness when they first ask for help.
5. Pilot employment, accommodation and reconnection service models for people who cannot claim benefits and are sleeping rough due to their migration status or other problem. Coproduction and peer support will be essential to this approach.
6. Work with partners to refine the NSNO model so more people move off the streets, reconnecting people to their home community where this is the best solution.
7. Improve the evidence base on the changing needs of people sleeping rough and effective solutions.
8. Work with partners to achieve better outcomes for people with multiple and complex needs, such as dual diagnosis, complex mental health and trauma, especially women for whom existing services are not as effective.
9. Explore different ways to fund new services, for example through social investment.

Involving our clients

We will need to engage and work with clients who can help us understand how to best respond to changing needs. We will involve clients in designing and testing new service models and in engaging the partners we will need to ensure they are effective.

We will track our progress by monitoring:

- The number of areas that we work in
- The proportion of areas with high levels of rough sleeping where we work
- The number of people who cannot claim benefits that we get off the streets
- Progress against plans to develop and pilot new models
- The flow of people through NSNO projects
- Better outcomes for people with multiple and complex needs, especially women.
Aim Four:  
Influence national and local government to implement new rough sleeping strategies.

Achieving our five year ambition will depend on the government and local councils also making rough sleeping a political priority, establishing strategies that take a systematic approach and dedicating the necessary resources. We will build on our track record of working with our clients, partners, campaigners and staff to build support for our ambition among national and local policymakers. Our influencing strategy makes the most of the evidence that we have from our work with clients. It focuses specifically on policy change that would help end the devastating cycle of repeat homelessness, ensuring support is available to people with the most complex problems so they can rebuild their lives away from the street for good. We will work to shape policy and legislation which has the biggest impact on our clients — people who are already experiencing, or are at serious risk of homelessness and rough sleeping. We will learn from and build on our Rebuilding Shattered Lives campaign to ensure the different experiences of women are recognised in policy and practice responses to homelessness.

Specifically we will:

1. Implement our influencing strategy, starting with a national campaign for a new government initiative on rough sleeping and mental health.
2. Build support for our ambition among local and national politicians and policymakers.
3. Build our capacity to mobilise the public in support of our campaigns.
4. Work with our local councils to renew their homelessness strategies with a focus on addressing rough sleeping.
5. Develop our approach and the influencing skills, knowledge and capacity across the organisation to enable greater engagement with local policymakers.

Involving our clients

We will involve our clients across all our influencing activities, from identifying priorities to taking part in meetings with ministers and other policymakers. We will ensure that the people who have direct experience of the issues we addressing have a strong voice through our influencing activities.

We will track our progress by monitoring:

- Our relationships with target policymakers
- Milestones in our influencing strategy
- New policy outcomes
- The number of campaigners taking action on our behalf
- The number of local councils committing to ending rough sleeping
- Assessment of local rough sleeping strategies
- Policies that specifically address the needs of women at risk.
How will we measure our impact?

This strategy sets out the approach we will take to address our core challenge in the next five years. In order to track the progress we are making towards achieving our ambition and aims we will develop a new set of measures across four domains:

**Our clients:**
- How many people do we house, or help to move away from homelessness, rebuild their lives or prevent from becoming homeless in the first place?
- How many people do we help to achieve other outcomes that are proven to build resilience against future homelessness, such as improved mental or physical health, learning new skills, finding a job or building fulfilling relationships?
- How many clients are actively involved in St Mungo’s and how satisfied are they with their experience of our services?

**The areas we work in:**
- How many local authority areas do we work in, and what is the level of rough sleeping in these areas?
- How many of these areas have committed to the goal of reducing rough sleeping and have adopted a strong strategic approach to achieve this?
- Is the NHS in these areas working effectively to meet the health needs of homeless people?

**National:**
- What is the national level of rough sleeping?
- How many of our policy recommendations has the government adopted?
- How many key politicians and policymakers have heard our messages and offered support?

**Internal:**
- Are we meeting our targets for growth, fundraising, value for money and operating surplus to underpin our financial strength and enable us to look after our buildings?
- Are we achieving the highest standards in terms of health and safety, quality and compliance with all our legal and regulatory requirements?
- How engaged are our staff and are we able to recruit and retain the quality of staff our clients deserve?

We will develop and monitor a new set of Key Performance Indicators to track our progress against these areas which will be reviewed on a quarterly basis by our board of trustees.
Going forward

This strategy will provide the framework for our three year business plan and our annual operational plan and budgets which will be signed off by the board each year in March. Each year we will prioritise the changes that we need to achieve to deliver on our ambition.

Everyone in the organisation will have a part to play in delivering the new strategy. Each service will set out its own plans based on the I-Five aims and these plans will be supported through individual’s objectives tracked through supervision and appraisals.

We are confident that working together with our clients, supporters, commissioners and other allies, we can achieve our ambition and take real strides in the next five years towards achieving our vision.
## Appendix 1 – St Mungo’s service along the homelessness ‘pathway’

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<th>Preventing homelessness for people at high risk</th>
<th>Helping people facing imminent homelessness</th>
<th>People sleeping rough</th>
<th>The recovery journey</th>
<th>Moving on into long term housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Complex mental health</td>
<td>• Eviction</td>
<td>• People new to the streets</td>
<td>• Stability</td>
<td>• Help with finding a landlord</td>
<td></td>
</tr>
<tr>
<td>• Young people</td>
<td>• Benefit problems</td>
<td>• Entrenched rough sleepers</td>
<td>• Drug/alcohol treatment</td>
<td>• Tenancy support</td>
<td></td>
</tr>
<tr>
<td>• Care leavers</td>
<td>• Family/relationship breakdown</td>
<td>• Migrants</td>
<td>• Treatment for mental health</td>
<td>• Dealing with end of tenancy</td>
<td></td>
</tr>
<tr>
<td>• Asylum seekers</td>
<td>• Leaving institutions eg hospital</td>
<td>• Groups of working rough sleepers</td>
<td>• Benefits</td>
<td>•</td>
<td></td>
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<tr>
<td>• Offenders</td>
<td>• Mental health crisis</td>
<td></td>
<td>• Relationships</td>
<td>•</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Examples of St Mungo’s services</th>
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<tbody>
<tr>
<td>• Ex-offender services working in prisons and probation</td>
<td>• Hospital discharge projects – eg Ealing</td>
<td>• Outreach – London, Gloucestershire, Brighton</td>
<td>• Hostels</td>
<td>• Peer Advice Link service</td>
<td></td>
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<tr>
<td>• Young people’s supported housing pathway (eg West Oxfordshire, Milton Keynes)</td>
<td>• Welfare advice</td>
<td>• NSNO – London, Oxford</td>
<td>• Supported Housing</td>
<td>• Clearing House (London)</td>
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<tr>
<td></td>
<td>• Housing advice</td>
<td>• CHAIN database</td>
<td>• ‘Housing First’ model</td>
<td>• Real Lettings</td>
<td></td>
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<tr>
<td></td>
<td>• Crisis house eg Bristol</td>
<td>• Night shelters</td>
<td>• Lifeworks psychotherapy</td>
<td>• Employment</td>
<td></td>
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<tr>
<td></td>
<td>• Real Lettings via local authorities</td>
<td>• Severe Weather Emergency Protocol</td>
<td>• Semi supported accommodation</td>
<td></td>
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</tbody>
</table>

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<tr>
<th>Examples of policy work</th>
<th>Preventing homelessness for people at high risk</th>
<th>Helping people facing imminent homelessness</th>
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<tbody>
<tr>
<td></td>
<td>• Reform of legislation to prevent and relieve homelessness</td>
<td></td>
<td>• Mental health and rough sleeping campaign</td>
<td>• Employment support and welfare reform</td>
<td></td>
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<td></td>
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<td>• Migration</td>
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<th>Potential areas for growth</th>
<th>Preventing homelessness for people at high risk</th>
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<tr>
<td>• Prevention services for people with multiple and complex need – eg ex-offenders</td>
<td>• Mental health crisis houses</td>
<td>• Outreach in more areas</td>
<td>• More Housing First</td>
<td></td>
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<tr>
<td></td>
<td>• No First Night Out services</td>
<td>• New models of migrants</td>
<td></td>
<td>• Real Lettings Fund for ex-rough sleepers</td>
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</tr>
</tbody>
</table>
About St Mungo’s

St Mungo’s vision is that everyone has a place to call home and can fulfil their hopes and ambitions.

As a homelessness charity and housing association our clients are at the heart of what we do.

We provide a bed and support to more than 2,500 people a night who are either homeless or at risk, and work to prevent homelessness.

We support men and women through more than 250 projects including emergency, hostel and supportive housing projects, advice services and specialist physical health, mental health, skills and work services.

We work across London and the south of England, as well as managing major homelessness sector partnership projects such as StreetLink and the Combined Homelessness and Information Network (CHAIN).

We influence and campaign nationally to help people to rebuild their lives.