



TWO SAINTS

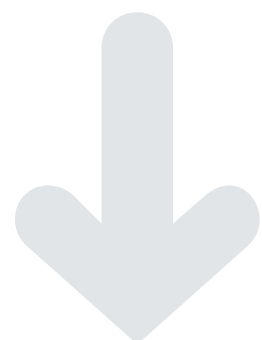
REBUILDING LIVES FOR A **BRIGHTER** FUTURE

Our strategy

April 2023 - March 2026



Where we are now



- We were formed in 2001 through the merger of the Society of St Dismas and St Petroc Housing Association
- We offer housing, and support services in Berkshire, Hampshire, Portsmouth, Southampton and on the Isle of Wight
- Our central services are in Fareham
- We're a registered community benefit society with charitable objectives, a registered provider and a member of the National Housing Federation and Homeless Link



- We have strong governance, but continually review this to make sure our Board has the skills and experience needed in an ever more challenging operating environment
- Our stakeholders tell us we have a strong reputation for working with people who are marginalised and for putting our clients at the heart of everything we do. They like our 'can do' and solution focussed approach. They also value how we work in psychologically informed ways to provide trauma-informed care.

Where we currently work and what we do

We work in:

- Hampshire
- Isle of Wight
- Portsmouth
- Southampton
- West Berkshire
- Wokingham

We provide services to:

- Single people who are homeless
- Families who are homeless
- Young people
- People with mental ill health

Our clients

- Our clients are often socially excluded, and many have chaotic lives
- They may have been affected by a range of factors, including trauma, family breakdown, debt, addiction, poor health or contact with the criminal justice systems
- Some are refugees, and many are not in education, training, or employment. As a result, it can be difficult for them to stay safe, find and keep accommodation or employment
- We work with clients to develop personalised support plans. We aim to keep them safe and help them to develop their confidence and skills so they can move into independent accommodation, maintain their home and find meaningful things to do, such as work and volunteering



Things that affect us in the wider world



- Both central and local government policies shape the work we do. We work alongside local authorities, health service providers and other agencies
- The government has a strategy to end rough sleeping by 2027. They've invested significant resources in trying to meet their target, but because of the current economic downturn and cost-of-living crisis, we believe it's now unlikely to hit this target
- The funding reductions are also being experienced in other areas such as services for young people, and there continues to be a real shortage of mental health services
- Other factors having an affect include increased responsibilities for building and fire safety and the challenges of environmental sustainability. As we aim to own or lease as many of the buildings we operate out of as possible, the huge increases in the cost of gas, electricity and food have also had a significant negative impact on our financial capacity
- Like other organisations, we're working in a competitive employment market. Both recruitment and retention are challenging, and as many of our staff are on relatively low incomes, they're facing difficulties in the current cost-of-living crisis
- Despite the financial challenges we're facing, we're in a better position than many similar organisations, as we have low levels of borrowing and a good level of financial reserves. As a result, we're still able to continue to develop the organisation, so we can maximise the positive impact we have in delivering services to our clients



Where we want to be

Creating this strategy – and redefining our vision, mission and values

- We've been building this strategy for the last 18 months through extensive consultation with our staff, our clients, those who commission our work and other external stakeholders
- We also carried out an analysis of our competitors and looked at all the information we receive from our regular surveys of clients, staff and wider stakeholders
- Using this feedback, we've redefined our vision, mission and values that help drive the work we do, and the way we do it

Our vision, mission and values

Our VISION is:

To be a safety net for people in tough times and the springboard to a brighter future

Our MISSION is:

To provide people with homes and specialist support so they feel more valued and secure, and ready to take the next steps

Our VALUES are:

- Everyone matters
- We know we're stronger together
- We do the right things, for the right reasons
- We never give up

Where we'd like to be in three years

To support the delivery of our vision in the next three years - we'd like to:

- Deliver a full range of services to our clients
- Operate across the geographical areas of Hampshire, Portsmouth, Southampton, Berkshire and the Isle of Wight
- Be a growing organisation, that doesn't lose what Two Saints is all about
- Maximise our financial capacity to deliver the best possible services to our clients
- Deliver good quality, psychologically and trauma informed services
- Deliver services from good quality and suitable buildings
- Deliver safe services with high levels of safeguarding
- Be a well-respected employer with well trained and appropriately remunerated staff
- Use good quality technology and processes
- Continue to be well governed and managed

Our strategic objectives

Everything we do is focussed on delivering good quality and affordable services to our clients in line with our vision, mission, and values – and we'll do this by delivering the three pillars of our strategy:



How we're going to get there

Action to deliver against each pillar

✓ Our people

- Give our staff the tools they need to support their clients
- Provide our staff with a pay, reward and benefits package that's fair
- Support our staff with their health and wellbeing
- Give our staff great opportunities to grow and learn
- Improve recruitment and retention rates
- Enhance and better integrate our 'people' systems and processes
- Become a more equal and diverse organisation where people feel like they belong



✓ Our properties

- Build on the planning we've already done to re-purpose our three large hostels
- Keep our properties health and safety compliant
- Improve our properties to meet our property standard
- Make our properties more energy efficient
- Ensure our properties are affordable
- Make our properties digitally accessible for clients

✓ Our organisation

- Scope and implement fully integrated housing management, asset management, support planning and finance software
- Implement cloud-based systems so our clients benefit from digital transformation
- Review our data to ensure we've got data integrity and are data led
- Rigorously stress test a sustainable financial plan
- Review how we deliver value for money - and protect and maximise our income
- Improve our efficiency through a continuing programme of transformation
- Deliver our environmental sustainability strategy
- Develop successful partnerships with the health sector



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Our new chief executive

The Two Saints Board is delighted to welcome Richard Gammage as our new chief executive.

Richard started as our new chief executive in March 2023. He was previously chief executive of the Stoll foundation, whose role was to house and help veterans.

Before joining Stoll, he was the chief operating and finance officer with Lord Wandsworth College.

Richard, who is also a qualified teacher, has extensive qualifications, including two masters' degrees.



Richard said:

"I'm excited to be joining an organisation that makes a difference to people's lives. I'm looking forward to working with the Board and staff to deliver our strategy, lead us into the future and build on all the tremendous work the previous chief executive Steve Benson and the team have achieved."

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