

Strategy objectives 2025-2030

Clients - Creating new approaches, expanding our client services

Objective	Why?	How?	Measurement	Our values
Develop integrated housing models for older people with complex needs	Some of the clients we house need longer-term housing and support that can't be met through current housing options.	Through working together with other agencies, we will create a partnership approach to delivering sustainable housing models for clients with longer term housing support needs	Service is operational by the end of the strategy.	Everyone matters We never give up We know we are stronger together
Create sustainable and longer-term housing options for clients	We want to create more secure housing options to prevent repeat homelessness for clients who thrive in shared housing settings and others won't be housed due to their histories.	We'll seek to purchase and lease new buildings and reallocate our existing properties where they are no longer required in contracted pathways	A minimum of 40 move-on accommodation established over the lifespan of the strategy	We never give up We do the right things for the right reasons
Support clients to enter work without fear	We want to reduce the barriers that prevent people accessing employment whilst living in our accommodation	We'll work with our clients and staff to understand the day-to-day barriers that prevent our clients from accessing employment and we'll work with others to make this a realistic opportunity for those that are ready and wanting to take steps into employment	Increased number of clients in employment	We never give up We do the right things for the right reasons
Develop our peer support model	Research shows that some clients benefit from having support from peers to enable them to consider making changes to their lifestyles and/or to engage with other agencies.	We'll evaluate the impact of our new peer mentors and seek to understand from our clients how we can expand our services to help them to achieve their outcomes	Increased number of peer mentor/ peer housing models	Everyone matters. We know we are stronger together
Use technology to enhance our practices around Safeguarding and Wellbeing	New and emerging technologies offer additional opportunities to enhance our safeguarding and wellbeing practices to help keep our clients safe and well when they are living in our services.	We'll research technology being developed for the housing and care sectors to understand how new initiatives can enhance practices. We'll co-produce and pilot new approaches with our clients and staff within accommodation services to understand the impact of additional tools in keeping our clients safe and well.	Increased number of clients using technology to keep themselves safe	Everyone matters

Staff – Be an employer where values lead, and people grow

Objective	Why?	How?	Measurement	Our values
Create a “my professional journey” programme	We want our staff get the right skills at the right time and to be able to identify clear career progression pathways	We will work with our staff and clients to co-produce clear learning and development profiles for each staff member.	% of staff who have an agreed pathway	Everyone Matters We do the right things for the right reasons
Enhance our approach to supporting staff to manage vicarious trauma and prevent burnout	Our staff support clients who have experienced high incidences of childhood trauma and who continue to experience trauma as young people or adults. We want to develop our trauma informed approach so that colleagues understand how trauma may be impacting on members of their staff team	We will research best practice, speak to other organisations and co-produce our approach with staff including our psychologists.	Absence rates related to stress at work reduce Managers trained in our new management training programme.	Everyone matters
Increase diversity in our leadership and management teams	Our staff and our equality, diversity and inclusivity data have told and shown us that our diversity in the workforce is limited when it comes to leadership and management grades.	We will seek to understand what barriers team members are experiencing in applying for and being ready for leadership and management positions and put plans in place to address actions. We'll adapt our recruitment campaigns to include advertisements in places which may attract a more diverse workforce.	Diversity of staff in leadership positions increased across the organisation.	Everyone Matters
Develop our training programmes to equip staff to deliver the new client objectives	Our new client focused objectives will require our staff teams to have different skills if we want our outcomes for clients to be positive.	We will undertake a skills analysis with our client facing staff teams and create new learning and development opportunities to increase skills of staff. We will seek to employ staff who have these skills alongside our staff with existing skills in other areas.	% of clients maintaining move-on accommodation. % of clients in employment	We do the right things for the right reasons

Properties - Provide better and more places for people to live

Objective	Why?	How?	Measurement	Our values
Improved our owned property	Our properties meet statutory decent standards of homes, but our clients and staff have told us what is important to them, so we have created our own standard.	We will assess our buildings against our standards and coproduce with our clients and staff our plans to bring their homes to our own internal standard	% of properties meeting our own standard	Everyone matters
Improved our lease property	We lease several buildings as part of our contract delivery. We would like to ensure that our clients have access to the same quality of accommodation no matter whether they are placed in a property we own or lease.	We will work with landlords to agree steps and responsibilities to improve building standards.	% of leased property that meets our standard	Everyone matters
Improved the fabric of our properties to achieve EPC-C	We are legally required to ensure that all our owned buildings meet EPC-C ratings. By adopting a fabric first approach we will create better environments for our clients to live in.	We will use our completed 2024 stock condition survey and our current knowledge of EPC ratings in buildings to develop clear plans on how we will achieve our target.	100% of our own properties achieve EPC-C rating by 2030	We do the right things for the right reasons
Modernise our large hostels	Our buildings are in a good condition, but we want to do more to create smaller, homely environments in our larger schemes to enable more independence and smaller spaces to help our clients to feel safe and secure	We will work with clients, staff and local authorities to make changes to our buildings. We will seek to work with Homes England to access grants where appropriate	% of clients satisfied with their homes	Everyone matters
Develop our understanding of our readiness to exceed 1000+ units including resources	At the start of our strategy period, we have 775 units of accommodation in operation. If we wish to grow our sustainable income streams, it's important to understand how we are performing against regulatory standards, and that we clearly understand financial implications and potential risks to the organisation	We will undertake a self-assessment against regulatory standards and seek support from consultants to undertake an in-depth assessment and to get advice and guidance on what additional resources we may need.	C2 (consumer rating) achieved.	We do the right things for the right reasons