



TWO SAINTS
REBUILDING LIVES FOR A **BRIGHTER** FUTURE

Rebuilding lives for a brighter future

Our five-year strategy
2025 - 2030

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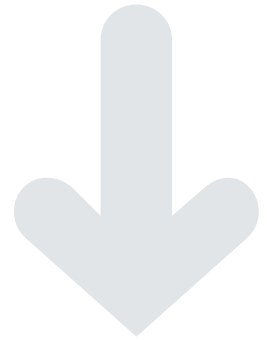
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Where we are now



In our teams, we have more than

410 people

We've a turnover of more than

£21 million

with reserves of over £8 million

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 currently work and what we do

We were formed in 2001 through the merger of St Dismas and St Petroc.

We offer housing, and support services in Berkshire, Bournemouth, Christchurch and Poole, Hampshire, Portsmouth, Southampton and on the Isle of Wight.

Our central services are in Fareham.

We provide services to:

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

Our service provision includes

- Intensive (24/7) support and accommodation services
- Step down and resettlement support and accommodation services
- Housing First
- Temporary accommodation services
- Outreach and In-reach services for people sleeping rough
- Community support services
- Day centre
- Mental Health Crisis intervention services

We're a registered community benefit society with charitable objectives, a registered provider and member of the National Housing Federation and Homeless Link.



60%

Approximately
60% of our
income is from
rent and service
charges

the remaining
income is
from support
contracts,
donations, and
other sources

40%

Things that affect us in the wider world

- Regulator of Social Housing
- Ofsted – supported accommodation services for care leavers and looked after children aged 16 and 17.
- Financial Conduct Authority

We have strong governance and continually review this to ensure our Board has the required skills and experience in an ever more difficult operating environment.

We aim to own or lease as many of the buildings we operate out of as possible.

We work with clients to enable them to develop personalised support plans. We aim to keep clients safe and work with them to develop their confidence and skills to help them move into independent accommodation, maintain their home, and find meaningful activity.



Our achievements

Our previous strategy saw many successes including:

- Expansion of our client services into Bournemouth, Christchurch and Poole
- Additional new young people services in Portsmouth and Wokingham
- Retention of our Portsmouth mental health supported living contracts and West Berkshire homelessness services
- Transformation of our IT services including procurement of a cyber security operations centre
- Development and activation of our first environmental and staff wellbeing strategies
- Introduction of counselling and clinical psychologists to support our staff in client facing work
- Increased number of properties with EPC-rating
- Introduction of two apprentices supporting our finance and communication teams



Our new strategy seeks to build on these successes.

Our future

Our strategic ambitions

Our new strategy has been co-produced with our Board, our staff and our clients. Our new strategic ambitions build on our current success.

Our ambitions are in three categories



How we'll grow



Rooted in... Financial Security and Strength, Local Voice, Safe and Secure Buildings, Systems and Process

How we're going to get there

To be successful in delivering our strategic ambitions and our objectives we will:

✓ **Be the local provider of choice by**

- Working closely with our local partners to develop solutions to meet the needs of our local communities
- Using our “voice” to advocate on behalf of our clients, our sector and organisation to raise the profile of the importance of social housing, supported accommodation, homeless prevention, and mental health support

✓ **Use our financial strength to build capacity through**

- Increasing the number of properties, we own
- Securing the best borrowing options against our assets to enable us to do more
- Accessing capital grants to provide more affordable property

✓ **Create additional financial security through**

- Diversifying our income streams - increasing income streams that are less dependent on local authority contractual relationships
- Considering new opportunities and geographies that sit where our vision, mission and values are met and where this benefits our wider organisation
- Considering partnership, shared resources and potential merger opportunities where they would add value to our clients and align to our values
- Ensuring that our organisational delivery offers value for money

✓ **Ensure that our buildings, systems and processes are fit for purpose and secure by:**

- Ensuring our properties meet decent home standards and regulatory requirements including health and safety
- Delivering psychologically and trauma informed environments
- Providing safe services with high levels of safeguarding
- Working with our staff and clients to continuously review our operational processes so staff spend more time working directly with clients
- Supporting our staff to access the right training at the right time so that they are skilled to deliver effective client services
- Working with our cyber security operations centre to make our information, communications and technologies systems as safe as they can be from attack so that we have effective and efficient systems in place to respond to any attack.
- Embracing new technologies to innovate client services.



✓ **Meet our regulatory standards by**

- Undertaking self-assessments against the Regulator of Social Housing's consumer and economic standards and the Housing Ombudsman's code of complaints handling
- Working with Ofsted to deliver supported accommodation quality standards
- Working with our external specialists to review our service delivery.



Our operating context

We are operating in a changing and challenging environment.

The political, social and economic environment in which we operate in is shaped by both central and local government policies. We have undertaken a detailed analysis of our current political, economic, social, technological, legal and environmental operating environment to help develop our new strategy.

The national landscape

A change in government during 2024 has led to new commitments within the housing sector including:

- Additional spending in 2025-26 on homelessness – although there is uncertainty whether this is new funding streams or whether this will be absorbed into existing Homeless Prevention Grants, Rough Sleeper Initiatives Grants and Rough Sleeper Accommodation Programmes

- Treasury working together with the Ministry of Housing Communities and Local Government and others in developing a cross-government taskforce to address homelessness and rough sleeping
- Consultation with registered social landlords on a new long-term social housing rent settlement of CPI+1% for 5 years
- Investment in the Affordable Homes Programme to build up to 5,000 additional affordable homes.

The local picture

- Our local context has seen Hampshire County Council take decisions to cease funding of social inclusion (homelessness) services from April 2026 and to place responsibility on local boroughs/district housing teams to fund vital services in the future. During 2025 we will be working closely with

our 11 borough/district councils and housing teams to develop sustainable funding and service models to ensure that members of their communities can continue to receive the right support and housing at the right time.

Other considerations

- Locally and nationally, we are seeing the number of people and families who are experiencing homelessness increasing, alongside the use of temporary accommodation. The number of people who need mental health support services is increasing and local authorities both unitary and two tier are struggling to remain financially viable
- Aside from funding challenges within our sector, we know that other areas such as health including mental health, criminal justice, children and young people services are also experiencing chronic levels of underfunding. The lack of funding in these areas has a direct impact on our clients and our staff
- 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

- Where other statutory services or voluntary organisations have seen reduction in funding levels or where services have been decommissioned, our staff are left to bridge the gap between services
- During the lifespan of our new strategy, we expect to see an increase in regulation for the sector and increased costs related to new regulation, utilities, staff remuneration and maintenance
- 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 deliver trauma informed care
- We work in a competitive employment market. Whilst our retention rate is within sector average levels, we'd like to do more. We know this is 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 reasonable 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 can have in delivering services to our clients.




Our strategic risk appetite



Our strategic objectives drive our risk appetite and are the focus of our strategic risk management. We express our risk appetite in the following terms:

- **Very low** – we expect to take very limited risks and set targets that are close to, or at, 100%
- **Low** – we're prepared to take a small amount of risk but don't expect significant changes or variations to the current status
- **Moderate** – we're prepared to take some planned risks based on planned outcomes
- **High** – we expect to take risks to effect change
- **Very high** – we're prepared to take risks that may not achieve planned outcomes



Appetite	Risk area	Comment
Very low	Compliance	Keeping our people and properties safe
Very low	Cyber security	Ensuring safety of sensitive data and clear recovery plans
Low	Health and safety	For properties, staff and clients
Low	Client safeguarding	To keep clients safe and enable them to take the next steps
Moderate	Reputation	Damage to our reputation will reduce our ability to achieve our objectives
Moderate	Financial	Benefits to our properties, staff and client services, but stay within loan covenants and maintain long term viability
Moderate	Environmental and social responsibility	Influence future service development to benefit our clients
Moderate	New business and growth opportunities	Organic new business or growth opportunities by merger or acquisitions
High	People and culture	To improve our staff and client experience.

Our executive, audit and risk committee and Board will monitor our appetite for strategic risks as part of our risk management reporting framework.



Measuring our success

Our success in delivering our strategy will be measured through:

- Our performance management framework which is agreed by our Board annually and includes strategic, key and operational performance measures relating to client outcomes, people and properties
- Our financial performance matrix which includes value for money, loan covenants, operating surplus and reserves
- Growth achieved within the organisation in relation to new contracts awarded, contracts retained (where they make sense to do so) and diversification of income streams.

Delivering our strategy

Our objectives for each year will appear in annual plans. These will set out the steps we'll take to achieve our objectives and ensure our culture is embedded throughout the organisation.

The Board will receive reports in November and May each year on the delivery of our annual plans.

Each February the Board will refresh this strategy and set a plan for the coming year.

Find out more, see our action plan [here](#).





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