



# Our strategic plan

## 2021-2026

**St Mungo's**  
Ending homelessness  
Rebuilding lives

# Foreword

**Message from  
Robert Napier CBE,  
Chair of Trustees, and  
Steve Douglas CBE,  
Chief Executive**

**Since we were established in 1969, St Mungo's has supported people through some of the most difficult changes in their lives, and into more positive futures away from homelessness.**

Year on year we have sought to provide solutions with, and for, people who are sleeping rough or facing homelessness, putting them at the heart of what we do to help them fulfil their hopes and ambitions. Yet, despite the work that we do, over the past decade the number of people sleeping rough has increased and with the legacy of the Covid-19 pandemic, homelessness is likely to continue to rise.

The pandemic has put a spotlight on the dangers of sleeping rough and, at the same time, exposed and exacerbated the precarious housing and financial situations of many people in England. Nevertheless, in the face of an extraordinarily challenging year, we proved that when we work together we can end rough sleeping.

According to Government estimates, the Everyone In initiative provided accommodation and support to 90% of people who were sleeping on our country's streets. In the next five years we want to build on the positive lessons we have learnt and on the principles of joint working between the different organisations involved in homelessness, as exemplified by Everyone In. We also want to build on increasing direct funding for rough sleeping projects, including longer term capital and revenue funding.

We will, however, also be dealing with the impact of rising unemployment, potentially increased evictions, and further pressure on local authority budgets, including expected real term cuts in Universal Credit and local housing allowances. Longer term, the fallout from what the Chancellor

has called the 'economic crisis' and how the Government chooses to reduce the national debt will also impact our work.

There are also implications from our exit from the European Union, both upon the economy and on non-UK nationals, and there continues to be a growing disparity between the richest and the poorest and most vulnerable in society; between those who have and those who have not.

In summary, we face a hugely challenging environment of rising demand and fiscal entrenchment, and our work supporting people away from homelessness remains vital.

But we believe that when we work together, with national government and its agencies, including health and the criminal justice system, and with partners across local government and the voluntary sector, we can make the difference, and that an end to rough sleeping within five years is achievable.

That is the ambition of this plan.



**Robert Napier CBE,  
Chair of Trustees**



**Steve Douglas CBE,  
Chief Executive**

## Our strategic focus for the next five years

Our most significant contribution to ending rough sleeping and homelessness remains our work supporting people who are sleeping on the streets into secure accommodation and providing them with the services they need to rebuild their lives once they are there.

We will also continue to focus on the issue of people returning to the streets. Unless there are paths into longer term accommodation and support, this cannot be successfully addressed. We therefore have an important role to play in ensuring that such accommodation is available, both directly and through partners, along with the support required so that people can sustain tenancies and lead independent and fulfilled lives.

Finally, we will seek to influence national, regional and local policies that affect our clients. This will mean continuing to push for policies that stop homelessness and the flow of rough sleeping, for example, pushing for the effective implementation of the Homelessness Reduction Act; advocating for sufficient funding for support services and affordable accommodation; and seeking a fundamental review of the approach to non-UK nationals and those who have no recourse to public funds, to ensure that the approach and outcomes are fair and equal.

**We believe that rough sleeping can be ended by 2026. We also believe that policies and interventions can be put in place to end homelessness for good. This strategy sets that ambition and lays out how, with partners, we believe it can be achieved: to end homelessness and rebuild lives.**



“

We believe that rough sleeping can be ended by 2026. We also believe that policies and interventions can be put in place to end homelessness for good.





## Key

### The services mentioned in this report



**No Second Night Out (NSNO)** is a rapid response service for people who are new to the streets. Clients work with specialist assessment and reconnection staff to find a quick and sustainable route off the streets.



**No One Living on the Street** is a service for people who spend time rough sleeping. Staff work with clients to identify their strengths as well as their needs, and provide intensive support to help them leave the streets for good.



**Somewhere Safe to Stay** is a preventative service for people at immediate risk of rough sleeping. Clients stay for a short period of time while they co-develop a plan to secure accommodation with staff.



**Housing First** provides people with a tenancy first as a platform for change, with intensive and flexible support to help clients address their needs at their pace.

# About us

**St Mungo's is a leading homelessness charity with national influence, working in partnership with local authorities, health colleagues and communities, to end homelessness and rebuild lives.**

## Our vision

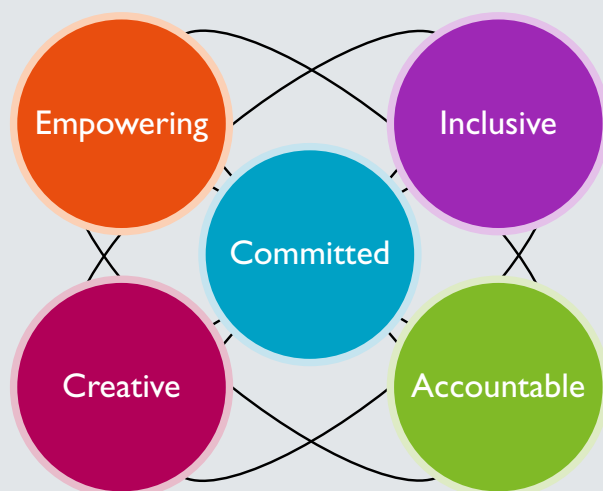
Everyone has a place to call home and can fulfil their hopes and ambitions.

## Our mission

We work to end homelessness and rebuild lives through:

- Supporting people experiencing homelessness and those who are at risk of homelessness,
- Increasing public understanding and empathy, and
- Advocating for policy change.

## Our values



## Our impact

In the last year of our previous plan 2019-20:



Through

**174**

services across London, the South East and the South West of England



We provided housing and support to more than

**3,000**

people each night, a number which more than doubled during the Covid-19 pandemic.



# Our operating environment

**The impact of the Covid-19 pandemic will shape Government expenditure and public services for at least the next five years and sets the scene for our strategic ambition to end rough sleeping.**

➤ **Financial impacts:** Longer term funding for capital and revenue programmes has been confirmed, and an additional £150 million funding for 2021-22 was announced in the 2020 one year spending review. However, at the time, the Chancellor was mainly focused on the financial crisis caused by Covid-19. We anticipate that the long term impact on the economy and government borrowing will be significant and expect real term cuts in allowances for many. Announcements on local authority funding mask the impact of potential local tax rises and the freeze on the Local Housing Allowance.

➤ **Social impacts:** The social impacts of the pandemic have already included rising unemployment, negative impacts on mental and physical health and increased domestic abuse. We also anticipate an increase in evictions, particularly no fault evictions, which will lead to more people facing homelessness.

➤ **Digital exclusion:** The lockdowns have resulted in a revolution in the way that we work and use technology. This has underlined the disparity and inequality of those who have access, and those who do not. For our clients, lack of technology creates further exclusion through not being able to access benefits, to work, or to connect with family and friends.



# Our five year strategy

## Our ambition is to end rough sleeping in England.

In the areas where we work, we aim to reduce the number of people:

- who end up on the streets for the first time,
- and the number who return.

We will do this, in partnership with local and national government and the wider voluntary and homelessness sectors.

### How will we do this?

- **Before** – Preventing people coming onto the streets in the first instance, through our services and by influencing policy.
- **During** – Reaching people who are already sleeping rough, through our services.
- **After** – Supporting the long term recovery for people who are moving on from homelessness, including securing a stable home.

### Measuring our success

We will measure our impact by monitoring the numbers of people:

- coming onto the streets, known as flow
- living on the streets
- returning to the streets,

and counted in the official numbers found in annual street counts.

We will aim to ensure that we always consider the equalities impact of our work.





# Our objectives

**Our ambition for the next five years will be delivered through each strand of our mission: Delivering services, creating public empathy and understanding, and influencing policy.**

## Service delivery objectives:

### We will...

1. **Ensure** that people we help who are, or have been, sleeping rough leave homelessness behind forever, starting with those we helped off the streets during the Covid-19 pandemic.
2. **Develop** preventative practices and models.
3. **Embed** our Recovery Approach, with a focus on 'keeping a home' skills, health outcomes and digital inclusion.
4. **Deliver** and further develop No Second Night Out, and No One Living on the Street type interventions.
5. **Expand** move-on accommodation options, both directly and indirectly.
6. **Improve** our client training and employment offer.

**We will deliver these objectives across our key service areas:**

1. **Health**  
Working with all aspects of the health sector on clients' health and wellbeing.
2. **Criminal Justice**  
Reviewing provision to people with a history of offending who are homeless or at risk of homelessness, in prison and community settings.
3. **Care**  
Reviewing our approach to care provision.
4. **Resettlement and Move On**  
Continuing our work to ensure positive longer term accommodation and support options.
5. **Learning, training and employment**  
Building our offer for clients, as part of our recovery approach.
6. **Non-UK nationals**  
Ensuring that those who are sleeping rough have access to the appropriate immigration advice.
7. **Housing management**  
Aiming to be a good to excellent housing manager.

## Creating public empathy and understanding

### We will...

1. Create public understanding and empathy to help us end homelessness and rebuild lives through:
  - a. Raising general awareness of homelessness and rough sleeping.
  - b. Raising our own profile in delivering solutions.
2. Lend our voice, alongside other homelessness organisations and our partners, to seek to challenge public perceptions about what homelessness is, what is required to end homelessness, and where more needs to be done to ensure that people who are homeless, or at risk of homelessness, are provided with the accommodation and support that they need.

## Influencing policy

### We will...

1. Advise government on what works, providing evidence-led policy solutions, based on our experience of running services.
2. Seek to shift policy to ensure that people who are homeless have a safe alternative to ending up on the streets by fixing the "hole in the safety net" that has existed since the 1977 Homeless Persons Act created an all-or-nothing approach to homelessness.
3. Speak out publicly when policies clearly exacerbate the issues that our clients face, and that prevent a long term solution to homelessness and ending rough sleeping.

In the next five years we will seek to influence national policy so that:

- Everyone at immediate risk of sleeping rough has somewhere safe to stay.
- Everyone has the support needed to find and keep a home and timely, holistic, support and health care as needed.
- No one who has left the street returns.



## Our clients

**Our clients will continue to be central to the successful delivery of our strategy, and in the next five years we will build on a strong foundation of client trust and positive impact.**

In our last client survey:



**93%**

of those who responded said they were happy with the service overall.



**92%**

said St Mungo's is helping them make positive changes in their lives.



**85%**

said they were confident their feedback would be taken seriously.



**95%**

say our staff are caring, compassionate, and respectful.

# Our service model

**Our client services activity will focus on the different stages of a person's journey into homelessness or sleeping rough: Before, During and After.**

## Before

- Preventing people becoming homeless and ending up sleeping rough will be a priority.
- For rough sleeping, prevention will mean service delivery work on emergency and immediate accommodation and/or advice and support for those who are at imminent risk of having to sleep rough. This includes people who are being discharged from hospitals or from prison with nowhere to go.
- Our services will be based on our successful Somewhere Safe to Stay models of provision and support.
- We will provide a triage function of client support, working with local authority and health colleagues, housing options and health and support assessments.
- We will listen to and respond to what our clients have to say and use their testimony and an evidence-based approach to provide research and data to influence Government policy at local and national level.



## During

- We will prioritise our emergency response through street outreach and programmes such as No Second Night Out, aimed at those who are new to the streets, assessment centres and first stage hostels.
- We will seek to continue to expand initiatives like Housing First, providing and/or managing self-contained accommodation and/or delivering intensive support, aimed at helping those with complex needs who live long term on the streets, to come and stay inside.
- We will support non-UK nationals who are on the street, through services such as Street Legal, to address status issues, often a significant barrier to them being able to secure accommodation.





## After

- We will strengthen our work aimed at helping people recover after their immediate crisis is over.
- We will look to ensure that people have housing options for positive move-on and resettlement, including, if necessary, providing that directly, through Housing First and other types of accommodation.
- We will ensure people are equipped to stay in the homes we find for them so they can rebuild their lives. Our contracted housing related support services will aim to meet their needs.
- We will play a key part in our clients' recovery journey, providing opportunities for learning, for employment and training.



# Our strategic enablers

**We have identified key organisational actions and commitments which will enable the successful implementation of our strategy including our infrastructure, people and technology.**

## Our top 10 organisational actions

### We will...

- Continue to **strengthen our inclusive culture, ensuring that both inclusion and diversity are priorities for us**, so that every service and team is confident, engaged and committed to promoting our values, celebrating diversity and challenging discrimination. This will be core to our People Strategy, and will include delivering our Leadership 2025 Commitments.
- Ensure our **financial sustainability and strengthen our financial resilience** in an uncertain economic climate, through increasing efficiency in our procurement and central costs.
- Strengthen our **knowledge and information management**, including financial information and data management.
- Embed further a **culture of compliance, consistency and 'customer focus'** within client services, and across the organisation, without losing creativity, innovation, or localisation.
- Effectively **manage the high level of risk** inherent in the work we do with people with complex needs.
- Make our practice more **evidence and impact based**, through our research, evaluation and reporting.
- Deliver secure, reliable, **flexible and agile technology**, through our IT Strategy enabling staff to deliver best outcomes for our clients, and address **digital exclusion** amongst our clients.
- Set out our approach and targets for our **environmental sustainability**, specifically how we will contribute to achieving net zero carbon.
- Continue to create an environment of physical and psychological **safety for our female clients**, through the delivery of our Women's Strategy.
- Explore establishing **St Mungo's Homes** to provide longer term accommodation with support for clients, and as a means of strengthening our financial sustainability.



## Client Involvement

We are committed to meaningful client involvement at every level of the organisation. Our clients have helped us develop standards, opportunities and an evidence-based approach to our work. We will continue this shared understanding of client involvement to inspire effective participation across all teams, services and regions.

1. **Our clients are strong, knowledgeable experts** through their lived experiences. We will aim to respond positively to all external policies that support or enhance the role of clients in our work where that is possible.
2. Our clients will have as many opportunities as possible to **influence our organisational policies**, including through an enhanced role for our **Client Advisory Board**.
3. Our clients will be at the **heart of our public influencing and empathy work**, and we will ensure opportunities for our clients' voices to be heard in our public facing advocacy and empower them to do so.
4. In partnership **with our clients, we will speak up** where we can see policies or lack of action adversely impacting their life chances and potential for successful, independent lives.



## Our housing approach:

We will build upon our 2,500 property portfolio of owned, managed and leased accommodation through:

- **Strengthening** our housing portfolio and our ability to be a good/excellent manager.
- **Creating** St Mungo's Homes to enable the development of more Housing First and hostel type accommodation, both directly owned and managed by us.
- **Increasing** the accommodation that we provide, through programmes such as the Next Steps and Rough Sleeping Accommodation programmes.

This work will be underpinned by our commitment to the Charter for Social Housing Principles:

1. To be safe in your home.
2. To know how your landlord is performing.
3. To have your complaints dealt with promptly and fairly.
4. To be treated with respect.
5. To have your voice heard by your landlord.
6. To have a good quality home and neighbourhood to live in.
7. To be supported to take your first step to ownership, *where appropriate*.





# Our people

**The pandemic has reinforced that our people are our greatest strength. A modern and flexible workforce is vital, and we need to continue to be agile while ensuring that our people are connected both physically and through technology.**

## Our top three aims:

- Retain our Investors in People Gold standard.
- Focus on attracting, retaining, upskilling and progressing talent, and overcoming the number of vacancies and length of recruitment, with a particular focus on diversity.
- Increase staff engagement through positive encouragement and tackling barriers to engagement proactively.

## Our commitment to diversity and inclusion:

We want a high representation of BAME staff at senior levels to reflect the diversity of the communities with which we work and have signed up to the five Leadership 2025 principles and will demonstrate progress against these:

We will:

1. Report annually on key diversity statistics.
2. Set aspirational targets for board and committee recruitment from under-represented groups.
3. Interview more diverse pools of candidates.
4. Develop the leadership pipeline of junior and middle-management BAME colleagues.
5. Lead by example, with our Chief Executive and board taking a proactive and visible role.

We have set realistic but stretching targets to focus our efforts and achieve real change:

### Our targets for BAME representation

Level of management	Current BAME representation	Aspirational target ('at least')	Anticipated % representation by 2026
Junior Manager	27%	33%	33%
Manager	27%	33%	33%
Head	11%	One in three appointments from now until 2026	33%
Leadership Team (Executive Directors and Directors)	5%	One in three appointments from now until 2026	20%
Board	17%	One in three appointments from now until 2026	33%

## Our commitment to effective governance:

### We will aim to...

1. Remain regulator compliant for all St Mungo's regulators, including maintaining G1 status with the Regulator of Social Housing.
2. Operate an effective governance structure with clearly defined responsibilities which are formally recorded.
3. Further develop an assurance and control framework to give the best assurance for Trustees and stakeholders in line with our Code of Governance.
4. Embed a robust risk management framework to ensure St Mungo's continues to operate within the Board's risk appetite.
5. Sustain a well-functioning Board with the right composition that enables it to carry out its role effectively.
6. Include clients meaningfully in our governance arrangements, to ensure accountability in line with our Code of Governance.







# Our financial sustainability

**We know that Covid-19 has placed real pressure on all forms of income to charities and collectively we are facing an unknown financial climate. We anticipate that there will be pressure on our income streams, whether that is through funded commissioned services, or through our fundraising.**

Historically, our fundraised income has enabled us to deliver many of the services that add real value to our clients' lives and their journey to recovery, and our focus will remain on being able to continue to do so.

Over the next five years we will seek to strengthen our financial resilience, to ensure there is head room to absorb significant risks as evidenced during the pandemic, and provide effective contracted services commissioned by local authorities, combined authorities and other bodies.

Our financial plan assumes that moderate growth can be achieved over five years with our operating margins growing to 2.4% by the end of this plan.

This will enable us to continue to deliver the services that are essential to our clients and our partners and support our ambitions to end rough sleeping in England.





We believe that rough sleeping can be ended by 2026. We also believe that policies and interventions can be put in place to end homelessness for good.



**INVESTORS IN PEOPLE™**  
We invest in people Gold



St Mungo's, Fifth Floor, 3 Thomas More Square, London E1W 1YW

**Tel:** 020 3856 6000 **Donations:** 020 8600 3000

**Email:** [info@mungos.org](mailto:info@mungos.org)

**www.mungos.org**



St Mungo Community Housing Association, a company limited by guarantee  
Registered and Head Office: Fifth Floor, 3 Thomas More Square, London E1W 1YW  
Patron HRH The Duke of Kent, KG • Chief Executive Steve Douglas CBE  
Charity No. 1149085 • Company No. 8225808 (England and Wales) • Housing Association No. LH0279

**St Mungo's**  
Ending homelessness  
Rebuilding lives