

StMungo's

Impact Roadmap

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Contents

1. Introduction
2. Who we are
3. What is our Impact Roadmap?
4. How we made it
5. Our operating context – internal and external challenges and opportunities
6. The principles that underpin our Impact Roadmap
7. Defining our Impact Areas
8. St Mungo's Theory of Change
9. The Implications of our Impact Roadmap

Introduction

In 2023, we undertook a comprehensive review across St Mungo's to rewrite our Organisational Strategy.

The 2024–2030 strategy sought to bring the organisation unity, focus and direction after a challenging few years during and following the Covid pandemic. The Strategy sets an ambitious plan, ensuring St Mungo's can respond effectively to the evolving challenges of homelessness and rough sleeping while positioning itself as a leader in driving systemic change.



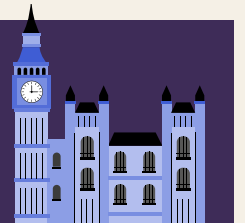
The Strategy forms the foundation of our Impact Roadmap. It reflects a shared recognition that ending rough sleeping is possible but only through sector-wide collaboration and strong political will. The success of the **'Everyone In' initiative** during the Covid-19 pandemic, which achieved a 37% reduction in rough sleeping in England, demonstrates what can be accomplished when these conditions exist.

Our purpose of ending homelessness and rebuilding lives sits at the heart of our Strategy and shapes our Impact Roadmap. Our purpose drives us to support the most vulnerable people in our communities to transform and continuously improve how we operate, through our two mission statements:

Working directly with people experiencing or at risk of homelessness, providing them with services to find paths away from the streets, for good.



Influencing policy makers to make positive change through the power of our clients' voices and our operational expertise.



Our ambition is bold and far-reaching, and we recognise that St Mungo's cannot achieve it alone. In some areas we are best placed to make a significant impact; in others, partner organisations are already delivering excellent results and our role may be in supporting or championing them.

The Impact Roadmap seeks to define the role St Mungo's will play. This is not about narrowing our ambition, but rather making intentional choices and focussing our resources on the activities that deliver the greatest impact for the people we serve. The Impact Roadmap will guide our decision-making through to 2030, helping us stay focused on achieving our strategic priorities.

In creating the Impact Roadmap, we reviewed the system in which we operate, the systemic challenges we face, and the impact we aim to achieve. This document provides an overview of that work and outlines our role within this system, it also highlights the key principles and assumptions underpinning our approach.

Importantly, the Impact Roadmap will not be static. The environment we operate in is constantly changing, and we are continually learning and improving. The Impact Roadmap will evolve with us, guiding where we focus and how we adapt, so that we remain aligned with our purpose and responsive to the needs of the people we serve.



Who we are

For the past 55 years, St Mungo's has been on the ground every day and every night, supporting people to recover from homelessness and advocating for change.



In 1969 a small group of volunteers decided to do something to help the growing number of people they saw sleeping rough outside Charing Cross station in London – St Mungo's was founded. From going out talking to people, offering food and assistance, the group formalised into a charity and opened our first hostel, in a former marmite factory in Vauxhall, in 1973.

Since then, including through joining forces with Broadway Housing in 2014, St Mungo's has grown into one of the country's leading homelessness charities, supporting tens of thousands of people every year.

Last year, we supported

26,012



people and provided **2,183** people with housing and support on any given night. We ran more than **138** services across London, the South East and the South West of England.

We believe that:

People should not experience homelessness in the first place. The trauma of homelessness damages too many lives. Homelessness can be prevented by targeting its causes and investing in prevention.

Every time someone sleeps rough, it is an emergency. People sleeping rough experience some of the most severe health inequalities and represent one of the most disadvantaged groups in our communities.

A roof is not enough. People who experience homelessness need time and tailored support so they can lead fulfilling lives in their community and so they don't experience homelessness again.

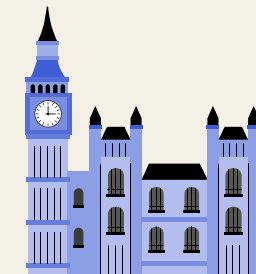
Homelessness can be ended. The success in bringing people off the streets during the Covid-19 pandemic showed what we can achieve as a sector when we work together. We can and must create lasting change.

Our strategy in a nutshell

Our missions

1. Working directly with people experiencing or at risk of homelessness, providing them with services to find paths away from the streets, for good.

2. Influencing policy makers to make positive change, through the power of our clients' voices and our operational expertise.



Our values

We are committed.

We are creative.

We are inclusive.

We are empowering.

We are accountable.

Our service ethos

We build initial relationships and trust.

We keep clients safe and empower them to secure what they need to recover.

We help clients develop the skills they need to be independent and resilient.

We provide support that enables and empowers clients to move forward.

Our purpose

Ending homelessness.
Rebuilding lives.

Our priorities

1. Keeping clients at the centre of our work.
2. Focusing on our expertise and developing our practice.
3. Collaborating to continuously improve our work and increase our reach.
4. Being impactful and influencing change.
5. Ensuring St Mungo's is a great place to work.

What is our Impact Roadmap?

At its core, the Impact Roadmap acts as St Mungo's **Theory of Change**. It will shape strategic choices so we can focus on the things that have the biggest impact – i.e. the things that we think and know will do most to end homelessness and rebuild lives. Through having more clarity about our impact we'll be more equipped to all pull in the same direction and better able to draw in partners to work with and support us. This clarity will also help us to measure and demonstrate our impact, so we can be even more confident in the value of our work.

The roadmap will help us:

- **Make decisions about where to focus**, prioritising our efforts and resources where they will deliver the greatest impact.
- **Ensure that all our activities clearly link back to our purpose**, ensuring everything we do contributes to ending homelessness and rebuilding lives.
- **Enable us to design services that meet the needs of our clients**, making sure that we operate within a system that, collectively, provides the support our clients need.

We use the following terms in our Impact Roadmap:

- **Impact:** The sustained or long term change we want to see.
- **Outcomes:** Measurable short- to medium-term results which we achieve when we deliver our activities – these are stepping stones toward impact.
- **Activities:** The work we do to achieve the Outcomes.



How we made it

Phase 1: review and understand

This phase focused on developing an assessment of the external and internal environment in which St Mungo's operates. By creating a clear picture of the context, it enabled us to identify the challenges, opportunities, and assumptions that underpin our strategic decisions.



Phase 2: consensus building

This phase focussed on sharing the insight from phase 1 across the organisation. This collaborative approach meant that we could gain consensus about what we found, ensuring the roadmap reflected both strategic intent and operational realities.



Phase 3: assess and decide

From our work in phase 2 we created a set of principles and assumptions that would underpin our Impact Roadmap. We connected these principles and assumptions to the practical things we do each day to make choices about where we have most impact on the system.



Phase 4: Implementing, embedding and using our Impact Roadmap internally and communicating externally with stakeholders and partners.



External and internal challenges and opportunities

Phase one of our work was a review of the internal and external context in which we operate with desk-based research, analysis of internal and external data sets and discussions with clients, colleagues and stakeholders. We have identified a range of external and internal challenges and opportunities that are set out below.



External challenges

Statutory housing duties do not guarantee accommodation for all, leaving many adults without children outside priority need with access only to advice or short term relief. With an estimated 363,000 adults in England homeless or at risk, this highlights the scale of unmet need and the limitations of the current system in preventing people from reaching crisis.

Fragmentation between health and social care services means that people facing multiple disadvantage often struggle to access timely, coordinated support, increasing the likelihood that needs escalate to crisis. Gaps in mental

health provision, substance misuse services and community-based care fall most heavily on those sleeping rough, who experience some of the most severe health inequalities.

A severe housing affordability crisis driven by rising rents, a shrinking private rented sector and a chronic shortage of social housing has intensified competition for homes. Combined with limited affordable supply and unrealistic local housing allowance rates, this undermines prevention and leaves many people trapped in prolonged periods of poor quality temporary or insecure accommodation, increasing the risk of tenancy breakdown and repeat homelessness.

Levels of homelessness and rough sleeping are therefore increasing with a 27% increase recorded in the past year alone. Street counts show rough sleeping numbers have surged post-pandemic from 2,440 in 2021 to 4,667 in 2024, reversing earlier progress made under the 'Everyone In' initiative.

Internal challenges

St Mungo's is committed to providing good quality and safe services for our clients and paying our colleagues fairly for the skilled, demanding work they do. We invest in experienced staff, strong supervision and safe, high quality delivery because this is essential to achieving good outcomes for the people we support. In commissioning environments that are heavily price led, this commitment can make it harder to compete where cost is weighted more strongly than quality or impact

The commissioning environment for homelessness services is becoming increasingly constrained, with growing emphasis on integrated partnerships across housing, health and social care alongside reduced funding envelopes. This has intensified competition and increased the focus on cost efficient delivery models, meaning organisations such as St Mungo's must invest time in partnership working while differentiating through quality, innovation and coproduction to remain competitive.

The introduction of the strengthened Consumer Standards increases regulatory expectations particularly regarding the provision of accommodation and in relation to governance, transparency, service quality and resident engagement. While these standards support improved accountability and outcomes for residents, they also require greater investment in systems, data, policies and assurance. In a constrained funding environment, this adds to organisational cost and complexity alongside frontline delivery.

External opportunities

The Government's National Plan to End Homelessness published in 2025 creates a significant opportunity for St Mungo's to contribute insight to shaping system-wide change. Having co-led the complex needs task and finish group, we are well positioned as a trusted partner to government and commissioners. This provides a strong platform not only to translate frontline expertise and lived experience into integrated delivery models, but also to support a deliberate reorientation of services over the medium term, from predominantly

crisis response towards earlier intervention and prevention as immediate pressures ease. Through strengthened cross sector partnerships and implementation leadership, we can help shape a system that intervenes sooner, responds more effectively, and better meets people's needs before they reach crisis.

The Mayor's Action Plan to End Rough Sleeping by 2030 provides a clear, London-wide framework that aligns policy, funding and partnership working around prevention, rapid response and sustained recovery. Its emphasis is on early intervention, removal of verification to access support, and integrated routes off the streets. This enables us to use our frontline expertise to intervene earlier, respond more effectively at crisis point, and support long term recovery.

The Government's £39bn funding settlement for social and affordable housing creates the opportunity to increase housing availability and system capacity whilst strengthening pathways out of rough sleeping. This will reduce reliance on temporary accommodation, and support a shift towards more sustainable, long term solutions alongside crisis response.

Internal opportunities

Our client voice insights show the powerful difference St Mungo's already makes, through the provision of safe housing as a foundation for change, compassionate and skilled staff as catalysts for recovery, and wrap around support that helps people grow and rebuild their lives. Clients consistently tell us they feel seen, heard and supported; the building of trust between our colleagues and clients is one of our greatest strengths. Client feedback also points to clear opportunities to go further: shaping more flexible services, better connected systems and stronger move on pathways.

Since 1969, St Mungo's has delivered frontline services to people experiencing homelessness. Today, we deliver over 130 services across London and the south of England, giving us one of the most comprehensive frontline perspectives on homelessness and rough sleeping in the

country. This depth, scale and longevity generate critical insight into the systemic challenges facing the people we support. We use this expertise, alongside research, to shape policy positions, influence system design, and continuously refine our service models so they remain innovative, effective, evidenced and responsive to emerging need.

St Mungo's strong, human centred reputation and frontline expertise provide a platform to strengthen fundraising by clearly articulating our distinctive role and long term vision. Embedding fundraising earlier in service design and developing outcome focused, evidence based cases for support will help attract sustained funding and enable innovation beyond statutory provision.



The principles that underpin our Impact Roadmap

The following principles underpin our Impact Roadmap and set out the core assumptions that guide how St Mungo's delivers its strategy. They define who we exist to support and where we focus our efforts geographically.

Principle 1: Who we are here to support

We support individual adults who face multiple, interconnected challenges and are at an approaching and prolonged risk of, or currently experiencing, rough sleeping.

We have identified this cohort because we have a very strong track record of expertise in successfully working with them and there is a growing demand for support. This cohort are often excluded from local authority housing priority lists under the Housing Act, leaving them underserved by the homelessness system. This gap makes it essential for us to step in and provide support. While all forms of homelessness are harmful, rough sleeping is the most acute, risky, and damaging, exposing

people to severe health inequalities, extreme vulnerability, and life-threatening conditions. At the same time, we recognise that many people will and continue to experience the trauma of rough sleeping, where they encounter significant barriers to finding and sustaining suitable accommodation and support. Our support is often the difference between people remaining trapped in cycles of rough sleeping and being able to access the stability, care and tailored support needed to recover and rebuild their lives.

This understanding is grounded in St Mungo's 55 years of frontline experience, working every day with people facing and experiencing

rough sleeping. Our decades of insight confirm that although prevention and temporary accommodation are vital, the trauma and danger of sleeping on the streets demand urgent, targeted action. Our commitment is to help people not only avoid sleeping on the streets but also recover and rebuild safe, stable, and fulfilling lives.



Principle 2: Where we will support

Our geographical focus is centred on London and the urban areas of the South of England, the epicentre of rough sleeping and where we aim to strengthen our presence.

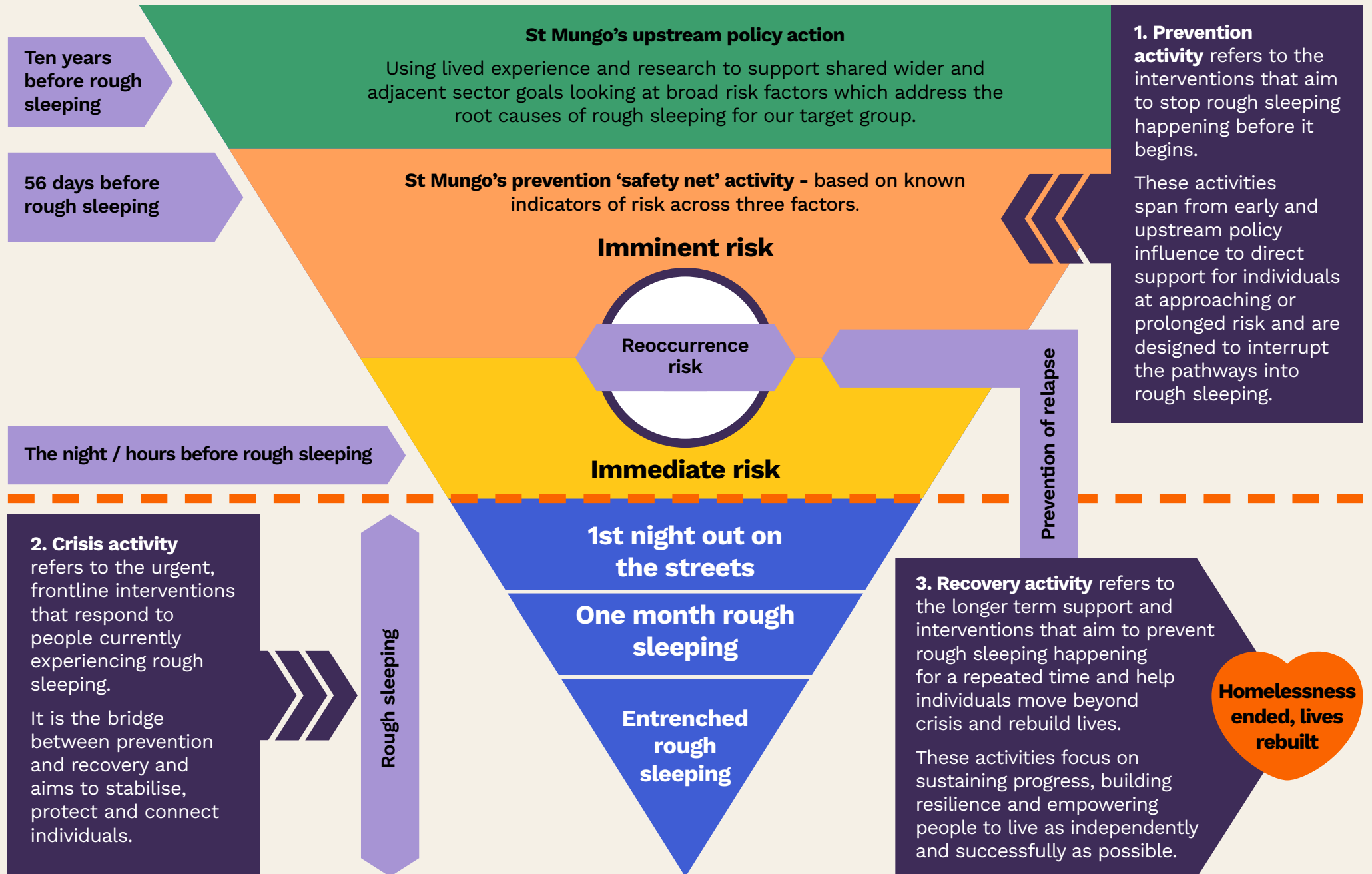
St Mungo's longstanding presence in London has shaped both our expertise and our understanding of where homelessness is most acute. Our early outreach work and the establishment of our first hostel in the early 1970s rooted the organisation in responding directly to rough sleeping in the capital, and decades of frontline delivery have since deepened our insight into the scale, complexity and persistence of need.

We have strongly established services in other urban areas of the South of England and have proved how our expertise and leadership can be translated into these locations.

Homelessness continues to be most concentrated in London and the South of England, with the highest levels of rough sleeping and increasing complexity of disadvantage (over 12,000 people in London in 2024-25).

We feel there is more we can contribute by joining up our locations through increasing our network of services and will seek opportunities to increase our reach and our impact.

Principle 3: The activities that deliver the greatest impact



The diagram above illustrates how St Mungo's activity spans the full pathway before, during and after someone sleeps on the streets. It maps the rough sleeping journey over time from the years leading up to sleeping rough, through crisis, and into recovery and relapse prevention providing a whole system view of how our work aligns to need.

This intentional approach helps ensure we focus our resources where they make the greatest difference for people facing approaching and prolonged risk of rough sleeping. Our role is to centre our work at the point of greatest risk; rough sleeping itself while deliberately operating:

- Upstream, to **prevent people from ever reaching the streets** this includes policy influencing work informed by lived experience and research, and direct interventions for individuals at approaching or prolonged risk. The focus is on identifying and interrupting pathways into rough sleeping as early as possible, based on known risk indicators.

- At **crisis, refers to urgent frontline responses** for people who are currently experiencing rough sleeping. It acts as a bridge between prevention and recovery, with the immediate purpose of stabilising people, keeping them safe, and connecting them to accommodation, support and wider services at the most acute point of need.
- Downstream, to **support recovery and reduce the risk of returning to rough sleeping** supporting people beyond the immediate crisis, helping prevent recurrence and enabling individuals to rebuild their lives. This includes sustaining housing outcomes, strengthening resilience, and supporting people to live as independently and successfully as possible over the long term.

By operating across all three themes, St Mungo's ensures that immediate crisis responses are connected to longer term recovery and that learning from frontline delivery informs earlier intervention and prevention.

Defining our impact areas

Identifying clear impact areas was a critical step in developing our Impact Roadmap, helping us translate our strategic ambition into a focused and practical framework for action. In a complex and interconnected homelessness system, these themes provide essential clarity by grouping outcomes and activities around the areas of change that we think are most vital to ending homelessness and rebuilding lives. These were developed collaboratively with colleagues and clients, drawing on lived experience, frontline insight and strategic expertise, and are reflected across our short-, medium- and long term outcomes.

Everyone has somewhere safe to stay

A safe place to stay is the most fundamental step towards ending rough sleeping where people can begin to feel secure, regain dignity and imagine a different future. Stable accommodation offers the safety and steadiness needed to move away from crisis and take the first steps towards rebuilding a life. It anchors recovery, providing the confidence and space for individuals to grow, heal and pursue new opportunities.

Increased skills, confidence, capability and independence

Practical life skills, financial confidence and everyday capabilities help people navigate challenges and move toward their goals. By supporting individuals to access education, training and employment opportunities, we help unlock greater independence and long term security. Strengthening skills and confidence creates the foundations for sustainable progress, enabling people to shape a more hopeful, self directed future.

Improved physical and mental health

Rough sleeping often brings profound health challenges, from untreated physical conditions to mental health crises and substance misuse. Supporting people to improve their health is essential to sustaining housing and independence. By helping individuals access the right healthcare, promoting wellbeing and reducing health inequalities, we create the conditions for recovery, resilience and renewed confidence, reducing the risk of returning to rough sleeping.

Connected communities

Recovery is not just about housing and skills, it is about belonging and the belief that a better future is possible. Social isolation makes progression harder to sustain, so we focus on building social capital, trust, relationships and supportive networks that strengthen confidence and open up opportunity. By nurturing hope, purpose and resilience, it helps people not only stabilise but sustain lives beyond crisis.

Impact areas

Introducing and interpreting St Mungo's Activity Heat Map

Using the three Activity Themes and the four Impact Areas, we have set out which activities sit within each axis of the diagram below to create an activity heat map. The heat map is intentionally designed to allow us to take a longer term, strategic view of our impact, rather than applying a simple, tactical 'start, stop, continue' lens to individual activities.

The dark orange areas represent the heart of what St Mungo's does: the activities where we have the greatest expertise, deliver the most value for people experiencing rough sleeping, and are best placed to lead. These are our core contributions to ending homelessness and rebuilding lives, and they are the focus of our organisational intent. Being in the dark orange does not mean activities are fixed or finished; rather, they are areas where we should continue to refine, test, learn and consult to ensure they remain effective and responsive.

The light orange boxes represent the wider set of needs that people must have met if they are to move from rough sleeping to long term resilience. Whilst St Mungo's does not

need to lead all of these activities directly, they are essential to achieving meaningful, sustained outcomes for clients. The question the roadmap prompts is therefore not whether these needs matter, but how they are best met: what we deliver ourselves, where we partner with others, and how we support people to transition into mainstream provision?

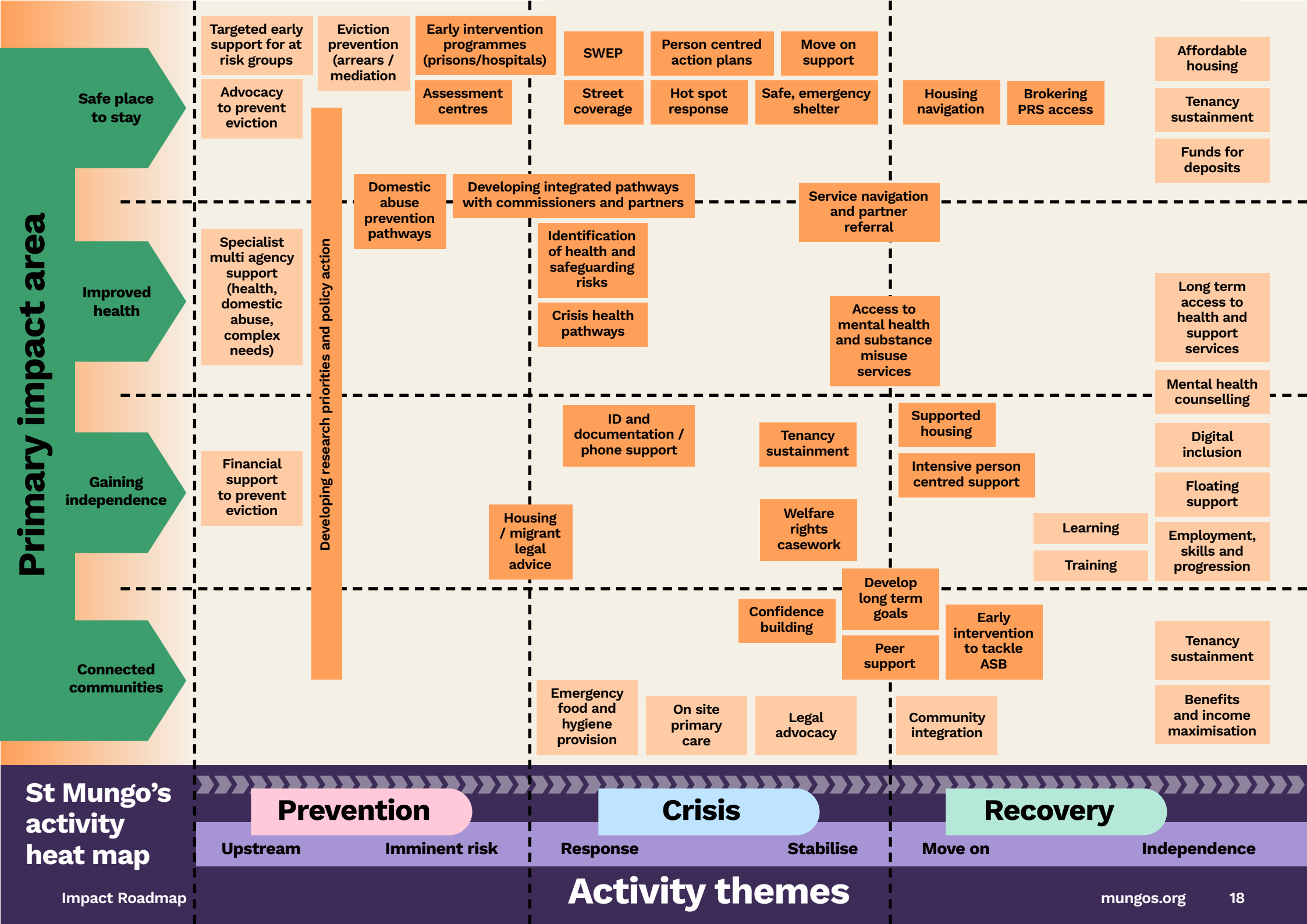
In practice, this means using the roadmap to enable more thoughtful, client centred conversations. For example: what forms of education, learning or skills development add the most value when delivered by St Mungo's? Where are partners better placed to lead? At what point does supporting someone to move on into wider systems create greater independence and resilience? These are not peripheral questions, but central to delivering a coherent pathway out of rough sleeping.

The roadmap should also support reflective discussions at service level. When working with clients, are we engaging across all the relevant impact areas in a balanced way? Are services overly focused on one dimension,

such as housing, at the expense of others like health, skills or connection to community? As people move through our pathways, are they consistently receiving the layered support they need to sustain progress over time?

Seen in this way, the Impact Roadmap reinforces a multi dimensional, intentional approach to client work. It puts the whole client experience at the centre, ensuring that each person benefits from the best of St Mungo's as they move from crisis toward stability, recovery and belonging.

The Impact Roadmap should be optimistic, enabling and empowering. It creates space to shape our services to be as impactful as possible, to attract greater investment by clearly articulating that impact, to stop doing things that do not maximise the impact towards our purpose, and to deepen collaboration with partners who strengthen the wider system. Used well, it becomes not just a decision-making tool, but a shared framework for growth, learning and collective ambition.

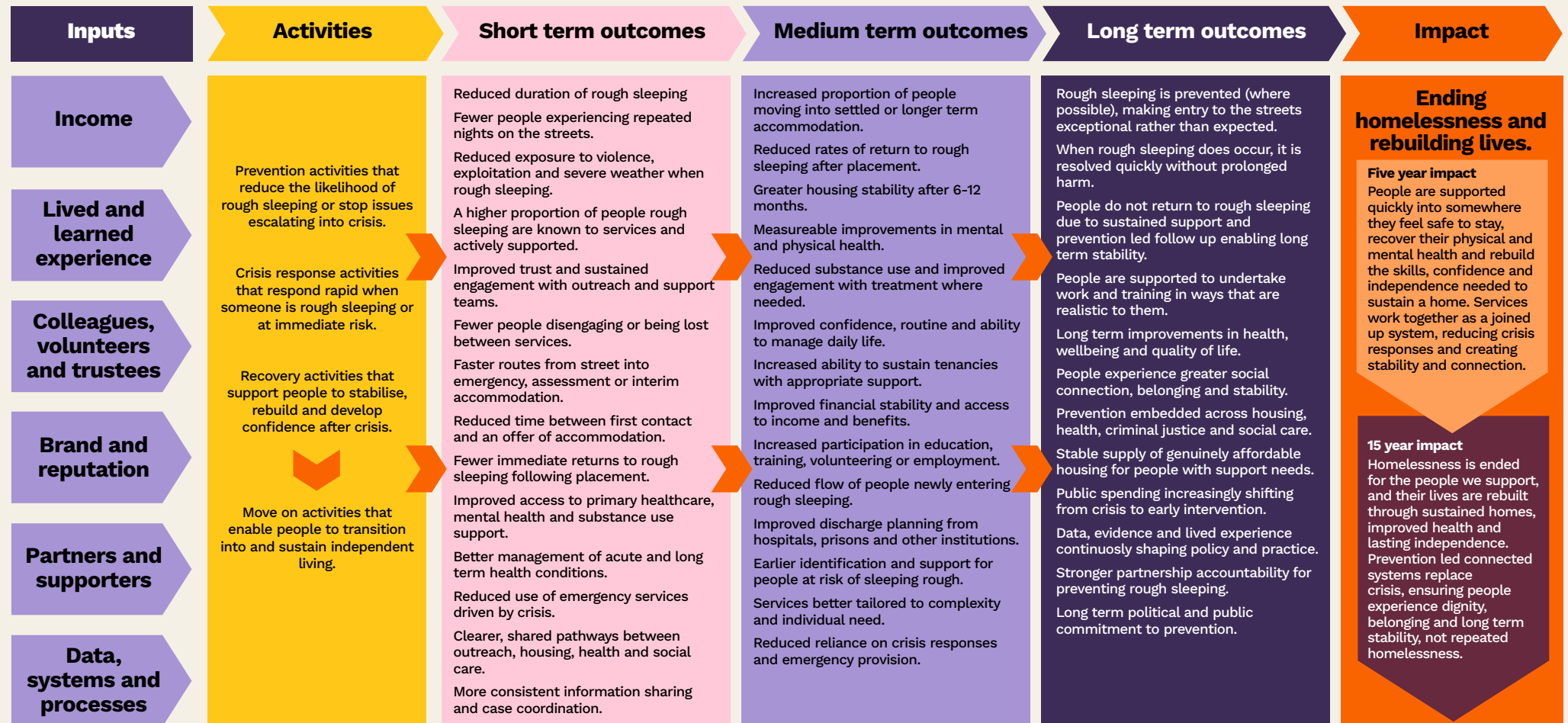


St Mungo's Theory of Change

How we will work with our clients to achieve our impact

Building deep, trusting relationships with clients, recognising their life experiences.
Working in a trauma informed way to accompany people as they build trust with others.

Build on clients' strengths and empower them.
Focus on forward progression and ambition.



How we will work internally and with others to achieve our impact

Keep clients at the centre of what we do.
Focus on our areas of expertise and develop our practice.
Focus on our influencing agenda.

Collaborate with others.
Make St Mungo's a great place to work.
Be accountable, committed, creative, inclusive and empowering.

Impact narrative: how our outcomes translate into change for people and the system

Our ambition for our impact is rooted in achieving sustained reductions in rough sleeping through prevention and ending an individual's rough sleeping quickly so it does not become long term. This involves supporting people who have experienced or are at risk of rough sleeping to rebuild their lives with stability, health and independence so that they don't fall back into needing to sleep rough in the future. The outcomes set out above describe not just what changes, but how those changes unfold over time for individuals, services and the wider system

Short term change: Reducing harm and stabilising lives

In the short term, our activities will result in us seeing reduced duration and severity of rough sleeping and preventing people from being lost between fragmented services. For people we support, this means faster engagement, reduced exposure to harm, and quicker routes off the streets into safe accommodation. People experience shorter periods sleeping rough, fewer

repeat episodes, and earlier access to housing, health and support services. Trust builds through consistent outreach and coordinated responses, enabling individuals to remain engaged rather than cycling in and out of crisis.

For St Mungo's, these outcomes change the nature of our frontline work. Services shift from managing prolonged crisis to rapid stabilisation, requiring strong real time coordination with local authorities, health services and emergency accommodation providers. Success depends not only on direct delivery, but on shared pathways, information sharing and aligned decision making across systems. This reinforces our role as both a service provider and a system leader.

Medium term change: Sustaining progress and reducing returns to the street

Over the medium term, impact is seen in greater housing stability, improved health and growing independence. More people move into

settled or longer term accommodation and sustain it over time. Rates of return to rough sleeping reduce, physical and mental health outcomes improve, and individuals develop routines, confidence and the ability to manage daily life. Increased participation in education, training or employment reflects not just improved skills, but renewed belief in a future beyond homelessness.

Delivering these outcomes requires St Mungo's to operate beyond crisis response. We will increasingly work across pathways, supporting continuity between outreach, accommodation, health and move on services. Internally, this drives a stronger emphasis on tenancy sustainment, integrated access to healthcare, and financial and practical capability. Externally, this requires more sophisticated commissioning practice, resulting in deeper partnerships across housing, health and social care so that progress made in one part of the system is not undone elsewhere.

Long term change: Ending repeated homelessness and embedding prevention

In the long term, fewer people experience long term or repeated rough sleeping, and where this does occur, responses are rapid and effective, preventing entrenchment. People sustain homes over many years, experience lasting improvements in health and wellbeing, and build meaningful social connections that underpin long term stability and belonging.

At a system level, prevention becomes embedded across housing, health, criminal justice and social care. Public spending shifts away from reactive crisis responses toward earlier intervention, access to affordable housing becomes more stable for people with support needs, and data, evidence and lived experience consistently shape policy and

practice. Our role continues to evolve towards system leadership, using frontline insight and client voice to influence policy, commissioning and long term commitment to ending rough sleeping.

What this means for our work

Taken together, these outcomes position us to deliver impact at multiple levels: catching people before they need to sleep rough, stabilising people in crisis, supporting people to recover over time, and reshaping systems to prevent homelessness from occurring and recurring. Alongside direct delivery, our policy and influencing work operates across all three stages of change; upstream to prevent people reaching the streets, at crisis to improve the effectiveness of frontline responses, and downstream to secure long term recovery and stability.

The change we seek is not only fewer people sleeping rough, but a fundamental shift in how the system responds: from fragmented, reactive interventions to coordinated, preventative approaches that uphold dignity, belonging and long term stability. By using frontline insight, data and lived experience to influence policy, commissioning and system design, we help prepare the wider system to respond earlier, act more effectively at crisis, and sustain change over the long-term addressing not just the symptoms of homelessness, but the conditions that cause it in the first place.

Organisational implementation and implications of our Impact Roadmap

Implementing the Impact Roadmap

The diagram below shows how we will implement the Impact Roadmap. At its core the delivery model will assess all services, pathways and interventions against two critical dimensions:

- **Where activity sits at each stage of someone's rough sleeping journey** – prevention, crisis, recovery and relapse prevention.
- **Which impact area it meaningfully contributes to** – safe accommodation, health, skills and independence, and connected communities.

This creates a whole system view of impact, shifting focus away from individual services in isolation and towards how people experience a connected pathway out of rough sleeping, and enabling us to make deliberate choices about our role in delivery, where St Mungo's leads, where we partner, and where we enable people to transition into wider systems.

What this means in practice:

Strategic decision making grounded in impact

The roadmap turns strategic choices including decisions about which contracts we will want to enter into with commissioners into questions of **impact rather than opportunity**. Decisions are guided by whether an activity:

- Advances priority outcomes for people at approaching or prolonged risk of rough sleeping;
- Sits at the point in the pathway where St Mungo's has the strongest expertise and evidence;
- Allows us to achieve outcomes and genuine impact (at an individual and systems level), rather than simply deliver activity;
- Strengthens the overall pathway rather than duplicating effective provision elsewhere.

This enables more intentional growth, confident decisions to decline opportunities that would dilute impact, and clearer choices about when to lead, partner or influence.

Intentional alignment of fundraised income

By clarifying what sits at the heart of our impact and where the system consistently under funds need, the roadmap enables fundraised income to be used in a considered way to:

- Enhance core commissioned services, for example through deeper, more holistic support, but not to prop-up or subsidise services that should, rightly, sit with the state;
- Test and prove new approaches at points of greatest risk, particularly during rough sleeping and early recovery;
- Embed lived experience, innovation and learning where statutory funding is limited.

Fundraising therefore becomes a strategic lever for impact and influence, rather than a mechanism for plugging gaps, strengthening our ability to demonstrate value and attract sustained fundraised support.

Driving focused innovation across pathways

The roadmap directs innovation towards areas where it can most improve outcomes, including:

- Reducing repeat rough sleeping and improving recovery outcomes;
- Developing integrated, trauma informed models across housing, health and social care;
- Strengthening transitions between services so progress is not lost as people move through the system.

Innovation is embedded into service design, evaluation and partnerships, supported by clearer evidence standards and outcome measurement.

Sharpening research and policy priorities

The diagram reinforces a coherent relationship between **delivery, evidence and influence**. Research priorities are driven by the outcomes that matter most, focusing on:

- Where interventions work and people are best supported and where they could be improved;

- Which system barriers undermine prevention or recovery;
- What policy or commissioning changes are needed to sustain impact at scale.

Policy and research work is therefore grounded in frontline insight and lived experience, shifting from reactive advocacy to proactive system leadership.

Workforce alignment and cultural shift

Implementing the roadmap requires a workforce aligned to outcomes rather than services. Over time, this supports a cultural shift in how St Mungo's talks about and delivers its work; from “**what services we run**” to “**what impact we are having and what outcomes we are best placed to lead, at each point in the journey.**”

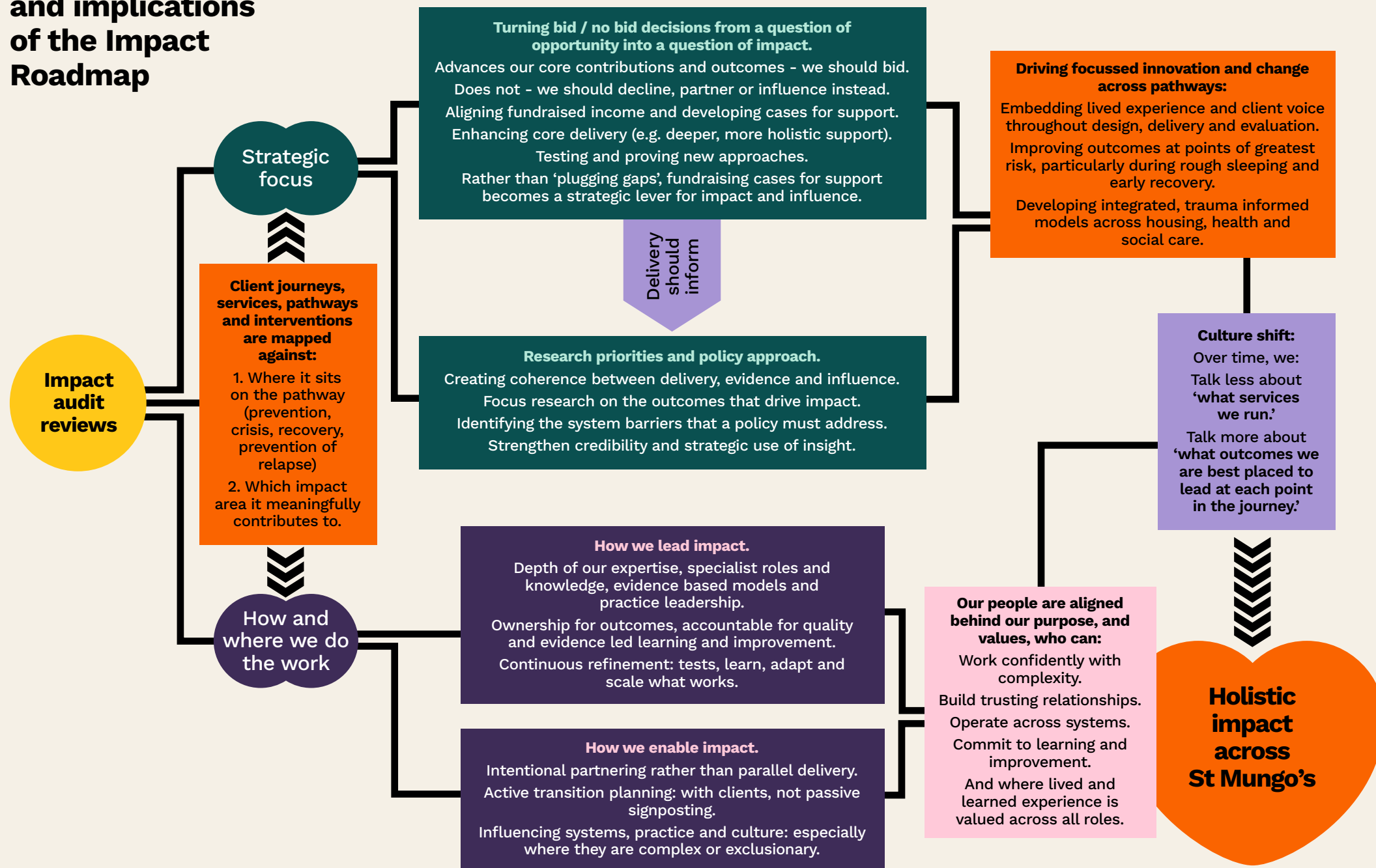
Recruitment, induction, supervision and development are aligned to this framework, valuing lived and learned experience and building confidence to work across complexity and systems.

The implications for St Mungo's

Taken together, the implementation of the Impact Roadmap positions St Mungo's as:

- **An organisation with depth**, leading where impact is greatest;
- **A system leader and partner**, not just a service provider, shaping pathways and policy;
- **An evidence led charity**, using insight to drive decisions, innovation and influence;
- **A purpose led organisation**, confident in what it does – and what it chooses not to do.

Implementation and implications of the Impact Roadmap





St Mungo's

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Patron: HRH The Duke of Kent, KG

Chief Executive: Dr Emma Haddad

Charity No. 1149085

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