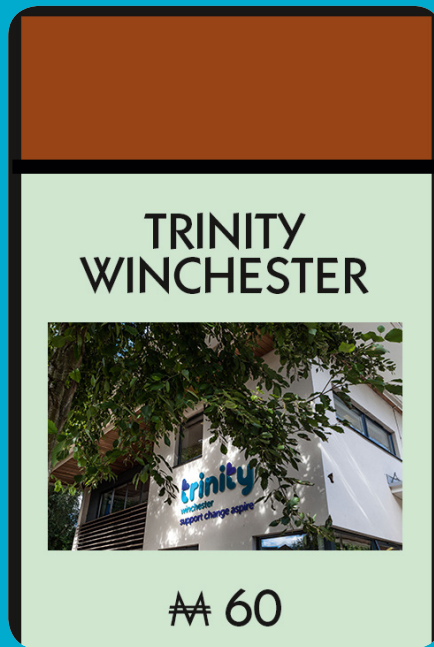


Working together for better
lives in our community



OUR STRATEGY 2018–2023



TRINITY WINCHESTER 2018

Homelessness is rising across the UK¹. There are several key drivers of homelessness, including high rents and shortages of suitable accommodation; insecure employment and changes to welfare support, reductions in funding for housing-related support and advice, and difficulties in accessing healthcare services – including for mental health. All of these factors are interlinked.

We support Public Health England's view that "no one single intervention on its own will reduce or prevent homelessness. A system wide, integrated approach is needed to ensure that there is a range of linked services available to meet the needs of those with highly complex needs. Evidence suggests that having appropriate long-term accommodation can have a significant impact on those with complex needs, who are often the most socially isolated and excluded people within our communities"²

Trinity Winchester has a 30-year track record of successfully supporting homeless and vulnerable people, including victims of domestic abuse. We offer a person-centred approach, working closely with key partners including Winchester City Council and local charities, focusing on prevention as well as support. We are helping more vulnerable people than ever before. We offer learning and employment opportunities, based on our "Support Change, Aspire" framework.

We work in an increasingly challenging and uncertain environment both locally and nationally. However, a major capital gift has given Trinity Winchester the opportunity to become an accommodation provider for the first time - this will be a transformational change for the organisation. It will enable us to implement the proven Housing First³ approach giving homeless people a secure roof over their heads with wrap-around, therapeutic support services. Working with our partners we will make a real difference to supporting homeless people in Winchester and re-engaging them with their community.

"We want to strengthen our reputation as a respected leader in homelessness provision. In doing so we recognise the need to enhance and build new positive partnerships so that we continue to strengthen our service offer and be the 'go-to' safe place for homeless and vulnerable people in Winchester."

Sue McKenna, Chief Executive, Trinity Winchester

¹ In 2017, 4,751 people were sleeping rough on any given night (an increase of 169% since 2010). In 2018, the number of people sleeping rough in England has increased by 15% annually." Homeless Link – National Rough Sleeper Statistics

² Public Health England – Protecting and Improving the Nation's Health Evidence Review: Adults with Complex Needs – February 2018

³ Housing First principles:

- People have a right to a home
- Flexible support is provided as long as it is needed
- Housing and support are separated
- Individuals have choice and control
- An active engagement approach is used
- The service is based on people's strengths, goals and aspirations
- A harm reduction approach is used



OUR STRATEGY 2018–2023

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EXECUTIVE SUMMARY

We operate in a challenging and uncertain environment and the needs of the vulnerable people we support are increasing and becoming ever more complex.

Developing our strategy has helped us to analyse our strengths and weaknesses and look outwards to better understand the environment in which we operate and how we need to work alongside partners and stakeholders to future-proof our services.

Delivering our strategy will enable us to build on our strengths and be in a better position to adapt to future challenges and opportunities that come our way. Through collaboration we can create stronger partnerships and derive more benefit from the range of services and facilities offered to clients.

Our strategy sets out our plans for the next five years and focuses on five strategic goals to meet our challenges. By the end of this period we will:

- Provide specialist supported housing based on Housing First Principles
- Offer an expanded range of services
- Be a sustainable organisation
- Be a great place to work
- Be a trusted voice in the community

Our detailed operational plans underpin each goal and will be communicated across the organisation so that our staff, volunteers and stakeholders clearly understand our vision, values, goals and measures

MEETING OUR CHALLENGES

As an expert, locally-based charity, Trinity Winchester faces a range of challenges. For example, reductions in grant funding will require us to bid to deliver commissioned services. While we do not have the capacity to deliver large contracts over wide geographic areas in a highly competitive market, we can be a valuable partner and sub-contractor as well as a leading player in our own right.

To meet the challenges that we face we will build on our competencies and excellent track record to strengthen our reputation within the local and wider community.



Increasing homelessness and complexity of client needs

WE WILL

- Enhance our 'wrap-around' services to support future clients
- Build and nurture a co-production culture by working with specialist partners to deliver commissioned services and expand Trinity's capacity and reach
- Increase awareness locally and nationally of homeless and mental health issues



Reductions in traditional funding sources and short term/insecure funding routes

WE WILL

- Secure statutory funding and commissioned services by maintaining and developing stronger relationships with key local and national stakeholders
- Deliver trust, foundation, commissions and Lottery income through our targeted applications planning
- Develop a high-profile events programme and fundraising profile that is attractive to corporates and individuals who share the same values as Trinity Winchester



Increasingly competitive marketplace focused on large contracts

WE WILL

- Identify key partners who offer complementary skills and who share the same values and ethos as Trinity Winchester
- Monitor the market place and new entrants
- Enhance and create new stronger partnerships and become a sub-contractor of choice; this will mean sharing best practice and collaborating with others
- Demonstrate service quality by achieving PQASSO accreditation.
- Be commission ready



Changing legal and regulatory framework

WE WILL

- Monitor and review new legislative and regulatory policies that impact on our operations and plans
- Become a trusted voice for local community organisations
- Support Winchester City Council to simplify homelessness support paths and implementation of The Homelessness Reduction Act



Attracting, retaining and rewarding talent

WE WILL

- Create a positive learning environment for our team of employees and volunteers
- Engage with our people on our vision and plans so they are ambassadors for the organisation
- Develop the Board and create a programme of advocates to enhance organisational capability and profile



OUR VISION AND VALUES

OUR VISION

Working together for better lives in our community

OUR MISSION

We encourage everyone to work together to provide a safe place where people affected by homelessness and social deprivation can maximise their life chances.

We do this by:

- Creating environments and services where people feel valued and safe
- Being a place where people enjoy coming to work
- Attracting supporters who share our values

OUR VALUES

We **support** our clients by helping them to **change** their situations and **aspire** towards fulfilling futures.

- We are non-judgemental and compassionate
- We embrace diversity and inclusivity
- We empower people by helping them to build the confidence and skills to make positive changes in their lives
- We value our staff and volunteers
- We listen to and work with others





OUR GOALS

Our strategy provides the structure for us to deliver our goals over the next five years (2018 – 2023).

Our ambition is to offer permanent and sustainable solutions to local homeless people with complex needs.

We will:

- Seize the opportunity and deliver a housing-led solution to reduce the number of local people sleeping rough and enhance their life chances
- Have a motivated and talented organisation so that we have the capacity to deliver the right services to the right people
- Add value to the local community
- Encourage continuing support from existing funding partners and identify new funding streams

Our strategy is focused on developing high quality facilities and targeted services to help our vulnerable clients move on successfully to better lives. It will enable us to provide unique pathways and bespoke services for individuals that embrace physical, psychological and social elements.

Over the next 5 years we will:

- Further invest in our services, people and workplace
- Proactively work with our partners and stakeholders
- Develop a robust and long term funding model
- Engage with the local community



OUR FIVE GOALS



GOAL 1

To provide specialist supported housing

This means extending our day centre building so that we can provide 11 purpose-built new units of accommodation (built on Housing First principles) by 2020 that will deliver a state of the art quality building that meets the needs of our clients and community. Our financial strategy is based on having self-financing activities that will integrate the new specialist supported housing building extension into our existing operation and be revenue neutral. This will be aided by becoming a registered provider of social housing.



GOAL 2

To expand our services

This means enhancing our 'Trinity experience' and creating a 'therapeutic community' for our clients. We will expand our service offer to ultimately provide a programme of wrap-around support for complex clients. We will continue to demonstrate best practice by delivering individualised and efficient services in collaboration with our trusted partners. We will explore new ways to reduce longer-term and complex homelessness by working together in partnership with Winchester City Council and local and national stakeholders.



GOAL 3

To be a sustainable organisation

This means having a financially robust and efficient organisation. Having the right people and skills to provide long term support is critical to the success of our organisation. We will build upon our excellent track record to maximise value from our existing funding sources, explore new operating models (such as social enterprise and specialist training programmes) and identify long term funding streams. We seek to adhere to the highest environmental standards in our buildings and activities.



GOAL 4

To be a great place to work

This means continuing to build upon our reputation and brand within the local and wider community by being the best we can be and add value through our person-centred approach. We will continue to attract, retain and reward talent and develop our staff & volunteers through learning and shared experiences.



GOAL 5

To be a trusted voice in the community

This means we will continue to increase awareness of homeless and mental health issues and actively participate in the Civil Society Strategy debate at national and local levels. We will work collaboratively with our partners and stakeholders to share learning and best practice. We will "be the change we wish to see".



DELIVERING OUR STRATEGY

We will deliver our strategy by having a strong and supported team, a robust fundraising programme, sustainable partnerships and measuring our impacts.

OUR PEOPLE

Our people are at the heart of everything we do. We want Trinity Winchester to be a place where people want to come, work and support. To deliver the best service to our vulnerable clients we will need to recruit, train, reward and retain a diverse group of staff and volunteers who can embrace change and help us to deliver our vision and strategic goals. Our strategic plan endorses continuous learning, development and involvement for our staff and volunteers, including our Board and advocates. We will always listen to the voices of the people we support.

Our policies and programmes, based on our vision and values, are at the forefront of best practice in the voluntary and community sector. We will continue to work with partners and professional networks to implement compliance, accredited standards, training and frameworks. We recognise the importance of shared learning and development to enhance the knowledge and skills of our staff and practitioners.

FUNDING OUR STRATEGY

Our funding landscape is challenging. We will continue to develop plural sources of funding to enable the future sustainability of the organisation. Our funding strategy will concentrate on:

- Creating compelling cases for support for successful applications to trusts and foundations
- Identifying new sources of income from new specialist services and our facilities
- Raising more money from our local communities and business partners through creative events, inspiring appeals and new channels for giving e.g. crowdfunding
- Winning grants and contracts to deliver chargeable services for commissioning organisations who share our vision and values
- Developing social enterprises that provide jobs, training and income opportunities for both our clients and Trinity Winchester

We will continue to keep all of our stakeholders informed about what we are doing and how we are spending their contributions to ensure value for money in everything we do.

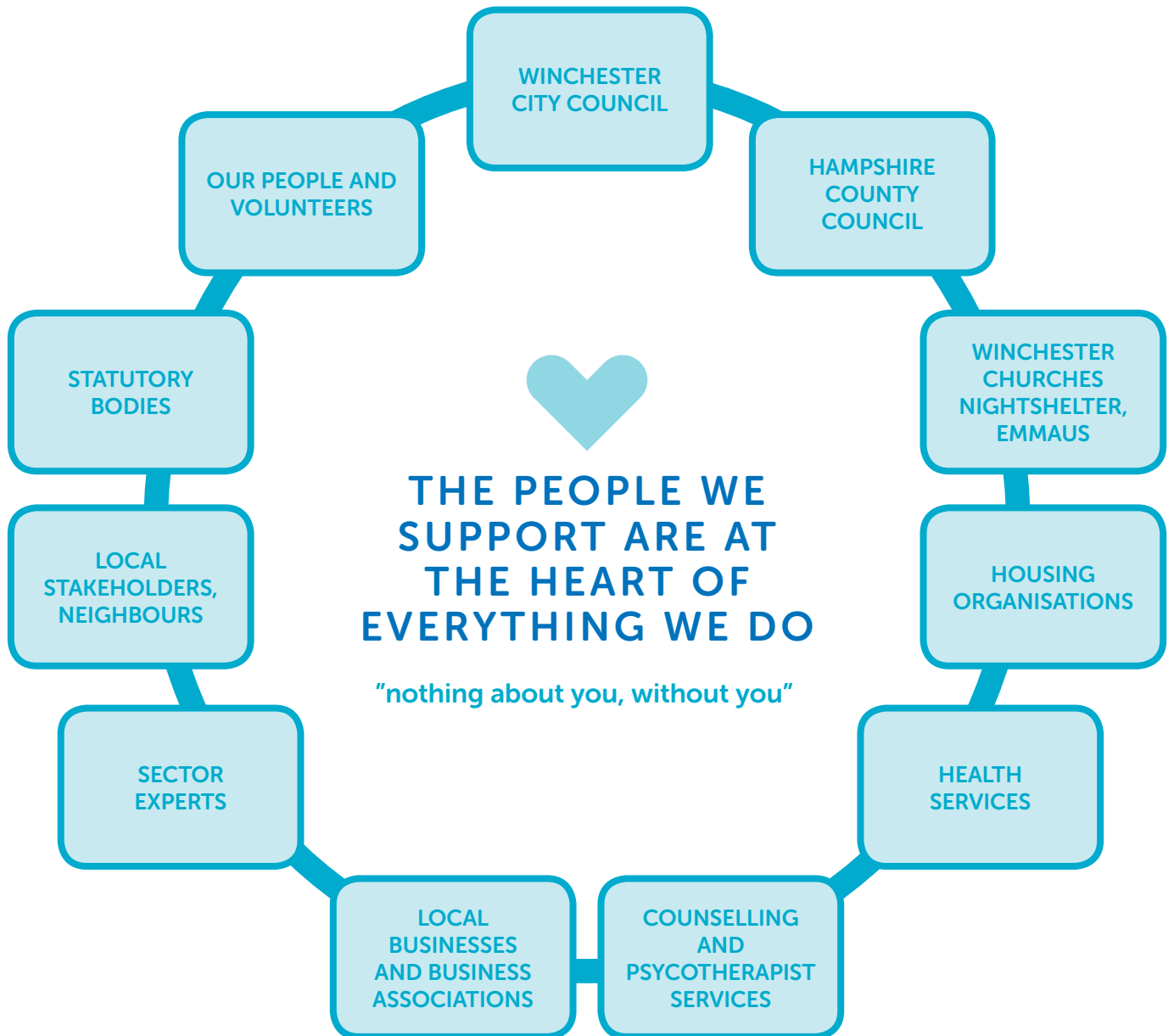
SUSTAINABLE PARTNERSHIPS

The success of our strategy depends on trusted partnerships and advisors working together to deliver integrated and targeted services. We endorse the vision of Winchester City Council for “diverse and dynamic communities, where people work together to ensure that everyone has the opportunity to lead a fulfilling life now and in the future”. We wish to extend our partnership working with the Council and key stakeholders to help “improve the housing circumstances of vulnerable and excluded households”.⁴

⁴ Winchester City Council – A blueprint for Winchester’s future 2017–2020.



WORKING TOGETHER ACROSS THE COMMUNITY



MEASURING OUR IMPACTS

We will measure our success and outcomes, impact and social values by using a range of monitoring and evaluation tools. We will develop partnerships with external agencies, including universities to ensure rigorous measurement of our outcomes and impacts. Reports will regularly be presented to the Board of Trustees and will follow the detailed annual operational plan & income strategy plan. Each strategic goal will be broken down into strategic objectives, with milestones, responsibilities and deadlines.



OUR FIVE YEAR PLAN

GOAL	MILESTONES				
	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
 <p>To provide specialist supported housing</p>	<p>Secure planning permission for the building extension</p> <p>Achieve Registered Provider status</p>	<p>Construct building extension to provide accommodation based on Housing First principles</p> <p>Open new housing extension and facilitate integration of existing and new support services</p>			<p>Work with partners to maximise utilisation of the specialist supported housing units</p>
 <p>To expand our services</p>	<p>Deliver funding and partnership solutions to enhance our service offer</p> <p>Achieve PQASSO Level 1 quality standard</p>	<p>Ensure we are "commission ready" to deliver core and expanded services</p> <p>Trinity Winchester is recognised as a "centre of excellence"</p>	<p>Continue to expand delivery of our therapeutic service model</p> <p>Deliver new residential support service requirements</p>		<p>Expand and develop support services models for clients</p>
 <p>To be a sustainable organisation</p>	<p>Secure capital funding for the specialist housing extension project</p> <p>Maintain statutory funding and work with local authorities to determine future funding relationships</p>	<p>Secure longer term commissions from local authorities, NHS and other key partner organisations</p>	<p>Recruit specialist staff for residential support service requirements</p> <p>Feasibility work to explore social enterprise opportunities</p>	<p>Continue development of our staff and volunteers through appropriate training and mentoring</p>	<p>General social enterprise scheme for the charity, providing sustainable additional revenue streams for the future</p>
 <p>To be a great place to work</p>	<p>Review Trinity's contracts and terms and conditions to maximise value for our staff and the organisation</p>	<p>Train and recruit staff to deliver Housing First principles in line with Trinity's values</p>	<p>Develop a non-financial reward-based recognition scheme for staff and volunteers</p>	<p>Achieve inclusion in Best Charities to work for list</p>	<p>Work towards "Investors in People" status</p>
 <p>To be a trusted voice in the community</p>	<p>Use the planning application process to promote genuine dialogue with our neighbours</p>	<p>Develop a long-term communications strategy across multiple platforms</p>	<p>Continue to build a network of advocates and supporters now and for the future</p>	<p>Be recognised as an informed and credible source of information about homelessness, its causes and solutions</p>	<p>Continue to be informed by our vision and values in all that we do</p>



CONTACT US

Drop In Day Centre

Visit: Trinity Winchester Bradbury House Durngate Winchester SO23 8DX

Call: 01962 622220

Email: dropin@trinitywinchester.org.uk

Open: 8.30am – 4pm (Monday to Friday)

Women's Service

Visit: First Floor, Trinity Winchester Bradbury House Durngate Winchester SO23 8DX

Call: 01962 622220

Email: women@trinitywinchester.org.uk

Open: 10.00am – 3.00pm (Monday to Wednesday)

Office

Call: 01962 842827

Email: info@trinitywinchester.org.uk

Open: 9.00am – 4.00pm (Monday to Friday)

www.trinitywinchester.org.uk

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 WinchesterTrinity

Registered charity number 1074604



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