



# 2024–2028 STRATEGIC PLAN

Preventing homelessness  
Ending rough sleeping

**trinity**  
winchester  
support change aspire

## OUR MISSION

Trinity provides shelter and support services to people affected by homelessness in Winchester, and Women's Services to those experiencing or recovering from domestic abuse and social isolation, to enable a pathway towards self-sufficiency.

We do this by:

- Creating welcoming environments and services where people feel valued and safe
- Encouraging a positive culture and a place where people enjoy coming to work
- Attracting supporters who share 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

# Trinity Winchester 2024

In 2023, homelessness rose by 14% in England, sadly, Winchester is no exception. There are several key drivers of homelessness, including high rents, no fault evictions from private landlords and shortages of suitable accommodation, insecure employment and the cost-of-living crisis, forcing people to the brink. A more gloomy picture emerges when you add the funding cuts to mental-health and housing support services.

To prevent the need to rough sleep and to make a real difference to those who are affected by 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. The Trinity pathway does just that, it supports people off the streets, right through to move-on accommodation.

Trinity Winchester has a 37-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 and focusing on prevention as well as support. We are helping more vulnerable people than ever before. We offer learning and employment opportunities, in-house healthcare, and specialist supported accommodation, based on our "Support Change, Aspire" framework.

In 2019 Trinity underwent a transformation change, entering the housing arena, with the generous donation of Alleyne House at a peppercorn rent, a provision of 8 flats in the central Winchester area. In 2021, Trinity successfully raised £1.5m through a capital appeal which enabled us to build 12 new homes on the back of the existing day service. Since then, we have recognised the need to be able to provide move-on accommodation to the residents, to complete the "Trinity pathway". A capital appeal has been instigated.

"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**

# Meeting our challenges

Increasing homelessness and complexity of client needs	<p>We will: Enhance our 'wrap-around' services to support future clients</p> <p>Build and nurture a co-production culture by working with specialist partners to deliver commissioned services and expand Trinity's capacity and reach</p> <p>Increase awareness locally and nationally of homeless, ill-mental health, domestic abuse, and addiction issues.</p>
Reductions in traditional funding sources and short term/insecure funding routes	<p>We will: Secure statutory funding and commissioned services by maintaining and developing stronger relationships with key local and national stakeholders</p> <p>Deliver trust, foundation, commissions, and Lottery income through our targeted applications planning</p> <p>Develop a high-profile events programme and fundraising profile that is attractive to corporates and individuals who share the same values as Trinity Winchester</p>
Increasingly competitive marketplace focused on large contracts	<p>We will: Identify key partners who offer complementary skills and who share the same values and ethos as Trinity Winchester</p> <p>Monitor the marketplace and new entrants</p> <p>Enhance and create new stronger partnerships and become a sub-contractor of choice; this will mean sharing best practice and collaborating with others</p> <p>Demonstrate service quality by achieving Trusted Charity status</p> <p>Be commission ready</p>
Changing legal and regulatory framework	<p>We will: Monitor and review new legislative and regulatory policies that impact on our operations and plans</p> <p>Become a trusted voice for local community organisations</p> <p>Support Winchester City Council to simplify homelessness support paths and implementation of Homelessness Reduction Act</p>
Attracting, retaining, and rewarding talent	<p>We will: Drive a positive culture and environment for our team of employees and volunteers, encouraging ongoing professional development</p> <p>Engage with our team on our vision and plans so they are ambassadors for the organisation</p> <p>Develop the Board and create a programme of advocates to enhance organisational capability and profile</p>

# Our 5 year plan

2024



2025



2026 – 2028



TO PROVIDE SPECIALIST SERVICES	Research different housing models. Re-ignite capital appeal to inc future housing target for 20 units over 5 years. Build 3 internal flats for domestic abuse and night stop within Bradbury House – Project Kanga. Request land from HCC to facilitate 5-8 modular units.	If land is available, progress planning and groundworks, before purchase of zed-pods depending on success of capital appeal, eg: 5-8 units.	Apply to major capital funders to attract funding for a further 12 units of semi-independent move-on accommodation.	
TO EXPAND OUR SERVICES	Develop holistic pathways to support people facing interconnected challenges, inc mental health issues, substance abuse, lack of stable employment, and social isolation.	Create a pre-hab/recovery programme for clients with addiction.	Seek partnerships who provide detox and recovery solutions	Expand our network of corporates and employment opportunities. Explore social enterprise models.
TO BE A SUSTAINABLE ORGANISATION	Maintain statutory funding and work with local authorities to determine future funding relationships with local and central government.	Increase sustainable housing income revenue streams from additional housing units. Constantly strive to achieve income from plural funding streams. Invest in a credible CRM system to maximise our comms and income.	Feasibility work to explore social enterprise opportunities	Ongoing professional development of our staff and volunteers and trustees, through appropriate training and mentoring
TO BE A GREAT PLACE TO WORK	Reward staff appropriately in line with inflationary rates, to be an employer of choice and provide ongoing training and development	Attract and develop volunteers and trustees from the local community	Win charity awards recognition and maintain Trusted Charity status.	Be a caring and supportive culture, which is defined by the way we act both individually and as a team. Evidenced by keeping professional boundaries, how we work with clients and how we treat each other.
TO BE A TRUSTED VOICE IN THE COMMUNITY	Demonstrate and use a long-term communications strategy across multiple platforms	Continue to build a network of advocates and supporters now and for the future	Be recognised as a centre of excellence and an informed and credible source of information about homelessness, its causes, and solutions.	Continue to be informed by our vision and values in all that we do.



# How we will deliver our plans

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., payroll giving, legacies, etc.
- 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 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 is given 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