



2024-2028 STRATEGIC PLAN

Preventing homelessness
Ending rough sleeping

trinity
winchester
support change aspire

Registered charity number 1074604



OUR VISION

A community where everyone feels safe and no-one needs to sleep rough.



OUR MISSION

Trinity provides shelter and support services to people affected by homelessness in Winchester and to women experiencing or recovering from domestic abuse and social isolation, to enable a fulfilling future.

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 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 make positive changes in their lives.
- We value our staff and volunteers.
- We listen to and work with others.

Trinity Winchester today

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, 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, supporting people off the streets right through to move-on accommodation in the community.

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, 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 transformational change, entering the housing arena, with the generous donation of Alleyne House , 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 centre. Since then, we have recognised the need to be able to provide further move-on accommodation to the residents, to complete the “Trinity Pathway”. A new capital appeal has been launched.

“We want to strengthen our reputation as a respected leader in homelessness prevention. 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

<p>Increases in homelessness and complexity of client needs</p>	<p>We will: Enhance our 'wrap-around' services to support future clients. Build and nurture a co-production culture by listening to our clients and stakeholders to deliver our services and expand Trinity's capacity and reach.</p> <p>Increase awareness locally and nationally of homelessness, mental ill-health, domestic abuse and addiction issues.</p>
<p>Reductions in traditional funding sources and short term/insecure funding routes</p>	<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>
<p>Increasingly competitive marketplace focused on large contracts</p>	<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 maintaining Trusted Charity status. Be commission ready.</p>
<p>Changing legal and regulatory framework</p>	<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 the Homelessness Reduction Act.</p>
<p>Attracting, retaining, and rewarding talent</p>	<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 an alliance of advocates to enhance organisational capability and profile.</p>

Our 5 year plan

2024



2025



2026 – 2028



<p>TO PROVIDE SPECIALIST HOUSING SERVICES</p>	<p>Research different housing models. Re-ignite a capital appeal to include a future housing target for 20 units over 5 years. Build 3 internal flats for specialist domestic abuse and emergency night stop within Bradbury House – (Project Kanga). Source land to facilitate the construction of 5-8 modular units.</p>	<p>If land is available, progress planning and groundworks, before purchase of modular units depending on success of capital appeal.</p>	<p>Apply to major capital funders to attract funding for a further 12 units of semi-independent move-on accommodation.</p>
<p>TO EXPAND OUR SERVICES</p>	<p>Develop holistic pathways to support people facing interconnected challenges, including mental health issues, substance abuse, lack of stable employment, and social isolation.</p>	<p>Create a pre-hab/recovery programme for clients with addiction.</p>	<p>Seek partnerships who provide detox and recovery solutions.</p> <p>Expand our network of corporates and employment opportunities. Explore social enterprise models.</p>
<p>TO BE A SUSTAINABLE ORGANISATION</p>	<p>Maintain statutory funding and work with local authorities to determine future funding relationships with local and central government.</p> <p>Invest in a credible CRM system to maximise our comms and income.</p>	<p>Increase sustainable housing income revenue streams from additional housing units.</p> <p>Constantly strive to achieve income from plural funding streams.</p>	<p>Feasibility work to explore social enterprise opportunities.</p> <p>Ongoing professional development of our staff, volunteers and trustees, through appropriate training and mentoring.</p>
<p>TO BE A GREAT PLACE TO WORK</p>	<p>Reward staff appropriately in line with inflationary rates, be an employer of choice and provide ongoing training and development.</p>	<p>Attract and develop volunteers and trustees from the local community.</p>	<p>Win charity awards recognition and maintain Trusted Charity status.</p> <p>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.</p>
<p>TO BE A TRUSTED VOICE IN THE COMMUNITY</p>	<p>Demonstrate and use 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 a centre of excellence and 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>

How we will deliver our plans

We will deliver our strategy by having a strong and supported team, a robust fundraising programme and sustainable partnerships and by monitoring the positive difference we make.

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 to work and be supported to develop. 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 embrace diversity and 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 and training 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 innovative specialist services and maximising use of 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 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 fully support Winchester City Council's strategy to prevent and end homelessness.

Trinity Women's Service Case Study

Candice's Story

Before I began counselling at Trinity, I was in a dark place. I was self-harming to cope and couldn't feel anything else other than the awful feelings that I had. I was very depressed, and I didn't realise at the time that I had PTSD. I started my therapy with one of the counsellors at



Trinity, with weekly sessions for 12 weeks at the same time and on the same day. My counsellor was lovely and supportive, and I felt myself warm to her quickly. The environment at Trinity in our counselling room was calm. This allowed me to speak freely about very difficult past experiences. When I left my session, I never felt unsafe – if we had a difficult session, my counsellor spent time with me before we said goodbye, which helped me to ground and be able to go back to what I needed to do that day.

I now value my wellbeing and frequently use self-care to rest and recharge. I listen to my body and know when I need to stop and take space. I use the tools I gained in therapy to recognise when

it's happening and how to look after myself or ask for help. My life feels a lot brighter than it used to and I feel more in control. I would recommend counselling for everyone.

Trinity Drop-in and Supported Housing Case Study

Jonathan's Story

I have been accessing Trinity day services for the past three years. Throughout my time with Trinity, I have always been keen to keep myself busy and learn new skills, often volunteering in the kitchen. I recognise that I have difficulty managing my emotions, and have faced challenges due



to an insecure home life. Because of this, Trinity suggested me as a candidate for a flat in Bradbury View, their supported housing programme. Since moving in, I have tried to be an exemplary tenant, embracing the community and taking pride in the upkeep of my new home.

I've engaged with Trinity's dual diagnosis counsellor to understand my feelings about my upbringing, which led to my dependence on substances. With Trinity's continuing support I focused on developing my CV and attending their Job Club. I am proud to say that my job search has been successful, and I recently received an offer of full-time employment.



CONTACT US

Drop-in Day Centre

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

Call: 01962 622220

Email: admin@trinitywinchester.org.uk

Open: 8:30am - 4pm (Monday to Friday)

Women's Service

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

Call: 01962 842827

Email: women@trinitywinchester.org.uk

Office

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

Call: 01962 842827

Open: 9am - 4pm (Monday to Friday)

www.trinitywinchester.org.uk

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The Queen's Award
for Voluntary Service

