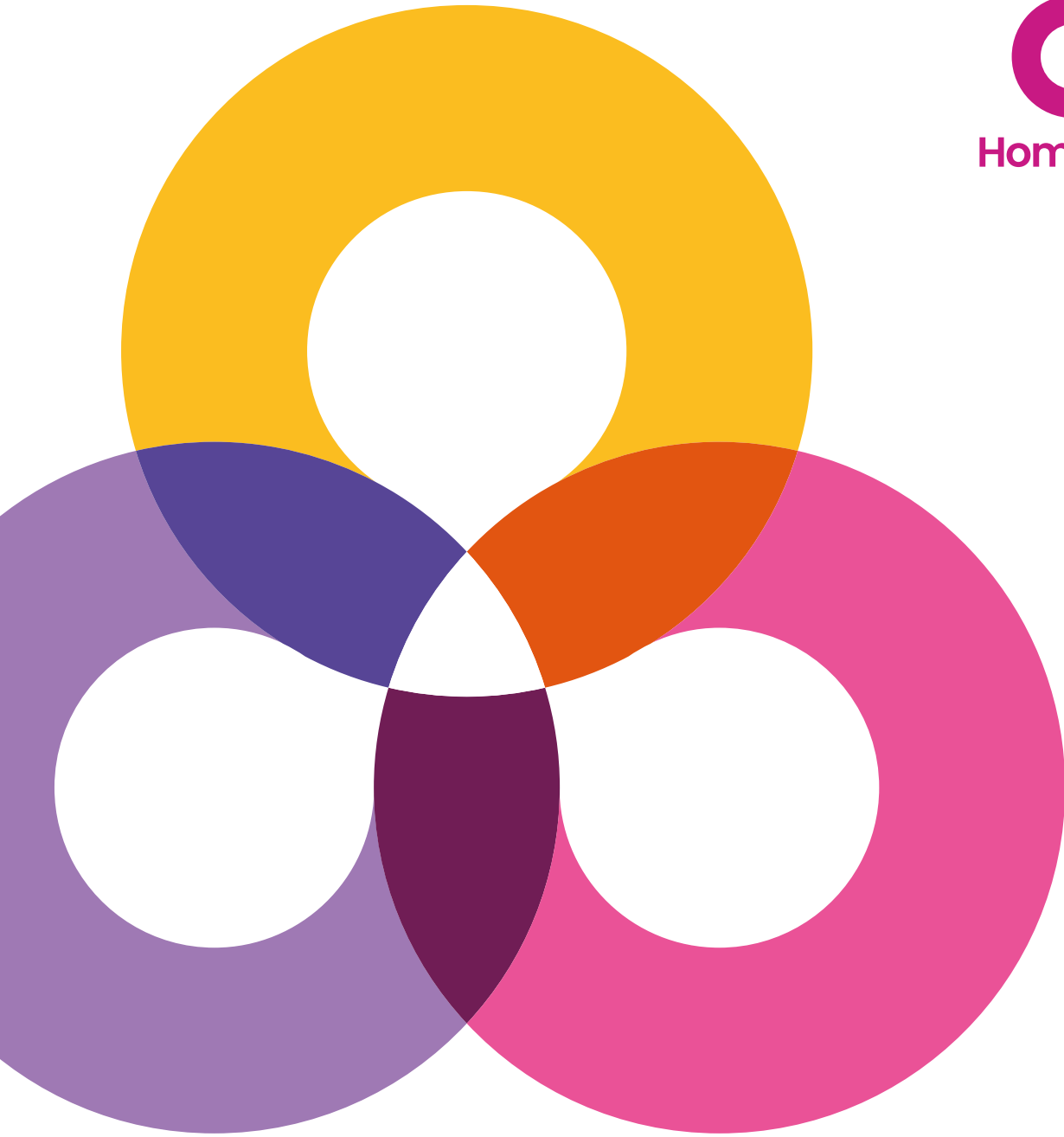




Homeless Link



Many voices, one vision:

uniting to end homelessness

Strategic Plan 2024-2027

Many voices, one vision: uniting to end homelessness

As we start this new strategy, I feel strongly optimistic. It would be easy to be disheartened by the bleak picture of rapidly rising homelessness and homelessness organisations struggling to stay afloat. But as I meet with Homeless Link members from across the country, as I see their resilience and as I listen to the people who rely on them, instead I am inspired and absolutely determined that we can and must make change happen.

This is not a task any organisation can tackle alone. As the membership body for the homelessness sector in England, with over 800 members, Homeless Link is uniquely able to see the scale and nature of the challenges faced. We take immense pride in being evidence-based and solution-focused as we support and inspire our members to work together to end homelessness.

In this three-year strategy we have set ourselves three bold ambitions. Firstly, to support our members and partners to be strong, resilient and inclusive organisations delivering the excellent accommodation and support services that are at the heart of preventing and ending homelessness. Through our guidance and research, our events, training and development offer and our In-Form case management systems, we will support organisations, leaders and their workforces to develop and improve.

But those services operate within systems which too often act as barriers to progress. Our second goal is therefore to work with our members to influence systemic change – both local and national. We will be a strong voice for the sector and run collaborative campaigns that seek to harness our collective power. We will develop and promote new evidence-based approaches to preventing and ending homelessness and build strong partnerships within and across sectors to deliver them.

Thirdly, to achieve these ambitions, Homeless Link must be a strong and resilient organisation and provide outstanding services to our members. We will be responsive to members' changing needs and able to adapt to the opportunities and threats of the world around us. And we will model the best practice we promote, including being an excellent and inclusive employer and embedding equity, diversity and inclusion in everything we do.

The path ahead will be challenging, but by drawing on the great strengths and talents of everyone at Homeless Link and by convening and mobilising our members, I know that together we can end homelessness.

Rick Henderson, CEO



Our vision

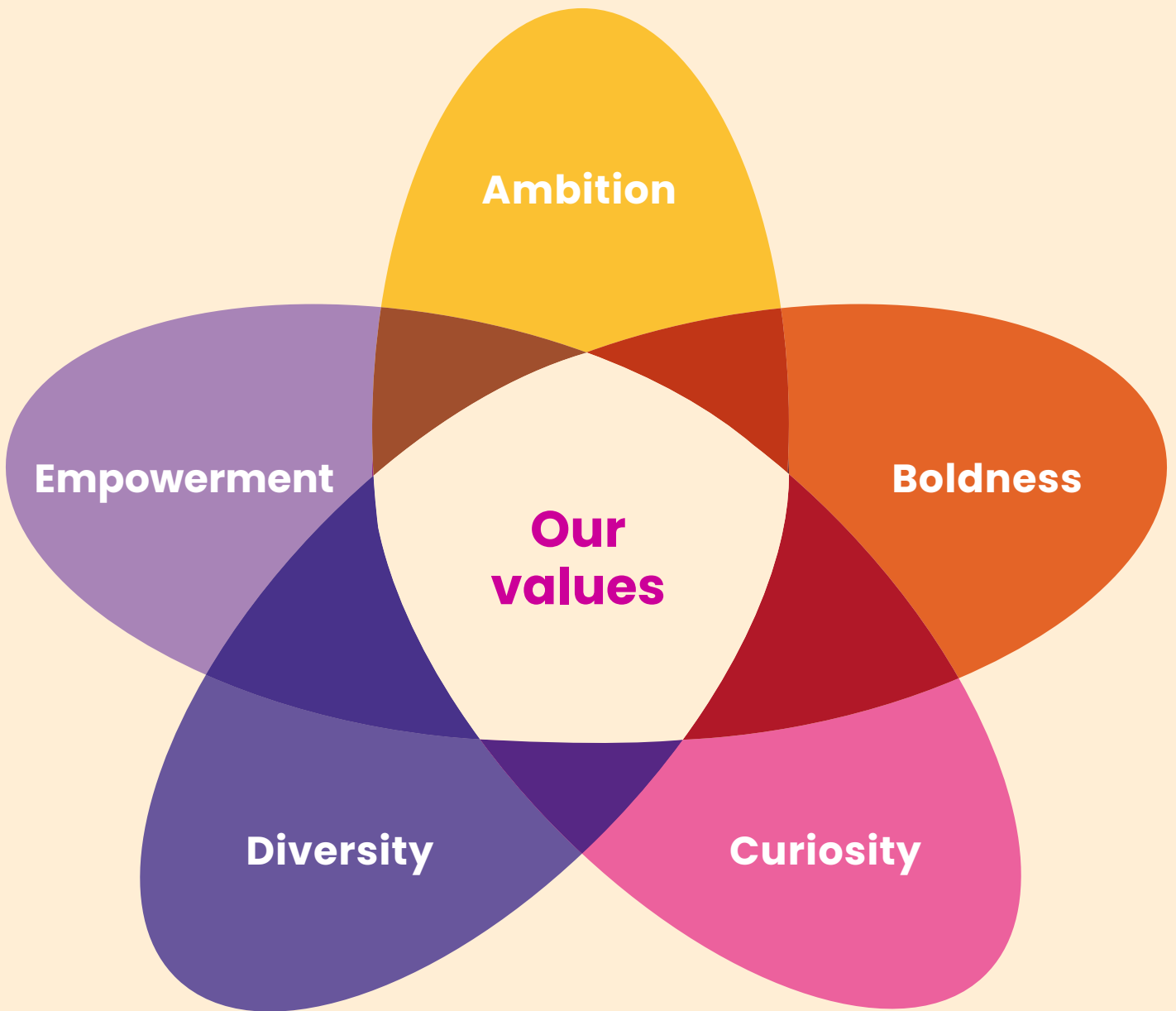
Our vision is a country free from homelessness. We believe that everyone should have a place to call home and the support they need to keep it.



Our mission

To develop, inspire, support and sustain a movement of organisations working together to achieve positive futures for people who are homeless or vulnerably housed.





Ambition: We aim high for ourselves and our members to drive innovation and improvement in services and systems.

Boldness: We speak up with integrity, confidence and unwavering commitment to equity and justice.

Curiosity: We listen and learn to develop knowledge and expertise and to create new solutions grounded in evidence.

Diversity: On our journey towards equity, we advocate and strive for diversity and proactive inclusion to improve collaboration and connections within our organisation, our work and our sector.

Empowerment: We support each other with compassion and empathy to harness strengths and unlock potential.



Our approach

Homeless Link's members are our greatest strength and at the heart of everything we do. It is with and through them and their beneficiaries that we will achieve our vision of an end to homelessness. We adopt a 'partnerships by default' approach to our work, meaning that we actively seek out partners, including people with lived experience, and work collaboratively wherever possible.

We want membership of Homeless Link to be accessible to every frontline homelessness organisation, so we keep the fees affordable and take an enterprising approach to our activities and finances. We actively avoid being dependent on any one source of funding and self-generate resources wherever possible. This can be via fundraising and corporate sponsorship, and surpluses on contracts and social enterprises which also further our mission.

We work within a fast-changing world and over the life of this strategy we will always be learning and evolving. We will enhance our use of data and take advantage of innovative technologies, while maintaining robust risk management and control systems.

We are fully committed to Equity, Diversity and Inclusion (EDI) and our journey to be an anti-racist organisation. We aim to embed a confident and principled approach to EDI within every aspect of our work and culture, and lead by learning, embedding and sharing inclusive, accessible and equitable approaches that are rooted in the diverse experiences and needs of people experiencing homelessness.

Our strategic ambitions

2024 to 2027

Supporting our sector and improving services

The sector will be stronger, and our members will develop and deliver excellent services to prevent and end homelessness.

Influencing change to systems

Together we will influence government, agencies and partners at all levels to act in a holistic, collaborative and consistent way to prevent and end homelessness for good.

Developing to meet the challenge

Homeless Link will be an effective, innovative, agile and sustainable national membership body, able to meet our members' needs and modelling best practice as an organisation.



Supporting our sector and improving services

The sector will be stronger, and our members will develop and deliver excellent services to prevent and end homelessness.

Our objectives:

- 1** To support the sector's journey in becoming more effective, innovative and resilient, with strong and diverse leadership and continuous improvement in service delivery.
- 2** To expand the capabilities and use of In-Form across the sector, supporting our customers to deliver better services and demonstrate their impact.
- 3** To connect and convene our members, partners and stakeholders in creating inclusive partnerships and embedding coproduction to drive innovation, inclusion and improved outcomes for people with diverse experiences of homelessness.
- 4** To evidence and share what works to improve the design and delivery of services that prevent and relieve homelessness.
- 5** To support the recruitment, retention and development of a sector workforce that is high performing, thriving and representative of the communities they serve.

Influencing change to systems

Together we will influence government, agencies and partners at all levels to act in a holistic, collaborative and consistent way to prevent and end homelessness for good.

Our objectives:

1

To be a strong voice for the sector, influencing national policy and funding decisions to ensure preventing and ending homelessness is a cross-party and -departmental priority.

2

To take a bold and inclusive national and local campaigning approach, in which members play an active role, with positions and collective campaigns rooted in member experiences and knowledge.

3

To produce and promote truly inclusive and anti-racist evidence and influencing approaches, which reflect and benefit the diverse lived experiences of everyone who faces homelessness.

4

To champion partnership, multi-agency and cross-government approaches to addressing the systemic causes of homelessness, reaching out to other sectors with a compelling narrative that everyone has a part to play.

5

To contribute to the advancement of knowledge into the diverse causes of and solutions to homelessness, in collaboration with people with lived experience and partners across the sector, academia and public spheres.

Developing to meet the challenge

Homeless Link will be an effective, innovative, agile and sustainable national membership body, able to meet our members' needs and modelling best practice as an organisation.

Our objectives:

- 1** To ensure that the services we provide to our members are relevant, inclusive and valuable, and that our work is informed by and responsive to the diverse and changing needs of members and people experiencing homelessness.
- 2** To ensure we are a financially sustainable organisation with diverse income streams, including long term grants and growing social enterprise surpluses, alongside membership fee income.
- 3** To be a workplace of choice, with a diverse, engaged and high performing workforce whose wellbeing and development is supported.
- 4** To be brilliant communicators, delivering relevant information to the people who need it, in the best format and at the optimum time, to drive change in the sector and society.
- 5** To ensure our work and decisions are informed and supported by high quality data and robust and secure systems and processes.

What We Do

Homeless Link is the national membership charity for frontline homelessness services. We work to improve services through research, guidance and learning, and campaign for policy change that will ensure everyone has a place to call home and the support they need to keep it. Our social enterprise supports the homelessness sector through specialised software, engaging training, expert consultancy, and impactful events that also helps to fund our wider work to end homelessness for good.



Homeless Link

Homeless Link, Minories House, 2-5 Minories, London EC3N 1BJ

www.homeless.org.uk • [@HomelessLink](https://twitter.com/HomelessLink) • info@homelesslink.org.uk

Company number 04313826 • Charity number 1089173