

# Crisis

# 5 Year Strategy

2018-23





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# Introduction

In 2018 we published *Everybody In: How to end homelessness in Great Britain*. This plan was the product of our 50th anniversary year, which we spent analysing the evidence from at home and abroad about solutions to end homelessness. This is the first plan of its kind, and provides a new context for Crisis' work. Our mission to end homelessness is now clearly linked to making sure that the plan to end homelessness becomes a reality. We now need to ensure that all aspects of our work move us in the direction set out in the plan.

The strategy does not represent a sudden change in direction for the organisation, but a continued evolution of the direction we have been developing over the last few years. It reflects a change of emphasis: from growing the capacity of our services to maximising the impact of what we do. Our actions will always be informed by the experiences and insights of people with lived experience of homelessness.

Our campaigning agenda will focus on the policy areas that the plan tells us will have the greatest impact in ending homelessness. These will include housing, welfare, immigration policy and extending legal rights. In each of these areas, our top priority will be creating reforms that prevent homelessness.

In order to achieve substantial changes in policy, we need the general public to support them. While there is strong evidence across Britain that the public is demanding a better response from governments, there is also a cynicism about what can be achieved. Too many people believe that homelessness is a product of human failure and poor choices. We must change the way we communicate our issue to emphasise the solutions to it. Homelessness has a tragic human cost, but we also need to talk about the opportunity to solve it with the right political choices. Over the next five years we will work with our sector and the media to make sure the public understand the real causes of and solutions to homelessness.

Our service model continues to evolve in-line with local need. Based on the evidence of what works to end homelessness, we will continue to increase the amount of personalised and one-to-one support we provide. We will expand our services for people who are rough sleeping. We will do more to help those with more complex support needs, and those who are excluded from state assistance. Our goal is not to simply work with more people, but to help more people end their homelessness.

Crisis has a 'supporter in the room' ethos: ensuring that at all times we would be proud to have a donor, volunteer or any other supporter in the room with us seeing what we do and hearing what we say. We will build on our relationships with supporters. Working together we will amplify our messages about homelessness, extend our influence nationally and locally, and raise the funds we need to deliver this ambitious strategy.

To achieve this strategy, we will develop our organisation, and do this in-line with our values. We will enable our people to work in new, more flexible and agile ways, emphasising multidisciplinary working within the organisation. We will also collaborate as much as we can with partner organisations to deliver excellent services and campaign for change.



**Steve Holliday**  
Chair of Trustees



**Jon Sparkes**  
Chief Executive, Crisis



# Our Values

## **Inspiration**

We can and we do change the lives of homeless people. Through this work we inspire others to help end homelessness.

## **Integrity through knowledge**

Our integrity is grounded in our unique knowledge base, which comes from our research and years of working directly with thousands of homeless people.

## **Dignity**

By giving people the tools to help themselves out of homelessness, we uphold their dignity. We act with compassion, a sense of common decency and with humanity.

## **Fearlessness through independence**

Our independence gives us not just the ability, but also the responsibility to be fearless and say what needs to be said to help homeless people.

## **Adaptability**

We are curious, creative and adaptable, willing to change what we do based on what works – and what does not.

## **Resolve to end homelessness**

Be it through anger or compassion, we draw our resolve from the injustice that is homelessness in 21<sup>st</sup> century Britain.

# Strategic goals

After a wide-ranging consultation process and planning workshops, involving Experts by Experience, staff, volunteers and partners, five clear goals emerged.

The strategic goals focus on ending homelessness, and are designed to work together. They have the greatest possible impact on ending homelessness when combined. This interdependence demands both a much more multidisciplinary approach (working across the various goals to achieve each one), and increased rigour in making sure everything we do is backed by the evidence.

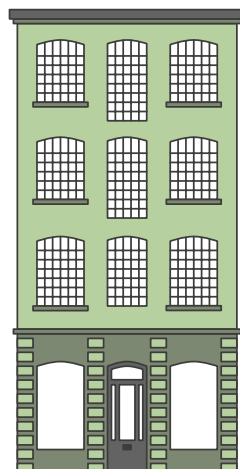
**Ensure that the policy changes needed to end homelessness are adopted**

**Ensure that governments in England, Scotland and Wales adopt national plans for ending homelessness**

**Demonstrate that homelessness can be ended in local areas**

**End the homelessness of more people through our direct services**

**End homelessness for more people who are excluded from help or have complex needs**



## **Ensure that the policy changes needed to end homelessness are adopted**

We will identify the changes in policy needed to end homelessness and work with decision-makers to achieve them.

### **Measure of success**

Key policy changes for England, Scotland and Wales will be made. These will include targeted policy changes aimed at scaling up evidence-based interventions in homelessness provision, but also changes to widen statutory protection and assistance across Great Britain. It will also mean affecting the wider structural causes of homelessness in welfare, housing and immigration.

### **Key strategies for achieving this goal:**

- Prioritise key policy and systems changes in England, Scotland and Wales according to the impact on ending homelessness.
- Help ensure the success of the Homelessness Reduction Act in England.
- Promote rapid re-housing, housing-led and Housing First policy solutions.
- Develop and advocate policy solutions for migrant homelessness.
- Develop a legal reform strategy to lay the groundwork for reforming the statutory framework across Great Britain.
- Ensure that evidence from Crisis members and services continues to inform Crisis' policy work, and vice versa.
- Address specific evidence gaps with The Centre for Homelessness Impact and apply that evidence to our ongoing work.



## **Ensure that governments in England, Scotland and Wales adopt national plans for ending homelessness**

We will work with the governments of each nation to make sure the plan to end homelessness is adopted in long-term plans at a national level.

### **Measure of success**

Administrations in England, Scotland and Wales will each have published comprehensive plans to end homelessness. These plans should include the full range of solutions, including housing solutions, with adequate funding available.

### **Key strategies for achieving this goal:**

- Ensure that Crisis' plan to end homelessness clearly demonstrates the need for change, and make sure the plan continues to be relevant by reviewing, updating and changing it over time.
- Fill the evidence gaps with research as well as trialling approaches and scaling up those that impact on ending homelessness. We will do this directly ourselves, and in collaboration with partners.
- Support the successful delivery of existing governments strategies, such as the England Rough Sleeping Strategy, whilst advocating a full and comprehensive plan for ending all forms of homelessness.
- Securing support across different political parties for a plan to end homelessness in each nation, backed by a groundswell of public support through our Everybody In campaign.
- Measurement, monitoring, research and evaluation work which focuses on demonstrating whether plans to end homelessness are being carried out and creating impact.

### **Demonstrate that homelessness can be ended in local areas**

We will work with a number of local authorities to take on the challenge of ending homelessness in their areas as early adopters of the plan to end homelessness. These pilot areas will demonstrate that it can be done.

We will also work to influence ending homelessness in all locations where we have Skylight teams, and advise and influence key local authorities in relation to ending homelessness, re-designing housing and homelessness services.

### **Measure of success**

Three locations across the UK will have implemented a plan to end homelessness, bringing together local authority, public, private and third sector partners. Within 10 years, homelessness is ended in a location that then works as a compelling example for other cities, regions and countries to follow suit.

### **Key strategies for achieving this goal:**

- Select and work intensively with a small number of early adopter local authorities (three over the course of the strategy) to develop and start to implement a local plan to end homelessness.
- Use an action research methodology to work with early adopters to:
  - understand the local problems and gather baseline data;
  - convene local stakeholders to co-produce solutions;
  - test and iterate solutions;
  - scale and sustain successful local solutions.
- Disseminate learnings from early adopters across the sector (and internationally if relevant).
- Work in all areas where we have a Skylight service to influence the local system, with the aim of accelerating progress towards ending homelessness.
- Provide targeted advice to other local authorities to support implementation of prevention strategies and other best practice

solutions (for example Housing First), which will support the goal of ending homelessness in that area.

- Intense multi-disciplinary work within Crisis, drawing on our ability to back our work with resource and investment, and strong local partnerships inside and outside of the homelessness and housing sectors.



## End the homelessness of more people through our direct services

Our Skylight services will focus on ending homelessness for more people. This is not about growing our services, but about continuously increasing our effectiveness, sustainable outcomes for our members and value for money for our supporters.

### Measure of success

The introduction of a new measure of 'homelessness ended' at the point of leaving Crisis' services, and interim measures that lead to homelessness being ended such as improved resilience.

### Key strategies for achieving this goal:

- Develop solutions for all homeless people to move sustainably out of homelessness, so that a 100% success rate is possible at the right pace for our members.
- Ongoing evaluation of what we do and member-centric innovation of new or changing service models so that we end homelessness for more people. Particular areas for innovation will be in providing digital services, supporting the development of rapid re-housing, housing-led and Housing First solutions, and services for migrant homeless people.
- Invest in coaching and one-to-one support as well as increasing the effectiveness of all aspects of our model of change.
- All Skylights will set out how they will participate in Crisis at Christmas over the next five years. Services will evolve based on our own evidence base and learning from others, and Christmas activity will be focussed on ending homelessness.
- We will consider expanding the Skylight model to new locations if the evidence shows it is necessary to help us end homelessness for more people.



## **End homelessness for more people who are excluded from help or have complex needs**

While making sure we have solutions for all homeless people, we will particularly focus on and deliver services that end homelessness for the most marginalised people - whether marginalised because of inadequate support for people with complex needs (where we will support access to Housing First solutions), or excluded by policy (for example: migrant homelessness). To achieve this goal, we will deliver services ourselves and through collaboration with others.

### **Measure of success**

The identification of groups who have more complex needs, are vulnerable or excluded will be benchmarked against levels of homelessness ended for more mainstream members.

### **Key strategies for achieving this goal:**

- Develop solutions that enable homeless people with complex needs to access Housing First, either through our own services or by capacity-building and making the case for development of Housing First.
- More Skylight service provision focused on people who are rough sleeping, destitute or have complex support needs. We will collaborate effectively with others to ensure member needs relating to substance misuse or mental health issues are addressed.
- Where migrant homeless people have complex needs or are locked out of services and support due to policy, we will develop and innovate the necessary service models, either ourselves or with others, to ensure they receive the support they need in the UK or elsewhere.
- This additional focus on people who are the most marginalised, either through complexity of need or gaps in services, will require a greater focus on service innovation and a clear commitment to member-centric approaches to service development and design.

# Cross-cutting themes

We have also agreed the themes that underpin the strategy.

These are the areas we need to continue to develop to make sure we achieve our goals over the next five years. These themes describe the sort of organisation we need to be and how we need to grow our capacity to achieve the strategic goals.

## **Member involvement and experience of homelessness**

We will maximise opportunities for member-centric approaches and seek participation, throughout the organisation, from people with lived experience of homelessness. Every team will involve members in the design, evaluation and delivery of activity.

## **Influence and brand**

We will continue to build awareness of our brand as the foundation for the successful delivery of Crisis' goals and influencing work. To deliver all aspects of our strategy we will need strong relationships at national, regional and local levels. We will need leadership and collaboration within the homelessness and housing sectors and the ability to back our proposals with evidence as well as social and economic arguments.

## **Collaboration**

We will not end homelessness alone. We need to work through partnerships and representative bodies, with other service providers and many others to achieve our goals. We will lead where necessary, convene the organisations and people we need in a common cause, or provide support to others where that has the best impact.

## **Engagement and funding**

We will make sure our supporters have the best possible experience of Crisis and the best understanding of homelessness, its causes and solutions. We will continue to nurture and grow our direct marketing income while diversifying the range of income sources and maintaining our financial independence.

## **Leadership and culture**

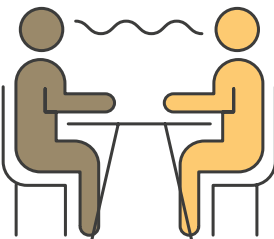
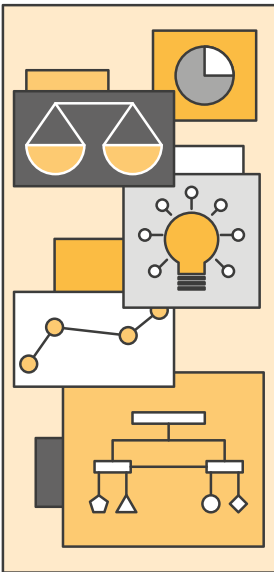
We will need a clear, values-led culture and to have the very best people motivated and developed to work in ways that have the most impact on ending homelessness.

### Effectiveness

We will make the very best use of the funding and support we have, clearly prioritising the activities that have the most impact on ending homelessness, building and deploying evidence, measuring effectiveness and working in multi-disciplinary teams to achieve the service and policy outcomes we need.

### Change and transformation

We will need the organisation to evolve effectively and quickly to achieve our goals. This is not a 'business as usual' strategy, and what we do, how we do it, and the organisation's infrastructure will all need to develop and build on our learning and evidence.



# Key Performance Indicators

To make sure that we direct our energy and resources where we can have most impact on ending homelessness, we have developed a list of KPIs to track our overall progress against the strategy and shape the annual planning over the next five years. These KPIs are a powerful description of our strategic priorities. They are not intended to be attributable to any one goal or cross-cutting theme. Instead they take a holistic view of the strategy and reflect the interdependency of the goals and multi-disciplinary approach we are taking to achieve them.

- Number of Skylight members whose homelessness is ended.
- Number of Skylight members who have progressed by using Skylight services.
- Number of Christmas guests who are Skylight members.
- Number of members who have immediate access to housing.
- All three governments have a published homelessness strategy consistent with Crisis' plan to end homelessness.
- Homelessness has reduced in the first early adopter location.
- Policy changes secured in the key areas; expanding the homelessness legal framework, welfare reform, housing, and migrant homelessness.
- Percentage increase in supporter loyalty (combined measures of trust, commitment and satisfaction).
- Percentage of staff who would recommend Crisis as a good place to work.
- Level of support in UK population to end homelessness.
- Net income growth targets are achieved.









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**Together  
we will end  
homelessness**