



# St Martins

more than a home  
for the homeless

## OUR PRIORITIES

- We will prevent homelessness wherever possible**
- We will deliver crisis support**
- We will deliver sustained support**
- We will continue to be an employer of choice**
- We will continue to be well managed and efficient**
- We will communicate clearly**

## OUR VALUES



Open



Progressive



Nurturing



Tenacious

## OUR MISSION

To maximise independent living and prevent homelessness in our community by offering a hand up - housing, support and care - to the most vulnerable.

To enhance understanding and compassion towards homeless people in our community through education and advocacy.

Registered charity 802013  
[www.stmartinshousing.org.uk](http://www.stmartinshousing.org.uk)  
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   @stmartinsnfk



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Strategic Plan 2024 – 6

6 priorities to deliver our plan:

Ending rough sleeping on our streets

## 1) We will prevent homelessness wherever possible

Support for people in the community to maintain their tenancy and prevent further incidents of homelessness

Provide clear signposting to a range of support services

Provide temporary or short term housing with person centred support

Provide housing led/first options to people who face multiple barriers, exclusion and entrenched homelessness

Through continuous professional development our team will provide effective routes away from homelessness

## 2) We will deliver crisis support

Increase street outreach services

Lead the multi-agency Pathways team supporting people sleeping rough

Deliver emergency assessment and accommodation

Support our local authority to deliver on their commitment to safeguard people at risk of sleeping rough during periods of severe weather and over the winter months

Provide additional accommodation and specialist support during winter

## 3) We will deliver sustained support

Care Quality Commission (CQC) services will implement the new CQC assessment framework and continue to maintain Outstanding rating (Highwater House) and improve from Good to Outstanding (Webster Court)

Increase availability of accommodation at Webster Court (4 additional rooms)

Increase reablement community support by 20% to support people to live independently.

Provide a diverse range of learning and development opportunities to the people we support.

Provide evidence which will identify gaps and influence the commissioning of services to better meet the needs of the people we support.



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6 priorities to deliver our plan:

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#### 4) We will continue to be an employer of choice

- Provide strong, clear, fair and inspirational leadership
- Recognise, value and reward the skills and expertise of our team
- Provide comprehensive inductions, ongoing training and support and progression opportunities
- Develop and maintain a healthy culture
- Continue with a leadership/management plan to equip managers with skills needed
- Use all communication channels available
- Continue to follow the NJC scales and review the job family ranges periodically
- Review and enhance the St Martins recruitment, induction and retention processes
- Hold St Martins Conference on a regular basis
- Ensure job descriptions are linked to behaviours and our culture
- Continue to enhance and develop the Learning and Development package. Ensuring a mix of core and specialist training
- Utilise the apprenticeship pot to offer apprenticeships to current team members and new apprentices
- Continue to develop the healthy workplace and wellbeing – looking at introducing mental aid first aiders

#### 5) We will continue to be well managed and efficient

- Annual consultations with the people we support to monitor quality
- Regular engagement with St Martins Advisory Group
- Support and development of our volunteers
- Exceed expectations on the delivery of commissioned contractual requirements
- Adhere to external Codes of Practice (e.g. Charity Governance Code)
- Continue to build on our solid infrastructure with sound financial monitoring and reporting
- Ensure we have clear structures, systems and lines of accountability
- Ensure we undertake regular audits, property and system checks

#### 6) We will communicate clearly

- Provide clear leadership on rapid, entrenched homelessness, including people sleeping on the streets
- Speak openly, clearly and passionately about our work and the impact of our work
- Use a range of media channels to increase the understanding of the importance of our work
- Communicate regularly with all of our supporters and stakeholders
- Use every interaction as an opportunity to talk about the work we do.
- Use our fundraising events as opportunities to talk about the importance of our work.
- Build on and develop relationships / partnerships with local organisations and education establishments
- Engage with all generations of supporters (5-105 years old)
- Communicate regularly with all of our supporters and stakeholders and continue to remain the prominent / trusted local charity