

## Contact

If you would like to get involved in supporting our work to end street homelessness, or you just want to know more about what we do, please contact:

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The Passage is a registered charity  
No 1079764



# Ending street homelessness

## Three-year strategy 2019-22

**Founding Patron** Cardinal Basil Hume  
**Royal Patron** HRH the Duke of Cambridge  
**Patron** Cardinal Vincent Nichols

## Our aim

**It is a scandal that, in the 21st century, people are sleeping out on the streets of the UK.** While people may find themselves at risk of homelessness, ending up on the street should not be inevitable and must be ended.

No organisation can do this alone. If, however, charities, government and the public work together, we can achieve it. The Passage's aim of ending street homelessness, which we passionately believe can, and should, be a thing of the past. This strategy, together with the objectives it contains, is our contribution towards this aim.

**Please join us in ending street homelessness.**

## Our values

- **We help homeless people to realise their potential to transform their lives**
- **We act with compassion and kindness**
- **We are a voice for change and justice**
- **We respect one another**
- **We are straightforward in our dealings**
- **We believe in practical, hands-on hard work**
- **We collaborate across all sectors of society**



*HRH the Duke of Cambridge became our Royal Patron in February 2019.*

## Our foundations

This strategy, and everything we do at The Passage, is built on the foundations of our Vincentian Values and Co-production (working direct with our clients in everything we do).

In addition, we have excellent governance structures (Board and Committees) in place, which ensure that a diverse and representative skills base is in place to guide the organisation.

## Diversify income to enable growth

*“Donors don’t give to institutions. They invest in ideas and people in whom they believe.”*

G T Smith

Considerable resources will be needed to deliver this plan.

The Passage will seek to diversify its income to enable the growth and development of its services – while ensuring that at least 90p in every £1 donated to The Passage goes direct to frontline services.

## No night out

*“Recovery is a journey, not a destination, which is all well and good if you have a map. Homeless people don’t have maps.”*

Passage client

In support of our heartfelt belief that no-one should have to sleep on the streets, we will continue to develop our prevention work – in particular our Housing Solutions Service – and to share it at national level.

For those who do end up on the streets, we will develop our current Routes Home service – and establish new accommodation and support services; continue to develop our work for those who have no recourse to public funds; expand our hospital discharge work; and develop prison accommodation pathways to avoid street homelessness.

## Health

*“The average male homeless person has a life expectancy of 47, compared to 77 for the rest of the population; for women it is just 43.”* University of Sheffield/Crisis research

There is clear evidence that a lack of early preventative health intervention leads to street homelessness and, in the long run, is more costly to the public purse.

The Passage will carry out health research. We will interpret what we see at first hand to help develop systemic preventative solutions. We will also expand our clinical psychologist work to help people who have very complex needs, and will use our hospital discharge experience to work with NHS Commissioning Groups and Wellbeing Boards to influence the commissioning of future services.

## Innovation and influence

*“Love is inventive, even to infinity.”*

St Vincent De Paul

Ending street homelessness demands an innovative person-centred approach: there is no magic bullet or one-size-fits-all solution.

The Passage will continue to develop its services: expanding our innovative private-rented sector mental-health housing pathway; developing worker accommodation for those coming off the streets and into employment, and our partnerships with the business community around street outreach work. We will also continue to use our first-hand experience to lobby central and local government to make the changes needed to end street homelessness; and to raise awareness of the issue.

## Digital solutions

*“If you can’t explain it, you don’t understand it well enough.”*

Albert Einstein

To ensure that it has best possible evidence to demonstrate the impact of its work, The Passage will develop its data and recording systems. We will share our key findings and trends with the wider sector and government.

We are committed to developing and refining our own Theory of Change to illustrate the way in which we expect our work to result in societal outcomes over the short-, medium- and long-term.

In addition, we will turn data into information and information into insight.

# End street homelessness

No night out

Health

Innovation  
and influence

Digital  
solutions  
and systems

Sharing good  
practice and  
strategic  
partnerships

Develop  
our people

Diversify  
income to  
enable growth

**Vincentian values and co-production**

## Strategic partnerships

***“Alone we can do so little; together we can do so much.”***  
Helen Keller

The Passage is built on partnerships: ending street homelessness will be achieved only by everyone working together.

To enable us to be as effective as we can be, we have identified strategic partners, including in international work, employment opportunities for our clients, community and faith-based groups, other homelessness charities, local and central government and those working in the field of modern slavery.

We will share what we learn from these partnerships through feeding into conferences, at national and international levels, and hosting our own at our Cathedral View conference facility.

## Developing our people

***“The Passage staff are the best; they literally saved my life.”***  
Passage client

The Passage has the best staff and volunteers working in the homelessness sector; they always go that extra mile to help someone in need and to help them find a way off the streets for good.

We will continue to ensure that our staff and volunteers receive the training and support they need to grow and develop and, as a result, to ensure that our services continue to be improved and developed.

The Passage will measure progress by gaining external verification of its quality standards by the end of this three-year plan. We will ensure that all new employees equal the high standard of our current staff.