No Going Back: 2022 - 2025

3-year strategy

The Passage

Everyone deserves a place to call home

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Introduction

The Covid-19 pandemic undoubtedly caused many challenges for our society. It has also created new opportunities.

When the pandemic first struck in March 2020, The Passage was just completing the first year of a new three-year strategic plan and the number of people sleeping rough in central London exceeded 1,000 on any given night. Our plan had a clear vision: that street homelessness is preventable and should not be inevitable and our work over the coming years would make an active contribution towards this. We knew that ending street homelessness could be achieved if organisations and individuals in society worked together towards a common goal.

The pandemic created a unique opportunity for The Passage and others to come together to address the varied and complex issues of rough sleeping; for the first time in many years, rough sleeping was dramatically reduced. It reaffirmed our belief that when we are open to changing the way we do things and working collaboratively, street homelessness can indeed be ended for good.

During the final two years of our last strategy, we tested out innovative new approaches to how we run our services in response to the changing needs of our clients, largely as a result of Covid-19. These approaches have now been widely adopted within The Passage and form the foundations of our new strategy No Going Back.

No Going Back includes five strategic goals – these are Prevention, Progression, Collaboration, Quality and Resilience. They provide the framework within which we will work towards our vision of a society where street homelessness no longer exists and everyone has a place to call home. Our new Theory of Change model will also capture and demonstrate the impact of our work.

Over the next three years, we will ensure that people with lived experience of homelessness are engaged in the rollout of this strategy and involved in key aspects of our decision making. This means everything from the design, delivery and evaluation of our services to our influencing and advocacy work.

To achieve this strategy, we will continue to grow and diversify our income in order to maintain our financial independence. Our donors and volunteers are incredibly loyal and we want them to have the best experience of supporting The Passage. We will ensure that The Passage has the means to communicate effectively with supporters and stakeholders, to widen our reach and influence, demonstrate our impact and build strong relationships at national, regional and local levels.

We will also continue to build a culture that is led by our values and recognises our incredible people and further develop our commitment to equality, inclusion and diversity across The Passage.

Street homelessness should not exist in 21st century Britain. We can all play a role in the fight to end it and we hope that you will be inspired to join us in achieving this vision.

Mick Clarke
Chief Executive

Mike Kelly
Chair

Our vision is of a society where street homelessness no longer exists and where everyone has a place to call home.

Our mission is three-fold:

1) Preventing street homelessness by intervening quickly before people reach crisis point.
2) Ending street homelessness by providing innovative and tailor-made services that act with both compassion and urgency.
3) Advocating for those who feel they are not heard by amplifying their voice to bring about real systemic change.

We provide accommodation, community and support services for those at risk of becoming street homeless, those who are street homeless and those who are victims of modern slavery.

Our services include:

- Prevention services
- Immediate welfare support (showers, food, clothing)
- Health and wellbeing services
- Education, training and employment advice
- Housing support
- Welfare rights and money advice
- Immigration and migrant development support
- Modern slavery support
- Four accommodation projects
- Community integration

The Passage takes its values and ethos from the teachings and example of St. Vincent De Paul, a Christian and social reformer who co-founded the Daughters of Charity in 1633.

Vincent believed in action rather than words and in hands-on service to vulnerable people.

As a Vincentian organisation, The Passage strives to be inclusive, encompassing a diverse and rich culture from our clients, volunteers, staff, supporters and partners. We seek to be a place of hope, aspiration, change and innovation, underpinned by values that reach back over 400 years. This is reflected in our core values as below:

Our values:

- We assist people experiencing homelessness to realise their own potential to transform their lives
- We act with compassion and kindness
- We are a voice for change and justice
- We build relationships based on trust
- We respect each other
- We are straightforward in all our dealings
- We believe in practical hands-on hard work
- We collaborate across all sectors of society

The Passage theory of change

The Passage is based in the heart of Westminster, providing practical support and a wide range of services to help transform the lives of people who are at risk of street homelessness, who are homeless and those who are victims of modern slavery.

We provide accommodation, support and community services

People who use our services help to shape our services

We listen to, and provide a platform for people with lived experience

Our work is informed by what we hear

We bring together partners and decision-makers to collaborate based on evidence

We inform and influence public policy and service delivery improvements

People strengthen existing and gain new skills, resources and knowledge

They access the entitlements and support that are right for them

People thrive in their homes and lives

People know where to go for support if needed for the future

Homelessness is ended

Housing is sustained

Homelessness is prevented

Strategic goals

We are committed to preventing homelessness happening in the first place by intervening quickly and creatively before people reach crisis point.

How we will achieve this:

- We will provide services that act with urgency, roll out our No Night Out model and support people to find and sustain a home for good.
- We will amplify the voices of those who feel they are not heard to bring about real systemic change.
- We will work with partners to formally evaluate the Housing Solutions Service for those in housing crisis and promote good practice in effective partnerships and prevention.
- We will develop new partnership initiatives and services by working with stakeholders in our community that intervene upstream to provide innovative solutions.

We are committed to achieving long-lasting and sustainable outcomes for our clients.

How we will achieve this:

- Our Steps Home programme will offer real and tangible steps towards a place to call home, building on our housing-led and assessment centre models.
- Our Healthy Communities programme will provide services to the whole community with a particular focus on those with the most complex health needs, including street outreach work, advice and integrated health and homelessness services.
- Our Careers Not Just Jobs programme will provide pathways into meaningful and lasting employment.
- We will expand our Home for Good model to create further opportunities for communities to contribute to effective and sustainable solutions to ending street homelessness and to act as a platform for social change.

We are committed to partnership working across all sectors and to shaping The Passage into an organisation that truly embeds Co-production; involving the people we work with in everything that we do.

How we will achieve this:

- We will use our convening power to bring together key cross-sector stakeholders to influence policy and practice and advocate for real system change.
- We will work with partners in the UK and beyond to further develop an effective response to the link between street homelessness and modern slavery.
- As a key member of the Westminster Homelessness Partnership, we will share good practice, learn from our partners and test new models of service delivery that avoid duplication.
- We will ensure that through Co-production, The Passage is shaped into an organisation whose service delivery, strategic direction and influencing work are delivered with those we support, not to those we support.

We are committed to measuring and sharing our impact and effectiveness and developing quality standards across all that we do.

How we will achieve this:

- We will capture and share the impact of our work through our Theory of Change model and our ground-breaking work on the links between homelessness and modern slavery.
- We will achieve an external quality mark to validate and enhance our organisational performance.
- Our new Excellence for All programme will ensure our staff and volunteers are supported and empowered to be the best they can.
- We will continue to develop our governance structures and in particular, establish a new People, Performance and Culture Committee to support and guide our commitment to equality, inclusion and diversity across The Passage.

We are committed to implementing robust infrastructure to ensure we have a resilient organisation that can respond quickly to those who need us most.

How we will achieve this:

- We will continue to build our financial stability to enable The Passage to respond flexibly and creatively to emerging needs and trends.
- We will raise our profile and awareness of the issues impacting people experiencing homelessness to grow and maintain our supporter loyalty.
- We will develop our people, their rich diversity of talent, skills and experience and continue to build a culture that is led by our values.
- We will invest to further improve our services, systems and organisational performance.

We believe that everyone deserves a place to call home.

I am so grateful for those who support The Passage, taking care of homeless people, because really the job that The Passage is doing is great. When I went there I had nothing, but everything was made available to me. I felt at home.

Stephen, Passage Client

It is great to work in a team that really cares about the people who use our services, and who demonstrate The Passage's values in their work. We are all passionate about the services we provide, and are always trying to be better.

Caroline, Enhanced Resettlement Worker

My experience at The Passage was and is 100% beneficial. At The Passage, I was listened to, welcomed and respected. As soon as I entered The Passage reception, I felt safe. I was treated with dignity, honour, and a human with the right to exist, the right to live and the right to search for happiness.

Anonymous Passage Client

The Passage

Everyone deserves a place to call home

Join our online community

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