

Building a fairer future

Our three-year strategy: 2021-2024

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Our vision, mission and values

Our vision

We strive for a fairer society where vulnerable people find stability, the most excluded are included, and where homelessness and poverty are things of the past.

Our mission

To change lives for the better by:



Preventing people from becoming homeless through the provision of timely and personalised support services



Providing housing, education, employability and personal development support to the most vulnerable and isolated people in our communities



Challenging negative attitudes towards people who are homeless, living with mental ill health, or living in poverty

Our values

- Inclusiveness • Integrity • Compassion • Empowerment • Passion • Innovation •



About us

We're here for people who have nowhere to go and no-one to turn to. Some are living on the streets, others need our support to prevent or resolve any issues that could put them at risk of homelessness.

We prevent

We stop people from losing their homes and help others to live safely and independently in the community.

We provide

We work with people on the streets, in our supported housing and in local communities. We help people with their mental health, housing, education and employment so they can get where they want to be in life.

Involving our clients in the decisions that matter

The heart of our success as an organisation is the involvement of our clients in the decisions that matter. We know that actively empowering our clients to have their voices heard, to make informed decisions and to have real influence can help us build a charity that works better for everyone. Our clients educate and guide us, helping us to respond in the right way, to plan for the future and to design and deliver solutions that truly meet the needs of the people we support.



We challenge

We're fighting for a fairer society and we won't give up until everybody has a safe place to call home and the chance to make a positive contribution.



Introduction

I am proud to present the new strategic plan for Porchlight which will guide our work through the next three years.

This plan comes after a year of uncertainty and upheaval. Covid-19 has further exposed the inequalities in our society and the people we support – many of whom were struggling to survive before the pandemic struck – are suffering the greatest harm.

We've set out the four strategic priorities which will help us respond to the growing need in our communities. These priorities capture the core of who we are at Porchlight, demonstrating our commitment to bringing about real change and moving us closer to our vision of a fairer society that works better for everyone.

It's an ambitious plan and one that will take more than just our own expertise to deliver. We'll be increasing and strengthening our engagement with other organisations and partners, working across wider networks to improve our support and target it where it's needed most.

We want to grow our reputation and influence as one of Kent's leading charities, forging new relationships to secure much-needed funding and resources. Porchlight will inspire people to join our cause so that together we can build pressure for bigger change.

We know the external landscape will continue to shift but we'll use the lessons learnt from the pandemic, looking ahead to not only recover but to become stronger and more resilient.

Responding to the crisis transformed our ways of working and we want to explore the full potential of digital technology to improve our operations. We're continuing to evaluate the



effectiveness of remote support, and its use alongside in-person support, to give our clients more choice over how they want to engage.

We want to make better use of data to improve what we're doing, and to gather more evidence of our impact, our value for money, our innovative approaches and why they work. We'll use this evidence to advocate for the holistic support we believe in; how working to address all of the challenges a person faces can help them stay well and manage their own lives.

We want to deliver the best possible services to our clients and our communities. This means investing in our workforce, providing them with exceptional training and education, looking after their wellbeing, and creating a supportive environment where we celebrate each other's differences and treat each other with respect.

We'll promote a culture where we can all develop and learn from others, making sure everyone has the opportunity to fulfil their potential. And we'll continue to live by our values, putting inclusion at the heart of what we do and making sure that our clients are consistently involved – not just in decisions about their own support, but at every level of the organisation.

We're so grateful to the many members of the Porchlight community who contributed their ideas, thoughts and perspectives to help shape this strategy – it reflects all of their voices.

We will work hard to deliver everything we have set out to do, building even stronger foundations so that we can be here – now and in the future – for the people that need us more than ever.


Mike Barrett
CHIEF EXECUTIVE OFFICER





People have a safe, stable and affordable place to call home

How will we get there?

- 🏠 Build the capacity of our specialist rough sleeper workforce to better support people with multiple complex needs
- 🏠 Use our understanding of the drivers of homelessness to identify people who are most at risk, intervening early to prevent them from losing their home
- 🏠 Help people break down the barriers to housing and financial independence by improving access to debt support services and budget management advice
- 🏠 Work with partners and investors to purchase and develop more affordable homes that help people put down roots in local communities
- 🏠 Grow our range of specialist housing options, including Housing First projects for people entrenched in rough sleeping and women-only accommodation
- 🏠 Raise awareness of the issues of affordability and availability of housing in the south east, building support for our work amongst local influencers and decision makers



People experiencing poverty and inequality get the support they need

How will we get there?

- 🏠 Work collaboratively with our partners to better support people facing multiple disadvantage, addressing all of their needs in a connected way
- 🏠 Target our support where it's needed most, promoting health and wellbeing, independence and resilience amongst groups facing the greatest inequalities
- 🏠 Gather more insight on the long-term impacts of Covid-19 on our most disadvantaged communities so that we can understand how to best respond to changing demands
- 🏠 Better integrate our services with health and social care, working collaboratively to support people most at risk of poverty, social exclusion, mental ill health or homelessness
- 🏠 Develop our community-based offer for people who have poor health and social outcomes, especially those with the most significant and complex needs
- 🏠 Strengthen our voice by building relationships with local councils and others, sharing expertise and helping to shape the decisions that impact the people we support





People are supported to have good mental health

How will we get there?

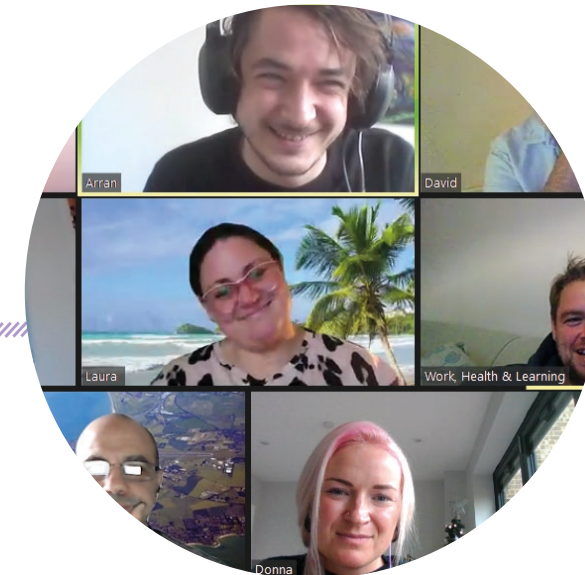
- 🏠 Build on our strategic partnerships and influence local transformation plans to grow our mental health support for those most in need
- 🏠 Promote our work and expertise in addressing the mental health inequalities faced by people who are the most vulnerable and most in need
- 🏠 Review our charity-wide mental health offer so that we can improve and develop quality services
- 🏠 Connect people experiencing loneliness and social isolation, growing community networks, online support, counselling and peer support services
- 🏠 Gather and share high-quality data and evidence of our impact and value to attract new investment in our services
- 🏠 Involve the people we support in designing services to ensure they are effective, relevant and accessible



Porchlight is a strong and effective organisation

How will we get there?

- 🏠 Build our financial stability, looking for new opportunities and diversifying our income sources to ensure a sustainable future
- 🏠 Build our reputation by developing a strong and consistent brand that engages our audiences and connects them with who we are, what we do and why we do it
- 🏠 Continue to develop our workforce, making sure we have the right people with the right skills to adapt to the changing needs of the organisation
- 🏠 Ensure that good governance is embedded across the charity to drive quality, improve our internal structures and effectively manage risk



Supporting our strategy

To deliver our three year strategy we need the ongoing support of our funders, donors and supporters, volunteers and staff who contribute their passion, commitment, skills and enthusiasm. **We couldn't do it without you.**

Our governance

We're governed by a board of trustees who are volunteers. They use their skills, experience and sound judgement to help the charity achieve its aims. You can read our latest trustees' report and accounts at porchlight.org.uk



Our donors and supporters
 “We wanted to support something local ... the work you do is sadly still very much needed”
Porchlight supporter

Our staff and volunteers
 “When people are struggling, we're here to listen and remind them that someone still cares”
Helpline worker



Our communities
 “People can have a range of complex needs so our support is centred on the person”
Community mental health worker



“It's a very important service that we're offering to people who don't have anywhere to turn”
Outreach worker

Equality, diversity and inclusion



We are committed to providing a supportive environment where individual differences and contributions are recognised and valued and everyone is treated with dignity and respect.

Porchlight's commitment to equality and diversity is embedded in our working practices, our policies and procedures and applies to everyone

who receives a service from us, forms part of our governance, is employed by us or volunteers their services.

Inclusion is one of our core values – as a charity supporting homeless and vulnerable people, it's at the heart of what we do. Through our specialist services we support some of the most excluded and

marginalised people in our communities, working with our partners in an integrated way to make sure that no one is left behind.

We'll continue to strive for excellence, creating an inclusive culture which promotes equality, values diversity and where all people matter and are treated fairly.



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