

Our Strategy
2025-30

Turning Ambition into Action



Single Homeless Project
Preventing homelessness
Transforming lives



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Introduction

As we reflect on the journey that has brought us to this point, we want to take a moment to thank every member of our team for their hard work, dedication, and commitment over the past years. Your efforts in delivering the previous strategy have made a real difference to the lives of those we support, and for that, we are deeply grateful.

This new strategy is the result of collaboration, feedback, and the shared vision from all our Single Homeless Project community. Together, we have co-created a path forward that is both ambitious and rooted in the values we stand for. It reflects the dedication, expertise, and lived experience that all of you bring to the table every single day. We couldn't be prouder of the collective work that has gone into shaping this vision for the future.

The world has shifted around us in the past four years. And those shifts have landed hard on the people we support.

The emergency lifelines of the pandemic, like Everyone In, are long gone. But the need hasn't disappeared. If anything, it's grown. The cost-of-living crisis, rising homelessness, overstretched councils, record levels of rough sleeping and a broken asylum system - these are not isolated challenges. They are symptoms of a deeper crisis: a housing system that isn't working for the people who need it most.

We've seen people pushed to the edge - choosing between food and rent, sofa-surfing in dangerous situations, or sleeping on buses just to stay safe. We've supported more young people, women and those sleeping rough for the first time.

Against this backdrop, where hundreds are forced into homelessness every day, our work has never been more needed or more challenging. And we're not shying away. We're still rolling up our sleeves to make change and helping over 10,000 Londoners every year. And with the team we have, driven by compassion, purpose and tenacity, we're ready to meet the moment.

Despite the pressure of recent years, this has also been a time of progress. Women's homelessness is finally getting the recognition it demands. Services like Housing First have shown what's possible when people are given not just shelter, but stability and dignity. Multi-agency partnerships are becoming the norm, not the exception. And people with lived experience are shaping services and leading change.

This strategy builds on that progress. It sets out our vision for the next five years: one that is ambitious but grounded, urgent but hopeful. It is rooted in our values and in the belief that homelessness is not inevitable. It is preventable. It is solvable. And with the right systems, services and support, people can rebuild and transform their lives.

Our strategy is built on four bold pillars - each one a commitment to lasting change.

1 Prevention, Intervention & Recovery

We're stopping homelessness before it starts and supporting people every step of the way - from crisis to stability. That means scaling outreach, growing Housing First, and designing services around the realities of people's lives, including gender and trauma-informed support.



3 A Voice That Drives Change

We're turning frontline insight into influence. From women's homelessness to co-occurring needs, we'll challenge systems that don't work and champion those that do, amplifying the voices of people too often left out of the conversation.



2 Health, Wellbeing & Opportunity

Homelessness is a health issue too. We're tackling health inequalities, expanding therapeutic and employment support, and building partnerships that give people not just a place to live, but the chance to connect, grow and thrive.



4 Strengthening Our Foundations

To go further, we're investing in what makes change possible. That means growing our income, becoming a Registered Housing Provider, backing our people, and building the infrastructure to match our ambition.



As London's leading homelessness charity, we are proud to be part of a movement that refuses to accept the status quo. Over the next five years, we will continue to push for a future where everyone has a safe place to call home and the opportunity to grow and thrive.

Liz Rutherford
Chief Executive

Meeta Luthra
Chair of Trustees

A shared Vision and Mission

A shared vision for our next chapter

As we launch our new five-year strategy, we're also marking a major milestone: 50 years since six Londoners came together to challenge the system and turn their vision of a safe place to live for everyone a reality.

Our new five-year strategy is grounded in a refreshed Vision and Mission, shaped in collaboration with the people we support.

This wasn't about changing who we are or just updating the language. It was about finding the right words to suit our spirit and personality more clearly. It was

about reflecting who we are today, what we stand for, and where we're heading and making sure that every single person in the Single Homeless Project community feels they can own it.

Because words carry power. They can unite people, build trust, and spark change. That's why every word in our Vision and Mission matters and why it was so important that they feel real, relevant, and owned by everyone in our community.

Together, they reflect a belief that's been with us since day one: that everyone deserves a place to call home, and the opportunity to grow and thrive.



Our Vision:

A future where everyone has a place to call home and the opportunity to grow and thrive.



Our Mission:

To prevent homelessness in London and empower people to rebuild and transform their futures.



"This Is What We Built"

This is where change happens

We are all different.
 Different stories. Different scars.
 Different strengths.
 But we are equal.
 And when we sit side by side. Not top-down,
 not for or to, but with
 that's where real answers begin.
 That's where change starts.
 That's where hope grows.

Our words, our meaning

Lives and Futures
 Everyone has a life.
 But not everyone has a fortunate one.
 And some of us didn't believe we had a future.
 A future isn't just time.
 It's direction.
 It's purpose.
 It's the moment you stop surviving
 and start becoming.

We chose futures because we've created one.

Grow and Thrive
 "Grow and thrive"- we know what that feels like.
 It's what happens when you finally get the space
 to find yourself again.
 You can't thrive until you've grown.
 And growth means more than recovery
 It's becoming whole again.
 It's learning.
 It's remembering your own strength.

a poem
 about words,
 meaning,
 equality
 and hope



Opportunity

Opportunity means I have a choice.
 Chance is just rolling the dice.
 And opportunity is the moment you choose
 not to give up.

We chose it because it means
 we get a say in what happens next.

Empower

Help can be a quick fix.
 Empowerment is being seen.
 And knowing someone's in your corner.
 It's being trusted with your own life.
 It's not "we'll save you."
 It's "we'll walk with you while you allow yourself
 to begin again."

Rebuild

Rebuilding isn't patching up the cracks.
 It's knocking the brick wall down,
 digging deep,
 and building something solid from the foundations up.

Turning the bricks into a path,
 leading to a new horizon.
 To purpose.
 To a future we couldn't imagine before.

We chose rebuild

because we know what it means to start again.

To You

If you're reading this
 and you feel like nothing's going to change
 you're not alone. We've been there.

We know what it's like
 to be labelled,
 to be lost,
 to be tired.

But we also know what you can be.
 We see you.
 We believe in your future.
 And we're proof that it's possible.

These words are yours now too.
 You have time. And we believe in your future.



From Heads Up,
 a group of people
 with lived experience
 of homelessness and
 diverse backgrounds
 who help shape
 everything we do
 at Single Homeless
 Project.

Our values

Our values inspire and challenge us as an organisation. They underpin the work and behaviour of everyone at Single Homeless Project, from how we work with clients and each other, to the decision making of the Board and the Executive Management Team.

Clients hold the key

As an organisation founded by people experiencing homelessness, we believe in the fundamental right of every individual to take control of their lives. Tailoring our support to their needs and aspirations, we work with people to build their capacity for self-determination, so that they can shape their own futures.

Going the extra mile

We go the extra mile for the people we work with, many of whom have multiple and complex needs for which there are no quick and easy fixes. We keep working with people no matter how challenging it may be, and we don't give up on them.

People, not problems

We see our clients as people, not problems. As well as offering practical support, we believe it's essential to give people the opportunity to discover a sense of purpose, to grow in confidence, express themselves and build meaningful relationships.

A voice for change

We are committed to tackling the underlying causes of homelessness and social exclusion, and we will use what we learn to make the case for prevention and systemic change. We are also passionate about promoting the voices of people who have been forced into homelessness, whose stories often go unheard.

Supporting staff

We maintain an inclusive culture in which staff are respected, supported, and listened to. We value the contribution of all staff and volunteers and we are a diverse organisation that pulls together, in a spirit of mutual trust and co-operation. We encourage creativity and new ideas, prizing innovation as a means of achieving our mission.

Honest and open

We are honest and open in our dealings with clients, staff and volunteers, partners, supporters and other stakeholders. We will do what we say we will do, and we will communicate proactively.

Clients hold the key

Tailoring our support so that clients can shape their own futures

Going the extra mile

We keep working with people no matter how challenging it may be





1



Prevention, Intervention & Recovery

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A Voice That Drives Change

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2



Health, Wellbeing & Opportunity

Homelessness is a health issue too. We're tackling health inequalities, expanding therapeutic and employment support, and building partnerships that give people not just a place to live, but the chance to connect, grow and thrive.



4



Strengthening Our Foundations

To go further, we're investing in what makes change possible. That means growing our income, becoming a Registered Housing Provider, backing our people, and building the infrastructure to match our ambition.



1

Prevention, Intervention & Recovery



Stopping homelessness before it starts and supporting recovery every step of the way.

This strand is about prevention that's personal, intervention that's timely, and recovery that lasts. Because ending homelessness for someone doesn't start with a policy. It starts with showing up - and staying the course.



We're growing safe spaces for women and opening a new women-only service.

- We're doubling down on what we do best: **meeting people where they are, walking beside them, and helping make sure homelessness is rare, brief and not repeated.**
- We'll expand our **prevention services**, reaching more people earlier, before crisis hits. That means growing our presence in more boroughs, making sure there's **no wrong door** when someone needs support and embedding prevention in the systems people already turn to.
- **For those already at risk**, we'll increase our outreach capacity, increase Housing First placements, and provide tenancy sustainment to over 1,000 people each year in Clearing House accommodation. We'll also strengthen access to the private rented sector, helping more people move into safe, long-term homes, without having to compete on the open market.
- **Women's homelessness** will be a central focus. We'll grow the number of safe spaces, champion gender-informed services, and open at least one new women-only service. And we'll keep influencing policy to ensure these responses become the norm, not the exception.
- For **young people**, especially care leavers, we'll break the cycle with trauma-informed support, specialist housing, and clear pathways into education and employment, so young people can build stability, confidence and independence.
- And we'll make sure the voices of the people we support are shaping everything we do. From recruitment and service design to governance, **lived experience will drive our direction**, with an increase in client feedback and formal representation on our Services Committee.

2

Health, Wellbeing & Opportunity



Health is a human right - and opportunity is a catalyst for change.

This strand is about more than a roof. It's about giving people the chance to heal, grow, and take back control of their future - with support that's there when it counts, and lasts for as long as it's needed.



25% fewer young people out of education, work or training

- We're scaling up our health support across the board to tackle health inequalities, because too many people are still falling through the gaps. Every client in our tenancy sustainment and pathway services will have access to a dedicated **health navigator**. We're developing a new care team and delivering targeted support for **women, young people, and people in hostels**, so no one is left waiting for help that never comes.
- We'll strengthen our partnerships with the **NHS, Public Health and Adult Social Care** to build services that truly wrap around people. That means fewer delays, fewer dead ends, and better, more joined-up care.
- We're also investing in **mental health and trauma-informed therapy and psychological support**, especially for young people. Because trauma doesn't disappear with stable housing. It needs space, time, and someone who listens.
- On employment, we're going further. We'll **expand our Achieving Potential programme**, secure new contracts, and achieve **IPS accreditation** to deliver high-quality, personalised employment support. This isn't about ticking boxes. It's about helping people find work that's meaningful, and stay in it.
- For young people in our services, we've set a bold goal: **to reduce the number not in education, employment or training by 25%**. We'll build the foundations for long-term success with practical support, real-world opportunities, and belief in what's possible.

3

A Voice That Drives Change



Real change doesn't just happen.
We speak up and shape it.

We're turning our powerful frontline insight into sector-wide influence. Because when we see what works, we don't just celebrate it - we fight for it to become the standard. This strand is about making sure the voices of our clients, staff and partners reach the places where decisions are made. It's about challenging broken systems that we rely on and pushing for ones that are compassionate, joined up and grounded in reality.

From lived experience to national influence; we turn insight into action.

- We'll use frontline and lived experience to influence **policy, funding and commissioning** - locally, regionally and nationally. From co-producing services to capturing insight and sharing evidence, we'll keep shining a light on what needs to change. And showing exactly how to change it.
- Our leadership on **women's homelessness** has already created change. Thanks to the Women's Rough Sleeping Census, our work is shaping national conversation and policy, and influencing the GLA's own commitments. Now we're pushing for that change at a national level - so women are no longer overlooked, but counted and supported properly.
- We are influencing how services are commissioned for people with **co-occurring needs**. We know fragmented care doesn't work. So we're using our evidence and experience to advocate for integrated support that gets results - and to make sure it's backed with the funding it needs.
- Every time our teams share learning, co-create with clients, or challenge the status quo, we get closer to an evidence-based system that works for the people in it. When we raise our voice, we raise the standard.

Every act of co-creation brings us closer to a system that truly works.

4

Strengthening Our Foundations



Building a stronger organisation, so we can keep changing lives.

This strand is about resilience. It's about building the strength, flexibility and stability we need to go further- for the people we support, and for every single person who makes our work possible. This is how we strengthen the core of who we are. Not just to keep up with what's changing, but to lead it.



Over the next five years, we'll **triple our fundraised income to £6 million**



- We're growing our financial resilience so we can lead with our values, not just follow funding. Over the next five years, we'll **triple our fundraised income to £6 million**, reduce our reliance on local authority commissioning, and diversify the markets we operate in. That means more independence, more impact, and the resources to reach **15,000 people annually**.
- We'll **become a Registered Housing Provider**, unlocking new funding streams, securing more of the right kinds of homes, and giving us the tools to deliver greater stability to the people who need it most.
- We're also investing in our **people**. That means deeper career development, stronger team stability, and fully resourced roles. It means reducing agency reliance, embedding progression routes, and continuing to build a culture where everyone is recognised, supported and valued.
- Our infrastructure will grow with us. We'll modernise our systems, improve digital security, and use smarter tech and automation to free up time so our teams can focus on what really matters: relationships, trust and impact.



A big thank you

The people featured in this strategy are all part of the Single Homeless Project community.

We'd like to thank everyone for sharing their time, their energy, and for their brilliant company. Their presence here speaks louder than words and helps us show the reality, and the possibility, behind everything we do.



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