



# Creating opportunities for change

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Three-year strategic plan  
2021–2024

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# Three-year strategic plan

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Emerging Futures (EF) achieved many of the objectives from its 2018–2023 strategic plan earlier than expected.

The decision to diversify into the provision of transitional housing services was successful, allowing EF the opportunity to work in an expanded geographical area. Growth enabled EF to establish a robust financial model, invest in management information and reporting systems and strengthen governance and risk management plans. We now have the capacity, infrastructure and competence to deliver effective and sustainable services as we grow.

Responsibility for service delivery has been appropriately devolved to local managers led and supported by an executive team. Open and honest dialogue between all staff, commissioners and service users has enabled us to build responsive and effective working relationships with trusted partners who share our vision. Our aspiration is to expand those relationships with trusted partners and continue our efforts to provide services that make a difference to people's lives in new areas. Over the next three years EF will continue to invest in the staff, systems and resources we need to deliver safe, compliant, professional services that demonstrate impact.

A shared understanding and commitment to organisational culture and values underpins our growth. Extensive consultation with internal and external audiences established a shared understanding of who we are, what we do and where we want to be, along with a simplified expression of our values and a clear direction for the future.

We embark on the journey to deliver our plan with a renewed sense of purpose. Put simply, our intention is to engage more people within integrated care pathways (ICS), especially groups of people too often considered to be difficult to

engage. We will continue to take a holistic approach, helping service users to move towards a stable life, enriched with a job, friends and a safe home — the three key elements recognised as most likely to achieve lasting change.

In 2021, EF secured funding of £2.3m from Thrive Social Housing to upgrade transitional housing. Thrive Social Housing, in turn, established a loan agreement with the social investor Social and Sustainable Capital (SASC). This marks the beginning of a long-term financial relationship with Thrive Social Housing that will enable EF to improve accommodation standards, purchase more properties and extend the range of options for service users, from transitional housing through to permanent, secured tenancies in single occupancy units.

Importantly, we believe people with lived experience have the potential to drive effective practice and both engage and inspire service users and colleagues. To this end, we are investing in the professional development of all staff and volunteers in order to harness their expertise and guarantee the continued authenticity and impact of EF services as we grow.

The principles of Acceptance and Commitment Theory (ACT) have been embedded giving EF a shared framework for thinking and a blueprint for consistency. ACT helps our workforce to align shared values with everyday behaviours and understand the necessary changes required to pursue our strategic goals.

Emerging Futures has already experienced the beneficial impact of ACT upon staff capabilities. More than 150 coaches and former service users who trained with us have gone into employment over the past four years. We will continue to embed ACT principles into management and planning practices so the entire organisation, working individually or collectively, benefits as we create opportunities for change.

**Ray Jenkins, Chief Executive**

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# Passion & competency statement

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We are passionate about providing people with safe homes where they can connect with others, find rewarding things to do and be motivated to pay it forward. By aligning our passion with knowledge we have the skills and competence to unlock people's potential to change their lives.

## Principles

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Our Strategic Plan is centred on three core principles:

PRINCIPLE

1

Deliver services that make a difference to people's lives.

PRINCIPLE

2

Pursue opportunities to use our skills and expertise to help more people.

PRINCIPLE

3

Invest in the knowledge, skills and resources needed to achieve our strategic goals.

# **Our values**

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## **Respect**

Listening to people and treating them with dignity.

## **Integrity**

Being honest and open (with each other) and providing a voice for those who are expert by experience.

## **Accountability**

Taking purpose-driven action, owning our decisions and remaining flexible as we grow.



“The staff are always so supportive and are available to us any time we need them, and I cannot praise them enough for the difference they have made to me. They listen to us, provide guidance, empathy, sympathy and sound advice.”

**Family member, Lancashire**

“I loved hearing about other people’s experiences which was a great source of comfort and inspiration, equally I loved sharing my own stories which I hope helped others on their journey.”

**Service user, West Sussex**



“I feel that all of the staff are approachable and non-judgemental, most have lived experience and it’s comforting to be around people doing so well and knowing they were once where I am now.”

**Housing client, Cheshire East**



## Strategic aims

STRATEGIC AIM

1

Improve the delivery of existing services for people experiencing homelessness, substance use and/or low-level mental health problems in community, residential and criminal justice settings across new geographical areas for EF.

STRATEGIC AIM

2

Develop and deliver new, innovative services aligned to existing expertise and increased use of digital applications.

STRATEGIC AIM

3

Continue to develop the capabilities of our workforce, management systems and processes to ensure the stability and sustainability of EF.

# Transitional housing

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## KEY OBJECTIVES

Provide a balanced portfolio of complex needs, transitional and permanent accommodation units that offer people high-quality, compliant housing that is conducive to achieving change.

## OUTCOME MEASURES

### By April 2022

Complete housing stock replacement programme with a Registered Social Landlord to provide 25 bed spaces across central Manchester.

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### By October 2022

Increase the number of bed spaces by 50% to 450 across our existing complex needs and transitional housing portfolio.

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### By April 2023

Provide an additional 40 bed spaces by purchasing new properties via the existing funding agreement with Thrive Social Housing.

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### By April 2023

Secure national partnership agreements with two Registered Social Landlords to enable us to work in new areas that may be subject to local authority restrictions on the development of HMOs.

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### By January 2024

Provide an additional 50 bed spaces by securing an additional funding agreement with Thrive Social Housing.

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### By April 2024

Purchase 10 single occupancy properties that offer permanent tenancy options to service users.

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### By October 2024

Operate 650 bed spaces across complex needs, transitional and permanent tenancy housing provisions.

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# Substance misuse programmes

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## KEY OBJECTIVES

Reflect a local/regional approach to Integrated Care Systems (ICS) that integrate psychosocial support with employment pathways, housing and family interventions as legitimate and essential treatment goals.

Design and implement behavioural change programmes that enhance digital technology to further empower people to actively participate in their journey of change.

## OUTCOME MEASURES

### By January 2023

Increase the number of community substance misuse contracts in partnership with a clinical provider by 25% from 8 to 10.

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### By April 2023

Retain 100% of community substance misuse contracts as they become due for recommissioning.

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### By October 2023

Increase the number of integrated community substance misuse contracts offering an element of accommodation, wellbeing or employment support by 50% from 10 to 15 across a broader geographical footprint.

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### By April 2024

Secure funding to pilot enhanced digital engagement and intervention services for families and concerned others outside of current commissioning frameworks.

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# Criminal justice services

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## KEY OBJECTIVES

Work with people experiencing entrenched disadvantage who come into repeated contact with criminal justice services to help them break the cycle of offending.

## OUTCOME MEASURES

### By October 2022

Secure one additional Addiction, Diversion, Disruption, Enforcement and Recovery (ADDER) contract commissioned by Police & Crime Commissioners (PCC).

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### By April 2023

Secure one additional Rehabilitation through Resettlement contract with a national partner to provide through-the-gate support for those referred from prison into community-based treatment.

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### By April 2023

Secure a contract with HMPPS to deliver a community sentence treatment order (CSTO) related to drug and/or alcohol requirements.

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### By October 2024

Secure one contract with HMPPS or national partner to deliver integrated housing, wellbeing, family support, and employment services for adult female offenders.

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# Employment pathways for coaching

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## KEY OBJECTIVES

Develop a training academy that facilitates the induction of new staff and accredits volunteer coaches to promote internal/external employment pathways, volunteer opportunities and academic studies.

## OUTCOME MEASURES

### By October 2022

Secure academy accreditation with Learning Awards South East Region (LASER), and appoint an internal quality assessor (IQA) to invigilate health and social care qualifications.

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### By October 2023

Provide 100 staff and volunteer coaches with nationally accredited training.

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### By October 2023

Secure one Individual Placement and Support (IPS) contract with a regional partner to deliver bespoke employment pathways for volunteer coaches.

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### By October 2024

60 academy graduates to be on permitted earning contracts or in full time employment.

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# Data, impact & information management

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## KEY OBJECTIVES

Implement information resources that will ensure services exceed the expectations of service users and commissioners, improve case recording and impact reporting.

## OUTCOME MEASURES

### By April 2022

Achieve full implementation of a data management framework that incorporates all aspects of data governance, lifecycle management and foundational activity.

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### By October 2022

Achieve 'Cyber Essentials' certification.

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### By October 2023

Implement 'work from anywhere' infrastructures for all EF projects.

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# Staff & volunteer competences

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## KEY OBJECTIVES

Provide agile, accessible leadership that offers staff an inclusive, dignified and respectful working culture based on shared values.

Currently, 85% of staff identify as having lived experience of homelessness, substance misuse, mental health problems and/or some involvement with the criminal justice system.

We embrace the lived experience of all staff, connecting their passion with competence to create a healthy, skilled and knowledgeable workforce that makes a difference to people's lives.

## OUTCOME MEASURES

### By April 2022

Implement capability frameworks and mandatory training that will provide all new employees and 50% of existing staff with the essential and future skills requirements to deliver integrated housing, community substance misuse and mental health brief interventions.

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### By October 2022

100% of staff and volunteer coaches will have completed essential and future skills training.

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### By April 2023

Secure charitable funding to enrol a second cohort of 20 staff on accredited leaders with lived experience (LWLE) training.

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### By October 2024

90% of team leaders and managers with lived experience to have completed accredited LWLE training.

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### By October 2024

Achieve Investors In People (IIP) Gold standard award.

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# Financial planning & governance

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Efficiencies, stability and strong governance continue to underpin EF financial planning for strategic growth.

The financial year to March 2021 saw turnover increase by 65% to £5.5 million on the previous year, as a result of increasing the resources, competencies and processes of the finance department and the executive management team.

Strengthening business processes whilst focusing on risk management will ensure the continued stability and sustainability of EF.

High-level forecasts below include targets for the total liability costs to ensure EF meets its responsibilities. Unusually, working capital fund targets are published to assure commissioners that the stable growth of services is central to EF planning.

The governance of EF and Thrive Social Housing will ensure that a strong, cooperative working relationship is established for the benefit of service users. Good governance is fundamental to our success, with board members playing an active role to ensure that both legal entities remain compliant with the law, relevant regulations and charitable purposes and community interests.

In the first instance, one person will act as Chair to both boards. Trustees of Thrive Social Housing will comprise of former EF Non-Executive Directors who will be joined in due course by newly-appointed colleagues. The Board of EF comprises of existing and newly-appointed Non-Executive Directors.

Financial Year	Forecast Income	Growth Rate	Total Liability Cost	Working Capital
2021/22	£7.7 million	40%	£0.6 million	£1.0 million
2022/23	£9.6 million	25%	£0.8 million	£1.2 million
2023/24	£11.5 million	20%	£1.0 million	£1.7 million

# Let's talk

We are always interested in talking to people who share our passion and values – please get in touch to discuss how we can work together.

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