

From foundation to future

Emerging Futures strategy
2026–29

Our strategic direction





From foundation to future

Between 2026 and 2029, Emerging Futures (EF) will undergo a deliberate evolution.

We are moving from a passionate, fast-growing organisation built through commitment and responsiveness into a mature, values-anchored charity capable of long-term social transformation.

The next phase of Emerging Futures is not defined by expansion alone. It is defined by clarity, confidence and courage.

Over three years we will shift:

- ▶ from crisis response to intentional design
- ▶ from rescuing to shared accountability
- ▶ from local practice to connected systems
- ▶ from accepting limits to unlocking potential

By 2029, we will be recognised not only for what we do, but for how we do it – we will be known as a national organisation where compassion and professionalism are inseparable.





Introduction

Emerging Futures began in 2014 by providing coaching from a humble portacabin outside Strangeways Prison, born from a belief that recovery is possible for everyone, and that those who have walked that path should lead the way forward.

Driven by a deep desire to make a difference, the team quickly realised that coaching alone wasn't enough, and that many individuals had nowhere safe to live. So, Emerging Futures set out to start their own housing portfolio. To provide safety, quality, and longevity to people affected by homelessness and drug and alcohol use.

From those modest beginnings, Emerging Futures expanded across the UK, to a growing and diverse team of staff and volunteers, many with lived experience themselves, supporting thousands through housing and therapeutic programmes.

Looking back

Since our last strategy was agreed, Emerging Futures has grown significantly in scale, confidence and impact.

We've built services that change lives. We've developed a committed workforce rooted in lived and learned experience. And we've established national partnerships demonstrating that recovery-focused housing and support can work.

This strategy begins from a position of strength, pride and gratitude for what's already been achieved.

However, the environment in which we operate – and our own ambition – has evolved.

The question facing Emerging Futures is no longer whether we can deliver services, but how do we become an organisation capable of sustaining and deepening impact over the long term?

Continuing at our current pace, without pause for reflection and adjustment, risks stretching our people, systems and culture beyond what's sustainable.

This strategy outlines a strategic shift – the next stage of our organisational development.





What we have learned

Through experience, growth and honest reflection, several lessons have emerged:

- ▶ Passion and commitment alone cannot sustain complexity without strong systems.
- ▶ Growth creates opportunity, but also organisational fragility if foundations are not strengthened.
- ▶ Culture must be intentional, not assumed.
- ▶ High expectations – for staff, leadership and the people we support – are essential to delivering lasting recovery outcomes.
- ▶ To deliver our mission fully, Emerging Futures must move from reacting to need towards designing sustainable solutions.

We've done good work. Our challenge now is to become strong enough, clear enough and resilient enough to deliver the mission we believe in over the coming years.





The future

By 2029, Emerging Futures will be a charity that demonstrates what recovery-led housing and support can achieve when values, evidence and lived experience are fully aligned.

We will:

- ▶ Support people to achieve somewhere to live, something to do and someone to love.
- ▶ Be an employer of choice, where lived and learned experience shape leadership at every level.
- ▶ Operate through clear service models and connected systems, replacing 'seat-of-our-pants' delivery with confident organisational capability.
- ▶ Hold high expectations for ourselves and for the people we support, rooted in belief, dignity and possibility.
- ▶ Make decisions through values-led intelligent risk, choosing learning over blame.
- ▶ Demonstrate measurable social impact while remaining deeply human.

This strategy therefore focuses not only on what we will deliver, but on who Emerging Futures must become to sustain impact for decades to come.

We shaped this strategy through genuine consultation and co creation. We listened closely to staff at every level, people with lived experience of addiction and homelessness, volunteers, commissioners and local partners to understand what's working, where pressures are felt, and what the future will demand of us. Through workshops and conversations, we built a clear picture of our strengths, gaps and ambitions. This collective process ensures the strategy is rooted in real voices and real experience, giving Emerging Futures a shared and focused direction for the years ahead.

Our purpose, vision & mission

The new vision and mission have been co-produced with stakeholders. They describe our vision of the ideal world and set out how Emerging Futures will contribute to achieving this.



Our vision

A world where everyone has somewhere to live, something to do and someone to love.

Our mission

We help people affected by homelessness and drug and alcohol use. We do this by providing safety and recovery through housing, therapeutic programmes and peer led coaching.





Our guiding principles

Our every-day work is underpinned by three guiding principles:

- ▶ **locally rooted**
- ▶ **evidence based**
- ▶ **people first**

Our values

- ▶ **Integrity**
- ▶ **Accountability**
- ▶ **Respect**

Our key strategic shifts

This analysis highlights that Emerging Futures must now consolidate, professionalise and intentionally design its next phase of growth.

The organisation is moving:

- ▶ from rapid response to strategic stewardship
- ▶ from individual heroics to organisational capability
- ▶ from expansion driven by opportunity to growth driven by quality
- ▶ from fixing problems to planning futures

This strategy is therefore not simply a plan of activities. It is a commitment to becoming an organisation capable of delivering radical hope sustainably, safely and at scale.





Strategic priorities

Key strategic pillars for Emerging Futures 2026–29

These are the things we want to focus on and that we think will make the biggest difference for the organisation over the next three years.

They are:

Our people

Building a resilient and capable workforce



Our impact

Delivering consistently safe, equitable, high-quality services



Our sustainability

Becoming a more resilient organisation





Our people

**Building
a resilient
and capable
workforce**





Our approach

We will build a resilient, capable and competent workforce that drives operational excellence, delivers sustainable impact, and reduces organisational fragility. We will establish and deliver a strong and supportive People & Performance Directorate that will set out a comprehensive people strategy. This will provide greater clarity of roles, expectations and levels of accountability, clearer career pathways, best practice in appraisals and performance feedback. We will strengthen our leadership capabilities, and we will put a strong focus on both recruitment and continuous learning and development to attract and retain the best people.

Our impact

- **Engaged, skilled and stable workforce consisting of lived and learned experience**
- **Reduced organisational fragility**
- **Clear roles, expectations and accountability**
- **Stronger talent attraction**
- **Continuous learning culture**

Our impact

**Delivering
consistently
safe, equitable,
high-quality
services**





Our approach

We will deliver consistently safe, equitable, high-quality services that measurably improve outcomes for the people we support. We commit to building increased collective accountability in daily operations, and improve internal processes, systems and infrastructure to support strategic goals. We will establish our People & Performance Directorate and define “what good looks like” for all services. We will train leaders on the shift from risk avoidance to risk managed culture where near misses, failures and lessons learnt are openly discussed. We will focus on compliance, safeguarding and safe escalation mechanisms.

Our impact

- ▶ **Consistently high quality and safe services**
- ▶ **Collective accountability in daily operations**
- ▶ **Mature risk culture**
- ▶ **Strong compliance and safeguarding systems**
- ▶ **Effective processes and enabling infrastructure**

Our sustainability

Becoming a more resilient organisation





Our approach

We strengthen governance oversight and trustee engagement to ensure strategic stewardship, risk-aware decision-making, and accountability for financial sustainability.

We design for long-term financial resilience through diversified income, robust financial management, and trusted relationships with commissioners and partners. We will establish a KPI Framework & Compliance Measurement and develop a three-year financial plan. We will build cross-organisational financial literacy. We will focus on business development and diversified income.

Our impact

- ▶ **Strategically engaged and accountable governance**
- ▶ **Financially resilient and future-focused organisation**
- ▶ **Disciplined, data driven financial management**
- ▶ **Sustainable growth aligned with mission**

By strengthening our people, our systems and our stewardship, we build a resilient, accountable and financially sustainable organisation that delivers consistently safe, equitable and measurable impact for the communities we serve.



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