



Threshold

Ending homelessness



Building strong foundations

Strategic plan 2025-2028

Building strong foundations towards ending homelessness



A message from our CEO →

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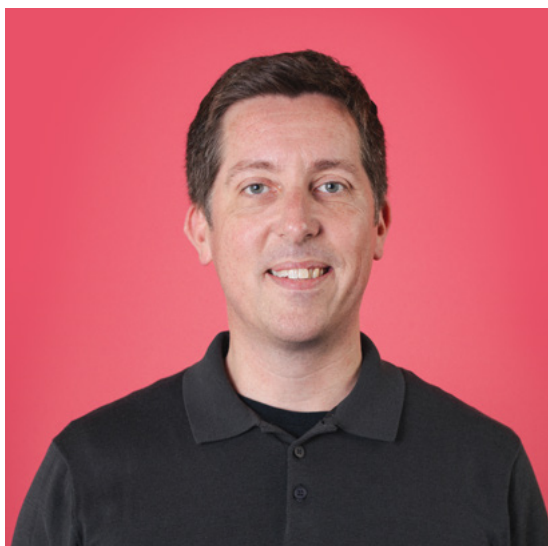
When I walked into Threshold's offices on my first day as CEO, I felt a huge sense of responsibility. The housing crisis in my hometown is among the worst in England, with nearly 1,000 people officially homeless and countless more facing housing insecurity or living in unsuitable, overcrowded or dangerous accommodation.

Housing insecurity and homelessness can be mentally, physically, socially and financially devastating. Homelessness causes or worsens physical and mental illness, social isolation, barriers to employment, substance misuse, offending, exposure to violence and crime, self-neglect and poverty.

Homelessness in Swindon is increasing rapidly and relentlessly. The number of people who are homeless in the town increased by 20% last year, and the number of households threatened with homelessness doubled. Swindon ranks in the highest third of local authorities for rates of people who are homeless in England. Ending homelessness in our town is a bold and necessary ambition.

Yet we are in a strong position to take on homelessness. Threshold has been supporting people who are homeless for over 50 years, working with organisations across Swindon to deliver targeted projects and services responding to the town's emerging needs. We have a longstanding relationship with Swindon Borough Council and have been generously supported by local businesses, partners, funders and the people who live here. Our community's support, compassion and drive for change reinforces my confidence that we can realise Threshold's mission together.

This strategy focusses on building good foundations. With potential challenges on the horizon from new supported housing standards, changes to housing benefit and increasing inflation, it is essential that Threshold's services are underpinned by robust financial,



operational and ethical foundations. These will provide a trusted platform from which Threshold can play a leading role in the support of people who are homeless in Swindon now and in years to come.

Our strategy will bolster Threshold's resilience and sustainability, guaranteeing quality and security for those we work with. It will strengthen our ability to respond to change and meet opportunities and challenges with efficiency and integrity.

As I approach my first year at Threshold, I feel optimistic about our mission to end homelessness in Swindon. Our team are experts at building relationships with people with multiple disadvantage, providing personalised, holistic support to achieve their goals and work towards independence. No day at Threshold is the same, but every day reveals extraordinary examples of people overcoming barriers and accomplishing positive change in their lives.

I am excited to work together to make sure that nobody in Swindon needs to live without a home.

A stylized, handwritten signature in red ink that reads "Ben".

Ben Harman
CEO, Threshold

Our mission

Our mission is to end homelessness for people in Swindon by providing a safe place to live, personalised support and a pathway to independence

Our mission in action

Jack spent 18 months with us after sleeping in a tiny car, completely isolated and at rock bottom. He has transformed both his mindset and his lifestyle.

“*Threshold was a perfect place for me because not only did you give me housing, you gave me support. There’s so much I didn’t know that I found out and learned through Threshold.*”

“The Threshold workers let you move forward at your own pace - they were very hands on but hands off at the same time. They ask about what you’re struggling with so then they can get you that support. They never judge. They offer you help, and they get you help.”



Jack is now living in private rented accommodation with his two beloved cats, working full time and in a healthy relationship. He has been clean from substances for over six months and is rekindling his relationship with his parents, supporting them with their own substance issues which contributed to him becoming homeless.

Our values

Our values guide all our interactions and decision-making



Collaboration

working together to achieve the best outcomes



Integrity

acting with honesty, transparency and accountability



Compassion

listening to people's needs and acting with empathy



Quality

striving for excellence in all we do

Our approach

Everyone who arrives at Threshold has a unique story. People come to us with complex issues and complicated circumstances

Multiple factors contribute to people becoming homeless, and being homeless can further entrench or escalate these problems. A Threshold home offers stability, safety and security and allows people to put down roots, build relationships and establish connections within their communities.

Whether a person is trapped by abuse, neglect, poverty or any other disadvantage, we are here to help unpick their issues and work through their challenges together. Our residents receive person-centred, wraparound support to overcome the problems that are holding them back from achieving their potential. We always consider people's individual circumstances, personal preferences and future goals to put the right support in place.

At Threshold, we are passionate about upholding equality, diversity, inclusion and belonging by:

- ◆ Ensuring everyone has the resources they need to achieve their goals
- ◆ Respecting and celebrating differences
- ◆ Creating a welcoming and accepting culture where people feel included
- ◆ Fostering a sense of belonging so that people feel safe to be themselves

Our strategy is focused on building strong foundations and underpinned by basic principles:

1. Doing the right thing in the right way, every day
2. Delivering effective training, development and line management to support our people to achieve their best performance
3. Being highly organised, planning well, demonstrating high professional standards and owning accountability
4. Working together with residents, partners, stakeholders and the Swindon community

We will test, learn and adapt our approach over the course of the strategy. Business strategies, tactics and action plans will be developed annually to support our strategy. We will monitor the changing landscape in Swindon and evaluate our impact, introducing new partnerships and services as needs and opportunities arise. By continuously building, refining and improving, we will develop a new model to be delivered from 2028.

Strategic priorities

Establishing excellence across five core areas will build our leadership in the support of local people who are homeless, now and in the future

1. Quality housing and support

We will provide people with a high-quality home environment and personalised support towards independence. We will deliver the best support and enable lasting change, continuously improving our performance so that we can end homelessness for people in Swindon.

2. Property, safety and compliance

A smart approach to asset management will support our strategic goals. We will maintain up-to-date, compliant policies which guarantee quality, safeguard health and safety and minimise risk. We will develop our property portfolio to optimise value, impact and access to our services.

3. Our people

Our people will uphold Threshold's values and enjoy their work. They will be confident, competent and well-equipped to do a great job, and they will have the resources to consistently deliver against Threshold's outcomes. We will embrace the opportunities offered by technology to empower everybody to work with efficiency.

4. Sustainability and longevity

Robust financial operations, effective management and strategic thinking will drive Threshold's development. Solid governance will support our operations and provide assurance to stakeholders. We will think long-term so we can support people who are homeless now and in the future.

5. Stakeholder engagement

We will cultivate mutually beneficial relationships with our stakeholders, sharing strengths and opportunities to maximise social value. We will collaborate with local organisations to increase our reach, improve our impact and achieve the best outcomes for people in Swindon. We will communicate and celebrate our impact through relevant and engaging content supported by reliable data.

Quality housing and support

A place to call home is an essential foundation for people's wellbeing

Objectives

1. We will utilise **evidence-based tools** to inform the development of outstanding support across Threshold, understanding our impact and introducing new services to meet unmet needs
2. We will launch a robust **Quality Assurance Framework** to support ongoing improvements in the safety, quality and impact of our services
3. We will ensure **effective housing management** through the implementation of clear, fair and compliant policies, processes and license agreements



Property, safety and compliance

Quality and safety are critical for positive outcomes

Objectives

1. We will implement a rolling programme of property maintenance and improvement and offer value-for-money, **high quality repairs and maintenance**. We will invest in the right properties at the best locations to meet people's needs and facilitate positive outcomes.

2. We will embed a **culture of safety and compliance** across all estates

activity with a revised Health and Safety policy and action plan, in line with wider Health & Safety initiatives.

3. We will understand and address the risks associated with our current and planned estate, by scoping and delivering **approved infrastructure upgrades**, to ensure that all Threshold properties are sustainable, safe and compliant.

Our people

A positive, healthy culture creates purpose and vision

Objectives

1. We will **attract and retain talented people**, by offering a fulfilling work environment which facilitates growth and progression, including an inspiring induction and onboarding programme and an efficient and supportive HR system.

2. We will become a **learning organisation** and place employee development at the heart of our plans. We will live our values and promote accountability through refreshed performance and development

frameworks. Our learning and development programme will encourage colleagues to expand their knowledge and skills to enhance succession planning and career progression.

3. We will listen to our people and improve employee engagement by conducting and actively responding to employee engagement surveys, investing in staff health and wellbeing, and **empowering staff** with effective tools and information to do their job with confidence.

Sustainability and longevity

Financial strength is key to success

Objectives

1. We will develop a three-year financial model to fully understand the financial performance of every service through ambitious but achievable annual plans, budgets, risk management and business continuity plans which deliver **impact on the ground and value for money**.

2. We will design and deliver a three-year fundraising strategy to generate consistent income through **effective and compliant fundraising** infrastructure, a rolling schedule of fundraising activities, and compelling, evidence-based funding proposals which inspire giving where it will have the highest impact.

Stakeholder engagement

Positive relationships enhance our impact

Objectives

1. Our brand and messaging will **effectively communicate our mission and impact** to local audiences, through strong branding and refreshed messaging, scheduled communications across a variety of channels, and a marketing and communications strategy underpinned by robust infrastructure.

2. Our communications will engage new and existing stakeholders, building Threshold's profile and increasing fundraising income, by **cultivating meaningful relationships** with the local authority, companies, housing/service

providers, suppliers, commissioners, funders, community groups, residents and other stakeholders to build fruitful partnerships, seeking out opportunities to learn, share and grow.

3. We will play a leading role in the future of housing and homelessness services in Swindon, by putting **residents at the heart of service development** and launching an impact measurement framework to increase our insight into individual need, the local landscape and the direct and wider impact of our activities.

About us

Threshold has been supporting people who are affected by homelessness in Swindon for over 50 years.



Evidence shows that with the right support at the right time, people can overcome homelessness and work towards a positive future.

Our houses offer residents a safe, comfortable place to call home, where they can live for up to two years while we support them to become tenancy ready. Each resident is allocated a support worker who helps them to develop a personal support plan, setting realistic targets to overcome their challenges, achieve their goals and regain their independence.



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Threshold is the trading name of Threshold Housing Link.
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