



# 999 Club Five-Year Strategy 2026–2031

## Summary document

### Our vision

That anyone facing or experiencing homelessness in South East London can access safe, stable accommodation.

### Our mission

We work alongside local people, providing opportunities for them to build the skills, knowledge and confidence needed to leave homelessness behind for good.

### Our CLUB values

**C – We Collaborate:** We work together - inside and outside the organisation- to build connection and achieve better outcomes.

**L – We Listen:** We listen with respect, value people’s experiences, and respond with care, honesty and clarity.

**U – We Uplift:** We empower people by recognising their strengths, celebrating progress, and supporting them to move forward on their own terms.

**B – We Belong:** We create a community where everyone feels welcome and recognised, where difference is valued, and where Members play an active role in shaping our services and decisions.

### What’s shaping our work?

#### Rising demand and complexity

- Increasing multiple disadvantage - including mental health challenges, trauma and poverty.
- More people experiencing homelessness; increased risk of repeat or long-term homelessness.

#### Systems under pressure

- Public services stretched and difficult to navigate.
- Immigration and asylum changes increasing insecurity and demand.

#### Economic and housing pressures

- Rising rents and cost of living.
- Shortage of safe, affordable housing.
- Increasing costs for the organisation and competition for funding.

#### Social

- Increase in far-right protest activity and anti-migrant sentiment.

#### Policy and legislation

- Government focus on homelessness prevention and partnership working.
- Renters’ Rights Act 2025: significantly strengthens tenant protections.
- Mental Health Act 2025: greater emphasis on community-based care.
- Increased expectations around housing quality and standards.

#### Place and community

- Ongoing regeneration across South East London; rising housing costs pricing people out of local communities.
- Growing role of community hubs in delivering joined-up homelessness services.

*Demand is rising, needs are becoming more complex, and an earlier, more joined-up response is essential.*

### Where are we now?

#### Strong foundations

- Trusted local organisation with a proven track record.
- Holistic model informed by lived experience and co-production.
- Committed staff, volunteers, funders and supporters.
- New building at 51 Deptford Broadway.
- Strong partnerships across housing, health and local services.

#### What we need to develop

- Systems, data and infrastructure.
- Capacity and workforce resilience.
- Financial sustainability and funding growth.
- Accessible, welcoming and well-managed spaces.
- Strengthen partnerships and create clearer pathways.

## Our vision for 2031

*We will be known for:*

- Supporting people to move out of homelessness and stay out of it.
- Reducing repeat and long-term rough sleeping.
- Providing relationship-based, trauma-informed support that works.
- Embedding mental health and recovery into our work.
- Offering targeted earlier support where it helps prevent crisis and repeat homelessness.
- Creating a community where people feel welcome and valued.
- Acting as a trusted hub, connecting people to housing, health and partners.
- Enabling Members to shape services and share their experiences.

*We will continue to strengthen 999 Club:*

- A financially sustainable and well-governed organisation.
- Operating with strong systems, clear processes and good-quality data.
- A place where staff and volunteers feel supported and able to grow.
- Working from accessible, welcoming and sustainable spaces.
- Playing an active role in our local community and the wider sector.

## Our priorities and ambitions

**Impact priorities & ambitions: what changes for Members**

- 1. Stable futures:** More people move into safe, stable housing, and sustain tenancies over the long term, reducing repeat and long-term homelessness.
- 2. Wellbeing and recovery:** Mental health, trauma-informed support and recovery are embedded across services, helping people stabilise, build resilience and move forward.
- 3. Belonging and inclusion:** A safe, inclusive community where people feel welcome, valued and able to shape services through co-production and Member voice.
- 4. Community connection and coordinated support:** Stronger partnerships and more joined-up pathways, connecting people to housing, health, employment and wider opportunities.

**Enabler priorities & ambitions: what makes this possible**

- 5. A stronger organisation**
  - Sustainable funding and growth in income.
  - Improved systems and data to support delivery.
  - A supported, skilled workforce delivering high-quality, consistent services.
  - A positive culture with strong staff voice, wellbeing and development.
- 6. Welcoming spaces and future development**
  - Safe, sustainable, and well-maintained buildings.
  - Spaces that are calm, welcoming and accessible.
  - 51 Deptford Broadway as a Prevention and Accommodation Hub.
  - A long-term ambition to redevelop our buildings to meet increased demand and improve experience.

## Our approach over the next five years

Years 1–2 2026-2028:

**Building strong foundations**

- Launch and embed 51 Deptford Broadway.
- Embed co-production and inclusion.
- Strengthen systems, capacity, fundraising.
- Invest in staff wellbeing and development.

Years 3–4 2028-2030:

**Grow, improve, connect**

- Expand services and partnerships.
- Strengthen our role as a local hub.
- Expand prevention and tenancy sustainment.
- Progress building redevelopment plans.

Year 5 2030-2031: **Strengthen,**

**review, reflect**

- Review impact and delivery.
- Strengthen long-term structure and sustainability.
- Continue phased building redevelopment.
- Develop the next five-year strategy.