

999 CLUB



5-YEAR STRATEGY

2026-2031



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CEO FOREWORD

At the 999 Club, we meet people on some of the hardest days of their lives. People who don't know where they'll sleep tonight. People navigating trauma, poverty, mental health challenges, and systems that can feel confusing or overwhelming.

But every day, we also see something else - resilience, humour and hope.

This strategy sets out how we will continue to be a place where people feel safe, seen and supported, while preparing for a future where demand is rising and needs are becoming more complex.

It is the first strategy developed since I became CEO in 2025. But it is a strategy shaped by all of our Members.

We are not changing direction. We are strengthening what works, making the most of our new space at 51 Deptford Broadway, and building the organisation so we can continue to stand alongside people in crisis - now and in the years ahead.

Thank you for being part of this journey.

A handwritten signature in black ink that reads "Charly Richardson".

Charly Richardson,

CEO, 999 Club

April 2026



About the 999 Club

Since 1992, the 999 Club has been part of the fabric of Deptford. What began as tea and toast in a churchyard became a community hub at 21 Deptford Broadway, offering warmth, meals, advice, advocacy, and connection.

Over the years we have adapted to changing needs, new legislation, community pressures and the closure of our night shelter during COVID-19.

We now operate a much broader range of services - from crisis response to mental-health support, tenancy sustainment, employment support, specialist pathways and partnership work - while keeping our original ethos: treat every person with dignity, warmth and respect.

We work mainly with single adults experiencing or at risk of homelessness. This could be people who are rough sleeping; people who are precariously housed (e.g. 'sofa-surfing', squatting, or in temporary arrangements); or people losing accommodation due to immigration status or leaving asylum accommodation.

We support people facing multiple disadvantage. We use this term to describe people experiencing overlapping challenges such as trauma, poverty, poor mental health, No Recourse to Public Funds (NRPF), systemic failures and inequality.

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 Approach

We're a friendly, open door for people experiencing homelessness. We meet immediate needs, work with people early to prevent crisis, and support mental health and wellbeing. We build trust and work alongside our Members at their pace.

How we work with our Members

- If you are at risk of homelessness, we offer early support, including workshops and advice.
- If you are experiencing homelessness, we will offer advice, support and signposting to help you to find safe, suitable accommodation wherever possible.
- If you have experienced homelessness, we will work with you to sustain your housing, strengthen your wellbeing, and build lasting stability and independence.
- If you are experiencing a mental health or wellbeing crisis, we can support you through The Bridge.

Our Values

We are called 999 Club for a reason. Everyone involved with the charity is a Member: people who use our services, staff, volunteers, trustees, donors and supporters.

We recognise that everyone brings unique strengths and viewpoints - and that working together makes us stronger.

This is reflected in our CLUB values, which shape how we work every day. They guide how we support Members, how we work with each other, and how we make decisions as an organisation.

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.

Please note: For more information about how we are constituted, our team, our funding and finances, please see APPENDIX 1 - Additional Information at the end of this document.

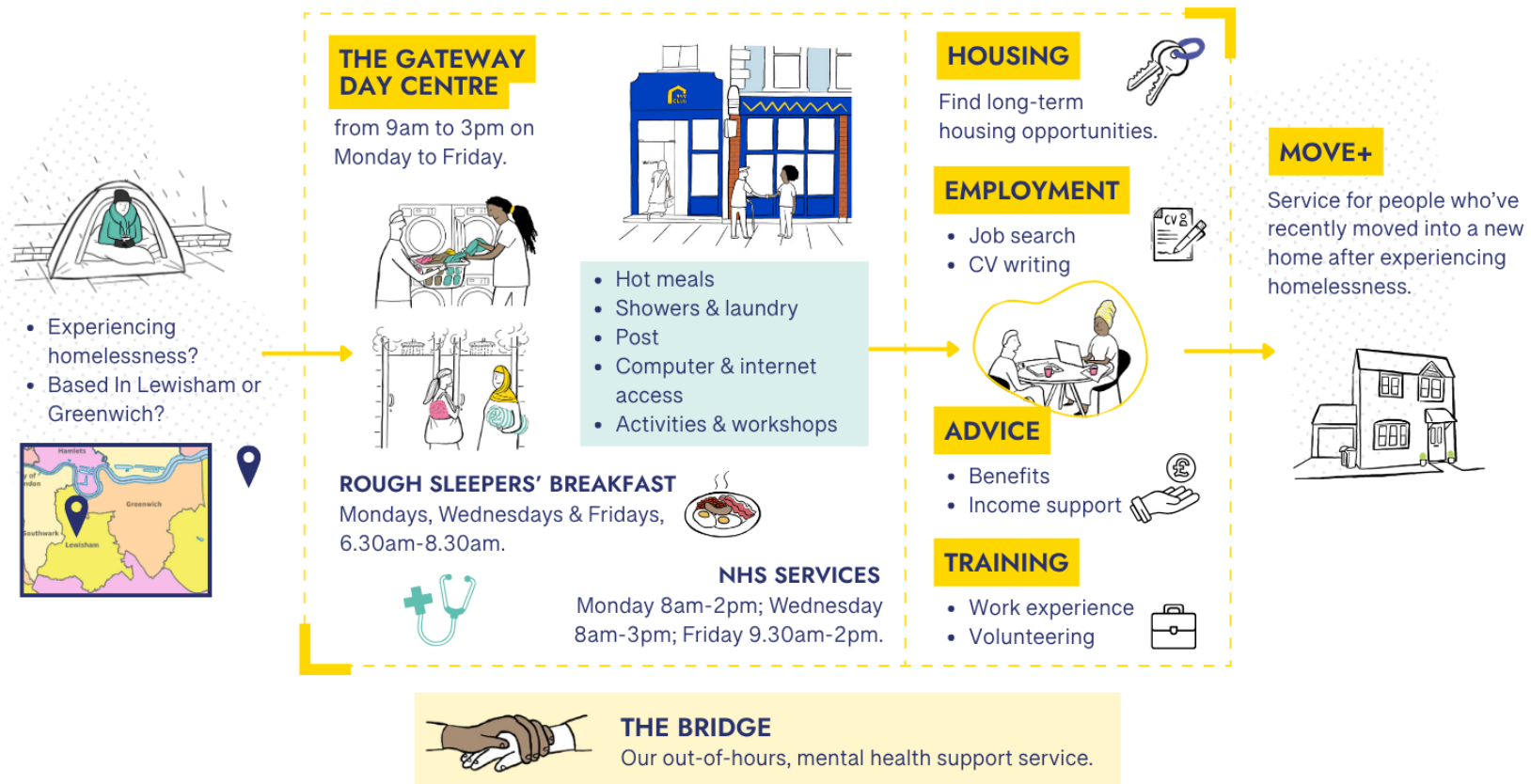
What we do

- Our work begins with **The Gateway**. Here people experiencing homelessness meet the **Essential Services Team** and volunteers who create a welcoming and comfortable environment. They can eat, shower, rest, charge their phone, collect their post, meet staff and volunteers and begin building trust.
- Our **Intervention Team** offers triage and detailed assessment leading to specialist pathways for individuals (Brief, Complex, Women's and No Recourse). They provide signposting, casework, support, advocacy and progression referrals.
- The **Women's Sanctuary** is a safe space for women experiencing homelessness or living in precarious or unsafe conditions.
- Our **Housing, Employment and Advice Team (HEAT)** supports people to move into stable housing; access benefits and financial support; develop skills through employment, training or volunteering; and access immigration signposting.
- **MOVE+** supports people to settle into a new home, sustain tenancies and live independently through peer coaching, practical guidance, skill building workshops, and community activities.
- **The Bridge** is a referral-only mental wellness and recovery support service operating in the evenings and weekends for people who feel unable to cope, emotionally or mentally.
- The **Reconnection Team** supports rough sleepers and people in short-term emergency accommodation across South East London to move into long-term housing, working with landlords, supported housing providers, and by reconnecting individuals to areas where they have existing support networks.
- As they move through 999 Club, Members will have access to partner services within the building, including NHS and Lewisham Council colleagues.

Across all our work we strive to be:

- informed by lived experience
- person-centred
- trauma-informed
- strengths-based
- inclusive.

Services pathway:



INTRODUCTION

This strategy sets out 999 Club's vision, priorities and plans for 2026–2031.

It builds on our existing strengths and focuses on where we can make the greatest difference over the next five years.

Our core focus will be supporting people to move out of homelessness and stay out of it - particularly those facing multiple disadvantage, and those at risk of repeat or long-term homelessness. Alongside this, we will expand earlier support where it helps people stabilise sooner and avoid crisis.

We will also build the organisation -our people, systems, partnerships, buildings and financial sustainability - so we can continue to meet growing demand.

This strategy was developed throughout 2025 and early 2026 through:

- Formal development and feedback sessions with the Members' Committee, staff, volunteers, trustees and partners.
- Additional Member focus groups.
- Monthly feedback surveys and specific strategy surveys for Members.

Members' voices have been key to shaping this strategy and how we will deliver it.

This strategy belongs to everyone connected to 999 Club.

This strategy is underpinned by our Theory of Change, which sets out how we believe our work leads to long-term impact (see Appendix 1).



What's shaping our work right now?


The experiences of people who come to 999 Club are shaped by wider forces including a housing system that prioritises profit over affordable housing, asylum and welfare policies that create poverty and disconnection, a rising cost of living, and significant pressure on local public and health services.




Many Members face multiple disadvantage. These factors affect why people come to us, the risks they face, and how difficult it can be to move forward.




There are some positive signs. National and London-wide commitments to prevention, investment in social and affordable housing, and closer working between services could improve the landscape over time. But there are also real pressures. Rising rents, changes to immigration and asylum policy, increasing mental health need, and stretched public services mean more people are likely to reach crisis - and stay there for longer.



Overall, demand is increasing, needs are becoming more complex, and stronger partnership working will be essential.

This table sets out the key factors shaping homelessness in South East London, and what they mean for our work.

Area	What's happening	Impact on 999 Club
<p>Political – Homelessness (national)</p> 	<ul style="list-style-type: none"> • The Government's National Plan to End Homelessness (Dec 2025) sets a long-term goal for homelessness to be rare, brief and non-recurring, with a stronger focus on prevention and cross-government working. • £39 billion Social and Affordable Homes Programme aiming to deliver around 300,000 homes. • Greater expectation for health, justice and local government services to work together earlier. 	<ul style="list-style-type: none"> • Strong alignment with our approach to early support and trauma-informed work. • Expectation to work more closely with partners such as the NHS, councils and probation services. • Increased need to show the difference our work makes, particularly around prevention and long-term stability.

<p>Political – Immigration & asylum</p> 	<ul style="list-style-type: none"> • Changes to Indefinite Leave to Remain could extend settlement timelines. • Newly recognised refugees now receive shorter-term protection. • Proposed changes to asylum support and accommodation. 	<ul style="list-style-type: none"> • More insecurity for refugees and migrants, increasing the risk of homelessness. • Increase in demand for advocacy, advice and safe spaces. • Need to build stronger relationships with specialist organisations supporting refugees and migrants.
<p>Political – London & local</p> 	<ul style="list-style-type: none"> • Mayor of London’s plan to end rough sleeping by 2030. • Shift towards assessing risk of rough sleeping rather than verification. • New local strategies being developed in Lewisham and Greenwich. • Ongoing regeneration across South East London. • Local elections in Greenwich and Lewisham in May 2026 (including Lewisham Mayor election). • London Mayor elections in 2028. 	<ul style="list-style-type: none"> • More partners and outreach workers likely to be based in community hubs like 999 Club. • Regeneration may lead to more people being priced out of the area, increasing demand for support locally. • Change of political complexion may influence relationship with the local authority.
<p>Economic</p> 	<ul style="list-style-type: none"> • Ongoing cost of living pressures. • Welfare support not keeping pace with rising costs. • Increasing private rents locally. • Rising costs for charities (staffing, food, utilities). • More competition for funding. • Significant drop in individual giving from younger donors. • Rising building costs. 	<ul style="list-style-type: none"> • More people being pushed into homelessness or at risk of it. • Increased need for support with income, benefits, debt and employment. • Higher demand for income maximisation, benefits support, debt advice and employment pathways. • Rising costs mean the 999 Club needs to manage resources carefully while strengthening fundraising. • Cost of building redevelopment likely to continue to rise.

<p>Social</p> 	<ul style="list-style-type: none"> • Increasing levels of multiple disadvantage, including trauma, mental health challenges, substance use, domestic abuse, No Recourse to Public Funds. • Rising levels of rough sleeping locally. • Reduction in services from statutory and charity sector providers. • Community change due to regeneration. • Increase in far-right protest activity and anti-migrant sentiment. 	<ul style="list-style-type: none"> • More people experiencing crisis and needing support. • Increased demand for our services, with more people relying on 999 Club. • Greater need for safe, trauma-informed spaces. • Increased demand for emotional support, advocacy and day-to-day stability. • Need to use Member-led storytelling to challenge stigma and build understanding.
<p>Technological</p> 	<ul style="list-style-type: none"> • Greater use of digital systems and data across the charity sector. • Increasing cybersecurity risks. • Growing use of AI and digital tools. 	<ul style="list-style-type: none"> • Need to improve systems and data to support delivery and planning. • Need to strengthen digital skills and confidence across the organisation. • Opportunity to use digital tools and AI to reduce admin. • Risk that Members are excluded as services become more digital.
<p>Legal / Regulatory – Housing & homelessness</p> 	<ul style="list-style-type: none"> • Renters' Rights Act introducing stronger protections for tenants. • New landlord regulation and ombudsman. • Decent Homes Standard for private renting from 2035; Awaab's Law on damp/mould remediation (<i>date TBC</i>). 	<ul style="list-style-type: none"> • Members will need support to understand their rights and navigate the private rented sector. • Changes may help people stay in housing, but do not solve the shortage of affordable homes. • Increased expectations around managing our own housing provision.

<p>Legal / Regulatory – Mental health</p> 	<ul style="list-style-type: none"> • Mental Health Act 2025 introduces stronger rights and changes to detention thresholds. 	<ul style="list-style-type: none"> • More people with high mental health needs likely to remain in the community. • Increased pressure on frontline services, including The Bridge and Gateway. • Need to strengthen partnerships with NHS and community mental health services.
<p>Environmental</p> 	<ul style="list-style-type: none"> • Growing expectations around sustainability and energy use. • Energy costs likely to rise further due to conflict. • Funders increasingly interested in environmental responsibility. 	<ul style="list-style-type: none"> • Need to improve sustainability across buildings and operations. • Opportunity to include environmental improvements in future redevelopment. • Opportunity to reduce long-term costs through more energy-efficient buildings.

Where are we now?

We are starting this strategy from a strong foundation.

999 Club is a trusted, values-led organisation with committed people, established services and deep roots in our community. At the same time, we know we need to grow and adapt to meet increasing demand and complexity.

This assessment highlights both our strengths and the areas where we need to develop over the next five years.

Strengths

- Clear mission, strong identity and values; trusted reputation in the community and across the sector.
- Holistic service model.
- Trauma-informed and psychologically safe practice continuing to develop.
- Committed staff, volunteers and trustees with a broad range of skills and experience.
- Motivated and dedicated Board of Trustees with diverse experience.
- Lived experience shaping our work through both staff and the Members' Committee.
- Strong partnerships with NHS services, Lewisham, Greenwich and community organisations.
- Mortgage-free freehold estate (Gateway, Hall, flats) and healthy reserves.
- Strong, loyal donor base, including trusts, foundations and individual supporters.
- Ethical storytelling, strengths-based language and a clearer organisational voice.
- Two committed and high-profile 999 Club Champions.

Weaknesses

Infrastructure & systems

- Outdated IT and case management systems, with some cybersecurity risks.
- Limited capacity for contract management, procurement and value-for-money oversight.
- Policies need updating and more consistent use across teams.

People & organisation

- Limited back-office capacity and stretched leadership.
- Pay and benefits broadly in line with the sector, but still challenging in a high-cost city like London.
- Lack of clarity around some roles, responsibilities and internal communication.
- Limited organisational memory.

Buildings & facilities

- No dedicated facilities management; reactive building maintenance.
- Building layout limits privacy and space for confidential conversations, doesn't provide safe, comfortable space for members and cannot meet ever increasing demand.

Opportunities

Estate & growth

- Launch of 51 Deptford Broadway as a 'Prevention and Accommodation Hub'.
- Long-term redevelopment of Gateway and Hall to improve accessibility, privacy and flow.
- Opportunity to improve environmental sustainability through redevelopment.

Funding & profile

- Growth potential in major donors, legacies, and corporates.
- Develop ethical storytelling and values-led communications.

Culture & practice

- Deepen trauma-informed practice, co-production and inclusion.
- Improve cultural awareness.
- Strengthen staff wellbeing, recognition and development.

Impact & evidence

- Opportunity to strengthen impact and evaluation.
- Potential to develop training or consultancy.

Accreditation opportunities

- Opportunities to achieve accreditation (e.g. Cyber Essentials, Advice Quality Standard, Disability Confident Employer).

Threats

- Rising demand and increasing levels of multiple disadvantage.
- More people experiencing crisis, particularly related to mental health and trauma.
- Building security challenges in ageing sites not designed for current demand.
- Workforce pressures, including burnout and turnover.
- Financial pressure from inflation and constrained statutory budgets
- Decline in individual giving, and increasing competition for funding from Trusts and Foundations.
- Funding uncertainty, particularly around statutory contracts.
- Ageing buildings requiring significant investment.
- Stretched local services mean more people are relying on 999 Club for support.

How this shapes our strategy

This is how what we are seeing is shaping our priorities and approach.

What we are seeing	What this means	What we will do
More repeat and long-term homelessness.	People need support beyond crisis.	Strengthen tenancy sustainment and support after housing.
Increasing levels of multiple disadvantage.	Support needs to be consistent and relationship-based.	Continue to develop trauma-informed and psychologically safe ways of working.
Support often drops away after housing.	Risk of returning to homelessness.	Build clearer pathways beyond housing.
Greater focus on prevention nationally.	Expectation to support people earlier.	Expand targeted prevention (workshops, mental health support); 51 Deptford Broadway as a Prevention and Accommodation Hub.
Increasing mental health need.	More pressure on community-based support.	Seek funding to expand The Bridge; strengthen partnerships.
Services are often hard to navigate.	People struggle to get the right support.	Build stronger partnerships and improve pathways.
Workforce under pressure.	Risk to quality and sustainability.	Invest in staff support, structure and development.
Need to show our impact clearly.	Greater expectations from funders and partners.	Improve data, impact measurement and learning.
Limits of current buildings.	Space affects how we work and the experience we can offer.	Make full use of 51 Deptford Broadway and plan for redevelopment.

These pressures mean we must be thoughtful and disciplined about where we focus our time, resources and energy. Over the next five years, we will prioritise work that strengthens long term outcomes for Members and can be delivered sustainably within our capacity and resources.

We will concentrate on building depth and consistency in what we already do well, working in partnership where others are better placed to lead, and making values-led decisions about how we grow. This approach helps protect the quality of our work, the wellbeing of our staff and volunteers, and the long-term sustainability of 999 Club.

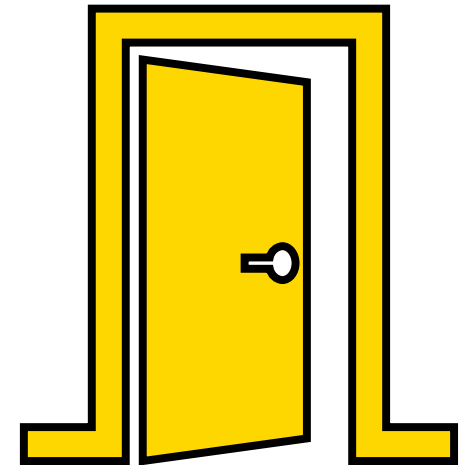
51 Deptford Broadway

51 Deptford Broadway is a new building opposite 999 Club, leased to us rent-free by a generous donor. It marks an important new chapter for 999 Club. It gives us the space to expand our work and respond more effectively to growing demand. For the first time, it allows us to provide short-term accommodation alongside our wider offer.

It will operate as a **Prevention and Accommodation Hub**, bringing together accommodation, mental health support and wider services in one place. This allows us to respond earlier, support people before crisis escalates, and create clearer routes into longer-term housing.

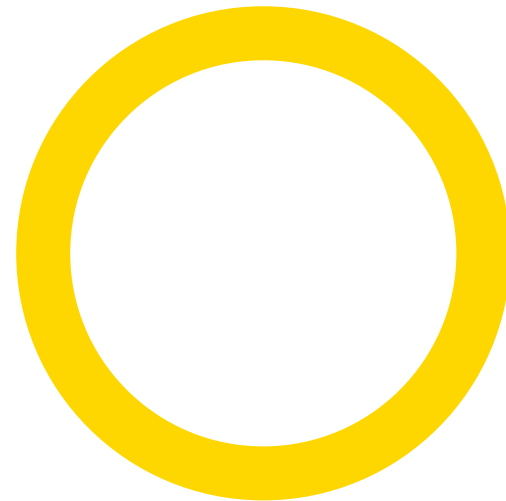
51 Deptford Broadway will:

- Enable earlier and more joined-up support.
- Strengthen coordination with partners and referral pathways.
- Provide a base for The Bridge's mental health and recovery work.
- Create space for partnership working.



In addition, this new Hub will:

- Increase space for confidential conversations.
- Engage the wider community in our work.
- Reduce pressure on the Gateway.
- Allow us to explore expanding The Bridge's work.
- It also allows us to test new approaches - particularly around short-term accommodation.



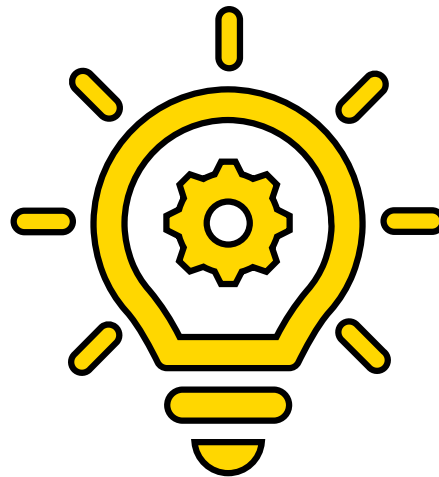
OUR VISION FOR 2031



By 2031, 999 Club will have built on what we already do well - making sure that people facing homelessness and multiple disadvantage experience more than crisis support, with stability, recovery and belonging at the heart of what we do.

This strategy isn't about fundamentally changing who we are. It is about making that support more consistent and connected. In practice, this will mean fewer people moving in and out of homelessness. More people will be able to hold onto their housing, feel more settled, and move forward on their own terms. People will feel known, supported and part of a community - not just accessing a service. Mental health and recovery will be part of everyday support, not something separate.

We are working in a context where homelessness is rising, increasing demand for our services and others. Some organisations are already having to scale back or close. In that environment, continuing to provide consistent, trusted and high-quality support is not business as usual - it is a significant achievement. And that is why strengthening the organisation to become more resilient in every way is a key priority.



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 wider support.
- Enabling Members to shape services and share their experiences.

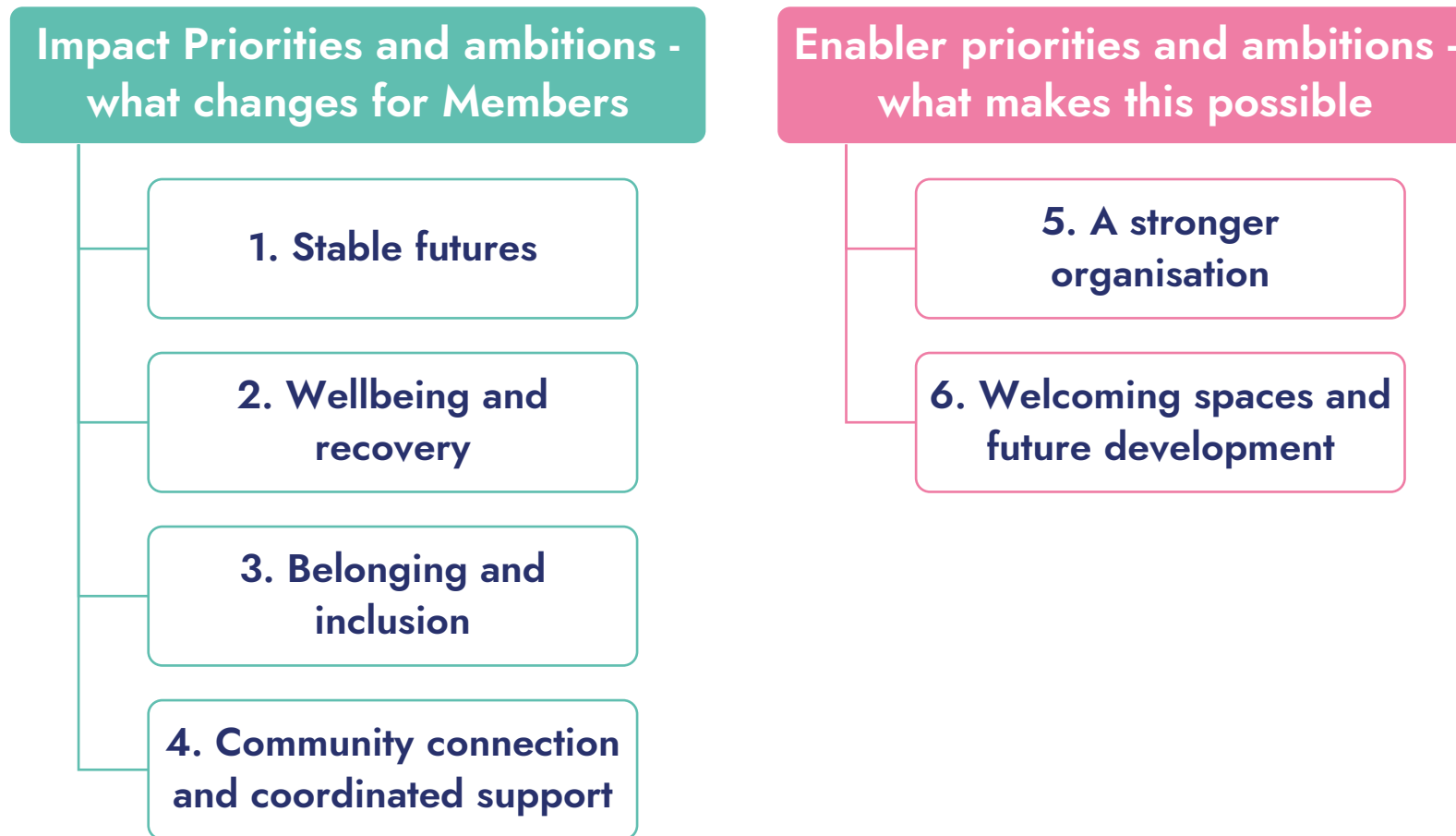
We will continue to strengthen 999 Club:

- 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 2026–2031

Over the next five years, we will focus on a set of clear priorities that are rooted in our shared values, build on what we already do well, and respond to the challenges ahead.

We have organised these into two areas:

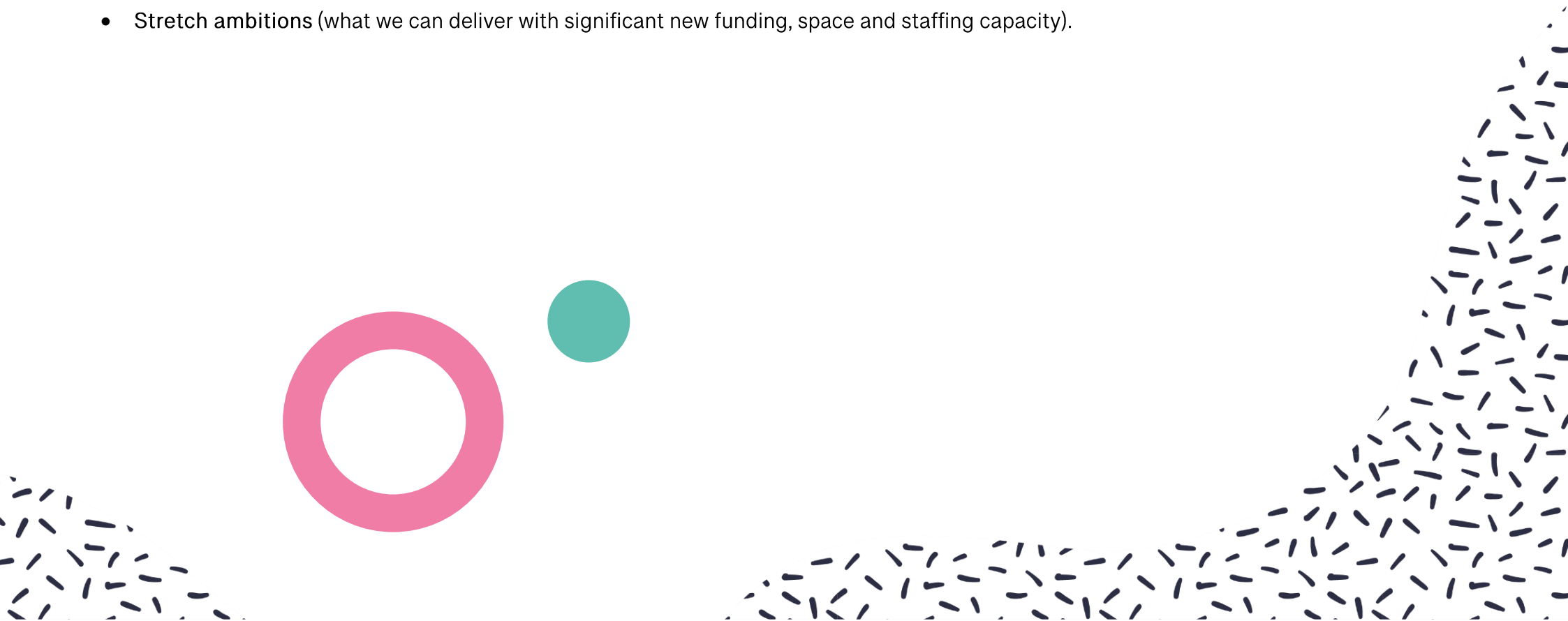
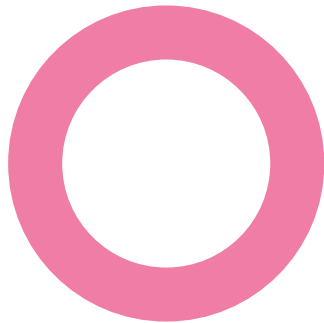


Each section sets out:

- What we want to achieve
- What this will look like in practice
- What we will do
- How we will measure success.

Each priority is divided into:

- Core priorities (what we must deliver).
- Development ambitions (what we will build and expand).
- Stretch ambitions (what we can deliver with significant new funding, space and staffing capacity).



IMPACT PRIORITIES AND AMBITIONS – WHAT CHANGES FOR MEMBERS

1. Stable Futures

What we want to achieve

Fewer people returning to homelessness, with more people sustaining housing long-term.

What this will look like in practice

- More people move into housing and stay there.
- Support continues beyond crisis.
- Clear and consistent journeys across services.
- Increased independence, confidence and stability.
- People are stabilised through prevention and short-term accommodation.

What we will do:

Core priorities (*what we must deliver*)

1.1: Strengthen tenancy sustainment and ongoing support

- Build stronger connections between teams so support continues after someone is housed.

- Expand practical workshops, including:
 - budgeting and managing money
 - tenancy rights and responsibilities
 - maintaining a home
 - employment and skills
 - ESOL.
- Strengthen relationships with landlords and supported housing providers.

1.2 Expand earlier support to help prevent homelessness

- Expand *Building Blocks* and housing drops-in for people at risk of homelessness.
- Strengthen referral pathways to identify and support people earlier.
- Work with specialist partners to support people leaving asylum accommodation before crisis occurs.

1.3 Deliver the Prevention and Accommodation Hub at 51 Deptford Broadway

- Provide safe, short-term accommodation for people at immediate risk of homelessness, including those who may not be able to access statutory support (due to asylum status or lack of local connection).
- Additional space for daytime prevention activities including workshops and partnership working.

1.4 Connected pathways

- Map and simplify Member journeys within 999 Club and across partner agencies.
- Reduce duplication, delays and gaps between services.

Development ambitions *(what we will build and expand)*

- Additional employment and training-focused capacity.
- Expand relationships with employment and training partners.

Stretch ambitions *(what we can deliver with significant new funding, space and staffing capacity)*

- Increase Gateway opening hours (including weekends).
- Develop a wider programme of creative and skills-based workshops (e.g. digital skills, podcasting).

How will we measure success?

- ✓ Increase in the proportion of Members sustaining housing at 6 and 12 months.
- ✓ Increase in the number of Members engaging in prevention and tenancy-support activity.
- ✓ Improved Member confidence in managing a tenancy (via light-touch feedback tools).



2. Wellbeing and recovery

What we want to achieve

People are better able to manage their mental health and build resilience, wellbeing and stability.

What this will look like

- Improved emotional wellbeing and resilience among Members.
- Reduced escalation to crisis and fewer high-risk incidents.
- Mental health and wellbeing support is part of everyday delivery.

Core priorities *(what we must deliver)*

2.1 Integrated mental health support

- Establish 51 Deptford Broadway as a core delivery space for The Bridge mental health and recovery service.
- Maintain and deepen partnerships with NHS and statutory mental health services.
- Increase collaboration between The Bridge and other teams through joint working, shadowing and shared learning.

2.2 Embed trauma-informed and psychologically informed practice

- Strengthen and embed trauma-informed approaches across all services.
- Review policies, procedures and environments through a trauma-informed lens.
- Improve de-escalation approaches and confidence across frontline teams.
- Expand staff training in trauma-informed and psychologically informed practice.

2.3 Strengthen support for our staff

- Improve structured support for staff following incidents.
- Co-produce and implement a Staff Wellbeing Plan through the Staff Voice Working Group.
- Additional support offered to staff with lived experience.

Development ambitions *(what we will build and expand)*

- Expand access to wellbeing and crisis prevention workshops for Members.
- Expand reflective practice across teams.
- Expand links with universities and sector partners to support learning and innovation around trauma-informed and psychologically-informed practice.

Stretch ambitions *(subject to funding and capacity)*

- Expand The Bridge to include weekday daytime provision.
- Share learning from The Bridge through training, partnerships and sector resources to develop local capacity and practice.
- Develop Gateway and Lady Florence Hall into more psychologically safe environments (e.g. calm spaces, improved confidential areas).
- Expand access to creative, arts and wellbeing-based activities.
- Improve staff benefits and wellbeing offer.

How we will measure success

- ✓ Reduction in the number and severity of crisis incidents.
- ✓ Increase in Member engagement with wellbeing and crisis-prevention support.
- ✓ Members report improved emotional wellbeing through regular feedback.
- ✓ Increased staff confidence in trauma-informed and de-escalation practice.
- ✓ Increased joint working with NHS and mental health partners (e.g. referrals, co-delivery).



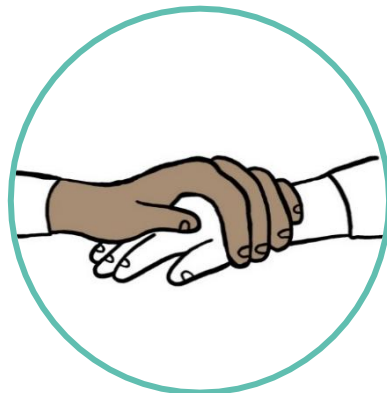
3. Belonging and inclusion

What we want to achieve

A community where people feel safe, respected and valued, and where Members, staff and volunteers can shape what we do.

What this looks like in practice

- Services that are welcoming, inclusive and psychologically safe.
- People from all backgrounds feel recognised, respected and able to participate fully.
- Clear, consistent approaches to inclusion, anti-discrimination and accountability.
- Members have meaningful opportunities to influence services and decisions.
- A workforce that reflects our community and feels supported to develop.



Core priorities (*what we must deliver*)

3.1 Foster a welcoming and inclusive environment

- Maintain and strengthen safe, affirming spaces, including for LGBTQI+ Members.
- Review the Member Agreement and ensure consistent enforcement.
- Celebrate a wider range of cultural, faith and community events.
- Improve cultural awareness and confidence across the organisation.
- Strengthen signposting and referral pathways to specialist organisations supporting different communities.

3.2 Workforce inclusion and progression

- Introduce voluntary demographic data collection for staff, volunteers and trustees.
- Community-focused recruitment to support representation.
- Staff Voice Working Group to review and monitor a more detailed EDI plan.

- Staff Voice Working Group to amplify the experience and viewpoint of staff from global majority backgrounds and staff with lived experience.
- Additional support and progression opportunities for those with lived experience.
- Expand peer-learning and training opportunities to support progression.

3.3 Neurodiversity

- Training to improve understanding of neurodiversity.
- Where possible, adapt environments, communication and delivery where needed to better support neurodivergent Members.

3.4 Co-production

- Create a “menu of methodologies” for co-production to be used across all teams.
- Provide clarity during activities on whether this is co-production, co-design or consultation.
- Ensure opportunities are visible and open to all Members.
- Support progression from the Members’ Committee to the Board of Trustees.

3.5 Strengthen accountability and continuous learning

- Create clear, safe and accessible ways for people to raise concerns about inclusion or discrimination.
- Embed inclusion and anti-discrimination into training, supervision and organisational practice.
- Regularly review progress through staff and Member feedback.

Stretch ambitions (what we can deliver with significant new funding, space and staffing capacity)

- Achieve external EDI-related accreditation.
- Work towards Disability Confident Employer status.

How we will measure success

- ✓ Members report feeling safe, respected and able to shape services (via regular feedback).
- ✓ Increased participation in co-production and co-design activity.
- ✓ Diverse and representative workforce and governance, reflecting our community (where data is available).
- ✓ Staff report increased confidence in inclusive practice.
- ✓ Increased progression of people with lived experience into roles, training or leadership opportunities.

4. Community connection and coordinated support

What we want to achieve

A 999 Club that is deeply connected to its community works alongside others to provide more joined-up, effective support.

What this looks like in practice

- Strong, trusted partnerships across housing, health and community services.
- Members experience smoother journeys between services, with fewer gaps and delays.
- A visible and welcoming presence in the local community.
- 999 Club recognised as a trusted hub for connection, support and collaboration.
- A stronger voice in local systems, helping shape how services work together.

Core priorities (*what we must deliver*)

4.1 Strengthen partnerships and improve pathways

- Deepen relationships with NHS services, local authorities and community organisations.
- Formalise partnership roles through clear agreements and partnership definitions (delivery, research, referral, co-location).
- Map and maintain clear pathways so Members experience more joined-up support.
- Improve communication and coordination between services.

4.2 Build a visible and engaged community presence

- Use 51 Deptford Broadway as a welcoming, public-facing space for connection and activity.
- Share Member-led stories to build understanding of homelessness and challenge stigma.
- Grow and strengthen the 999 Club Membership scheme.
- Create more opportunities for community members and Champions to get involved and support our work.

4.3 Play a stronger role in local systems and the wider sector

- Share learning and insight from our work with partners.
- Contribute to local, London-wide and national discussions and strategies.
- Speak up for approaches that reflect Members' experiences and needs.

Stretch ambitions (what we can deliver with significant new funding, space and staffing capacity)

- Develop a consultancy and training offer to develop local capacity and practice.
- Increase opportunities for partners to work alongside us in our spaces (as redevelopment allows).
- Deliver a Member-led oral history project and public exhibition celebrating 999 Club's heritage and community.

How we will measure success

- ✓ Members report smoother referrals and fewer gaps between services.
- ✓ Increase in joint working with partners (e.g. sessions, casework, co-delivery).
- ✓ Growth in the number and strength of partnerships.
- ✓ Greater involvement in local strategy, forums or consultations.
- ✓ Partners report stronger working relationships and clearer ways of working.



ENABLER PRIORITIES AND AMBITIONS – WHAT MAKES THIS POSSIBLE

5. A stronger organisation

What we want to achieve

A financially sustainable, well-run organisation with the capacity, people, systems and resources we need to deliver consistently and grow responsibly.

What this will look like in practice

- Stable and diversified income.
- Strong systems and processes that support consistent delivery.
- An empowered, motivated and resilient workforce.
- Clear roles, strong governance and confident decision-making.
- Enough capacity across the organisation to work effectively and sustainably.
- Better use of data to inform decisions and improve services.

Core priorities (*what we must deliver*)

5.1 Strengthen our income and financial sustainability

- Grow income across trusts, individuals, and corporates.

- Embed a whole-organisation approach to fundraising, communications and advocacy, with delivery teams contributing to storytelling and supporter engagement.
- Strengthen relationships with funders, donors and supporters.
- Grow our legacy giving programme.
- Develop a clear and compelling case for support.

5.2. Support and develop our people and culture

- Strengthen supervision, wellbeing support and reflective practice.
- Create more opportunities for learning, development and progression.
- Establish and embed the Staff Voice Working Group.
- Improve internal communication, understanding and recognition.
- Increase delegation and support confident decision-making across teams.
- Refresh and strengthen our volunteer strategy and support.

5.3 Improve our systems, data and digital resources

- Upgrade our CRM and data systems to better support delivery, fundraising and learning.
- Strengthen IT infrastructure, telephony, CCTV and cybersecurity.
- Improve how we measure and demonstrate our impact.
- Explore how the responsible use of AI can reduce admin.

5.4 Strengthen our core systems and organisational capacity

- Improve systems across finance, recruitment and case management.
- Refresh and simplify policies so they are clear and used consistently.
- Build capacity in key areas such as IT and data protection.
- Strengthen business continuity and organisational resilience.

5.5 Strengthen governance and leadership

- Strengthen board development and training.
- Improve connection between board and staff.
- Improve clarity around roles, responsibilities and decision-making.

5.6 Make better use of our resources

- Strengthen procurement and contract management.
- Give teams clearer budgets and the confidence to manage day-to-day spending.
- Introduce more proactive management of our buildings and assets, including a Head of Buildings & Facilities role.

Development ambitions (*what we will build and expand*)

- Increase capacity for fundraising and donor stewardship.
- Work towards Advice Quality Standard (AQS) accreditation.

How we will measure success

- ✓ More multiyear funding and unrestricted income secured.
- ✓ Improved donor retention and engagement.
- ✓ More consistent use of policies and processes across the organisation.
- ✓ Improved staff satisfaction (via surveys and Staff Voice Working Group).
- ✓ Improved data quality and use in decision-making.
- ✓ Stronger governance effectiveness (via board review and feedback).

6. Welcoming spaces and future development

What we want to achieve

Welcoming, accessible and sustainable spaces that enable us to deliver more effective support and respond to growing need.

What this looks like in practice

- Spaces that are welcoming, safe and fit for purpose.
- More space available to support Members.
- Buildings and facilities that are well managed and maintained.
- 51 Deptford Broadway fully embedded into our delivery.
- Long-term building redevelopment that supports the future of 999 Club.

Core priorities *(what we must deliver)*

6.1 Deliver and embed 51 Deptford Broadway

- Establish 51 Deptford Broadway as a Prevention and Accommodation Hub.
- Deliver short-term accommodation, mental health support and wider services from the building.

- More space for confidential conversations, workshops, partnership working and community engagement.
- Ensure the building is fully integrated into day-to-day delivery.

6.2 Strengthen how we manage and maintain our buildings

- Strengthen leadership and capacity for buildings and facilities management (including establishing a Head of Buildings & Facilities role).
- Improve safety, accessibility and compliance across all sites.
- Move from reactive to more planned and proactive maintenance.
- Strengthen day-to-day building management and long-term planning, including for the 24 flats owned by 999 Club.

6.3 Environmental sustainability

- Improve recycling and waste management across all sites.
- Take practical steps to reduce energy use and environmental impact.
- Build sustainability into future redevelopment plans.

6.4 Develop a major capital redevelopment programme

This is a long-term capital redevelopment ambition to improve the use of space, accessibility and overall experience of The Gateway and Lady Florence Hall. This will include more private and confidential areas, improved layout and flow, and provide environments that feel calmer, safer and more welcoming.

Crucially, it will allow us to meet increasing demand and develop a building that is fit for the future.

This is a core ambition of the strategy. Delivery will depend on securing significant funding (current estimate £2–4 million), and will be progressed in phases over time. Delivery will be carefully planned to minimise disruption to services, including consideration of temporary arrangements where needed.

Across the 5 years we will:

- Progress feasibility, design and planning work.
- Secure funding through a multi-year capital fundraising campaign.
- Deliver the programme in phases as funding becomes available.

Stretch ambitions (*what we can deliver with significant new funding, space and staffing capacity*)

- Build environmental sustainability into redevelopment plans, including measures such as solar panels, heat pumps and energy-efficient upgrades.

How we will measure success

- ✓ Positive feedback from Members, staff and volunteers about the safety, comfort and accessibility of our spaces.
- ✓ Fewer building-related disruptions to services.
- ✓ Maintenance issues resolved more quickly and consistently.
- ✓ 51 Deptford Broadway fully embedded in day-to-day delivery.
- ✓ Progress against redevelopment milestones (e.g. feasibility, funding secured, phased delivery).
- ✓ Improvements in environmental performance (e.g. energy use, waste and recycling).



RISKS AND MITIGATIONS

This is not a full Risk Register, but highlights key risks related to this strategy and how we might respond.

Risk	Mitigation
Demand exceeds capacity (due to building, funding and staffing constraints).	<ul style="list-style-type: none"> • Prioritise support for people who are currently homeless. • Manage access to services to ensure safe and effective delivery.
Funding challenges impact service delivery.	<ul style="list-style-type: none"> • Focus on maintaining core crisis support. • Prioritise resources towards core services.
Other services reduce, change or close, increasing pressure on our services.	<ul style="list-style-type: none"> • Prioritise support for people most in need. • Adapt how we deliver services where gaps emerge. • Maintain strong relationships with key partners. • Be clear about what we can and cannot offer.
Changes in policy and public attitudes increase demand or limit who can access support (e.g. immigration rules, eligibility for services, or wider public attitudes).	<ul style="list-style-type: none"> • Stay focused on our core purpose and values. • Adapt support to respond to changing needs. • Work with partners to support people who may not be eligible for statutory services. • Communicate clearly about who we support and why. • Ensure a broad funding mix to allow flexibility in what we can offer.
Redevelopment disrupts day-to-day operations.	<ul style="list-style-type: none"> • Deliver the redevelopment programme in phases. • Explore temporary or alternative spaces where needed. • Plan carefully to minimise disruption and maintain core services.

DELIVERY AND IMPLEMENTATION TIMELINE 2026–2031



Years 1–2 (2026–2028): Building strong foundations

Services and delivery

- Launch and develop 51 Deptford Broadway as a Prevention and Accommodation Hub.
- Launch and refine short-term accommodation offer.
- Strengthen prevention, tenancy sustainment and workshop delivery.

People & culture

- Establish and embed Staff Voice Working Group.
- Introduce strengthened supervision, and incident support.
- Introduce new wellbeing framework (co-produced with Staff Voice Working Group).
- Deliver core trauma-informed and inclusion training.

Member voice & inclusion

- Refresh Member Agreement.
- Launch new co-production framework and methods and embed co-production across all teams.
- Begin collecting baseline demographic data for staff, volunteers and Board.
- Deliver EDI and neurodiversity training across the organisation.
- Staff Voice Working Group co-produces new EDI plan.

Systems & organisation

- Expand leadership for buildings and facilities management (including recruitment of a Head of Buildings & Facilities).
- Upgrade CRM, IT and cybersecurity.
- Refresh policies and improve consistency of use.
- Introduce clearer delegated decision-making and budget ownership.

Fundraising & financial sustainability

- Launch capital fundraising campaign.
- Grow legacy and individual giving programmes.

Years 3–4 (2028–2030): Build, Improve & Connect

Services

- Expand prevention, employment and tenancy support offer.
- Strengthen integration between services and pathways.
- Achieve Advice Quality Standard (AQS).

Partnerships & community

- Strengthen and formalise key partnerships.
- Improve coordination and referral pathways.
- Develop 999 Club-led training offer.

People & Culture

- Embed advanced trauma-informed practice across teams.
- Strengthen staff development and progression pathways.

Member voice & inclusion

- Increase opportunities for Members to shape and influence services.
- Focus on deepening cultural awareness.

Systems and data

- Embed improved use of data for decision-making and impact.
- Strengthen impact measurement and learning.

Buildings and redevelopment

- Progress feasibility, design and planning for redevelopment.
- Begin phased redevelopment (*subject to funding*).

Year 5 (2030–2031): Strengthen, Review & Reflect

Partnerships & community

- Review service model and partnership effectiveness.
- Strengthen role as a local hub and sector partner.

Buildings

- Continue phased redevelopment (*subject to funding*).
- Review impact of 51 and wider estate on delivery.

People & culture

- Review staff wellbeing framework.
- Ensure the organisation is structured, led and resourced to sustain and build on the changes delivered.

Fundraising & financial sustainability

- Complete five-year fundraising review.
- Agree new income strategy for 2031–2036.

Strategy

- Review progress against this strategy.
- Develop next five-year strategy.

MONITORING PROGRESS AND LEARNING

This strategy is a live document. It will be reviewed regularly and updated as we learn, respond to feedback, and adapt to changes in the external environment.

Each year, we will carry out a review involving:

- The Staff Voice Working Group - providing operational insight and staff experience.
- The Members' Committee - bringing lived experience and challenge.
- The Board of Trustees - ensuring alignment with our mission, values and financial sustainability.

Final approval of any changes sits with the Board of Trustees.

The review will consider:

- Progress against our priorities.
- Learning from Members and partners.
- Staff wellbeing and organisational culture.
- Financial position and risk.
- Legislative changes or other external factors which may impact services.
- Any changes needed to priorities or delivery.

Updated versions will be shared internally, with partners, and published on our website.

APPENDIX 1 – ADDITIONAL INFORMATION

Our team

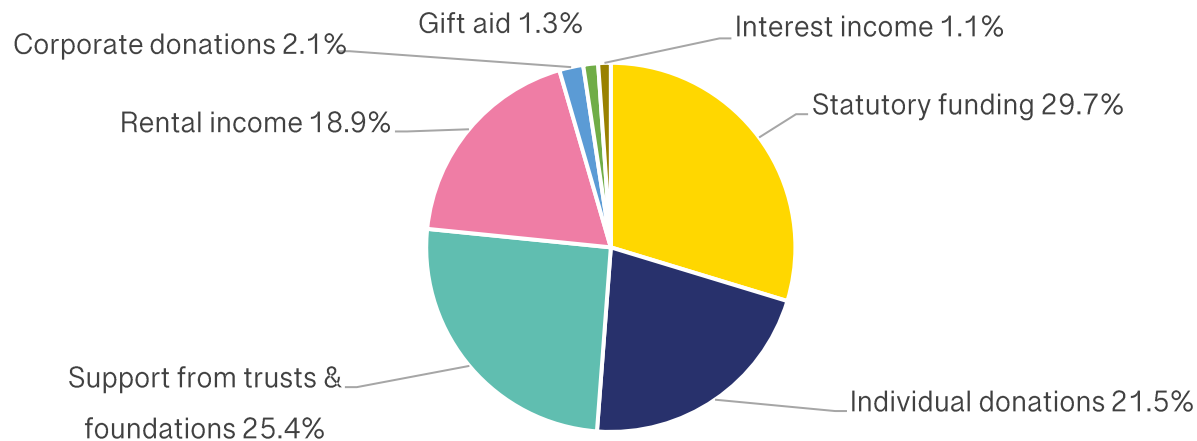
Our work is delivered by a committed team of staff and volunteers, supported by strong governance and Member involvement.

- **Volunteers:** 55 volunteers support our work across teams, as well as off-site cooks at St Alfege Church in Greenwich.
- **Staff:** 36 core staff and 6 bank staff.
- **Board of Trustees:** 9 trustees, chaired by Victoria Prouse.
- **Members' Committee:** Members with current or previous lived experience who provide insight, challenge and input into our direction.

Our finances and assets

Our projected annual income for the period 1 September 2025 to 31 August 2026 is just under £1.7 million.

This is made up of a balanced mix of funding:



We currently hold reserves equivalent to 3.4 months of running costs, in line with our policy of holding between 3 and 6 months. 999 Club owns the freehold to its main site, including 21 Deptford Broadway, Lady Florence Hall and the courtyard. This includes 24 flats, which are rented privately and managed by external agents.

Our funding

We are deeply grateful to the many individuals, community organisations and charitable foundations who support our work. These include: The Balcombe Charitable Trust, City Bridge Foundation, The David Family Foundation, The Drapers’ Charitable Fund, The Linbury Trust, Maudsley Charity, Mercers’ Charitable Foundation, The National Lottery Reaching Communities, Streets of London, and many other generous individual donors, trusts, companies and community groups.

Our partners

We work closely with NHS services, Lewisham and Greenwich Councils, community organisations, and faith groups. These include:

- Academy of St Martin in the Fields
- Action For Refugees in Lewisham (AFRIL)
- Athena (Refuge)
- Barka UK
- Bench Outreach
- Catbytes
- Change Grow Live
- DWP (Department for Work and Pensions)
- Emmaus Greenwich
- Felix Project
- Goldsmiths
- Greater Change
- Greenwich Council
- Homeless Link
- Housing Justice
- Kings College London
- Lewisham Council – Early Intervention Service; Rough Sleepers Team
- Lewisham Refugee & Migrant Network (LRMN)
- NHS – Amersham Vale Practice
- NHS – Guy’s and St Thomas’ NHS Foundation Trust – Homeless Health Inclusion Team
- NHS – Lewisham and Greenwich NHS Trust – Foot Health Service
- NHS – South London and Maudsley NHS Foundation Trust
- South East London Community Energy
- St Mungo’s Outreach Team
- Thames Reach
- Turning Point – Lambeth, Southwark and Lewisham Sexual Health Services
- Wavelengths Leisure Centre (Better)

Over the last year, we have supported:



Through The Bridge, we supported:



APPENDIX 2 – OUR THEORY OF CHANGE

Our vision: People move out of homelessness and stay out of it, with lasting stability, wellbeing and independence.

Our Theory of Change

What's shaping people's experiences	What we do (aligned to priorities)	How change happens	Outcomes (short–medium term)	Long-term impact
<p><i>People experiencing homelessness often face multiple disadvantage, shaped by:</i></p> <ul style="list-style-type: none"> • Lack of access to safe, stable and affordable housing. • Poverty, debt and insecure income. • Poor mental health and limited access to support. • Trauma, challenging experiences and social isolation. • Immigration and asylum status affecting access to housing, income and support. • Fragmented or inconsistent support systems. • Key life transitions and events (e.g. leaving institutions, relationship breakdown, bereavement). • Wider economic pressures such as the cost of living. 	<ol style="list-style-type: none"> 1. Stable futures <ul style="list-style-type: none"> • Prevention support. • Housing advice and pathways. • Tenancy sustainment. 2. Wellbeing & recovery <ul style="list-style-type: none"> • Mental health support (The Bridge). • Trauma-informed practice. 3. Belonging & inclusion <ul style="list-style-type: none"> • Inclusive, safe spaces. • Co-production and Member voice. 4. Community connection <ul style="list-style-type: none"> • Partnership working. • Joined-up pathways. 5. Stronger organisation <ul style="list-style-type: none"> • Skilled and supported workforce. • Effective systems. • Sustainable funding. 6. Welcoming spaces <ul style="list-style-type: none"> • The Gateway and 51 Deptford Broadway. • Future redevelopment. 	<ul style="list-style-type: none"> • Meeting basic needs builds trust and engagement. • Inclusive environments increase engagement and confidence. • Relationship-based, trauma-informed support helps people stabilise. • Access to housing, income and services enables progress. • Mental health support reduces crisis and supports recovery. • Joined-up services improve access and reduce gaps. • Ongoing support prevents repeat homelessness. 	<p>Short-term</p> <ul style="list-style-type: none"> • People feel safe, supported and able to engage. • Immediate needs are met. • Increased trust and stability. <p>Medium-term</p> <ul style="list-style-type: none"> • Improved mental health and wellbeing. • Increased confidence, skills and independence. • Access to housing, income, training and employment. • Stronger connections to services and community. 	<ul style="list-style-type: none"> • More people move into and sustain housing. • Reduced repeat and long-term homelessness. • Increased independence and stability. • Improved wellbeing and sense of belonging.



The 999 Club and Lady Florence Trust, known as "The 999 Club"

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www.999club.org

Company Registration No. 4238295 (England & Wales)

Charity Registration No. 1091077