Tyne Housing

MOVING FORWARD TOGETHER

Everyone in a better place

Housing | Wellbeing | Community | Learning

Our Strategic Plan 2026 - 2031

It is 5 years since we launched our Corporate Strategy, 'Putting People First', the first strategic plan under my leadership. We are incredibly proud of the things we achieved under that plan. It's probably an indicator of my age, but I am now anxious to avoid 'difficult second album syndrome'.

The Stone Roses are a case study of a rock band imploding under the self doubt brought on by a monster hit debut album. They waited five years to put out their second album, "Second Coming", which was successful but not liked by the music press or many of their patient fans. However they hadn't played a concert in over 4 years. So I am less anxious, because the last 5 years have been anything but silent at Tyne.

We have been getting better and better at telling our story - you'll see some of our achievements listed in this new strategy. The achievements are bittersweet of course. We have achieved many of the things we set out to do but 5 years on, we know that there is still so much need out there. This is why we decided to retain the structure - across our four pillars of **Housing - Wellbeing - Community - Learning.**

We've built upon these solid foundations by listening to our staff, stakeholders, and of course the people who come to us for support. In fact, a real feature of the last 5 years has been to witness the growth of the people who use our services, and those same people taking a more focussed role in influencing the organisation.

In our purpose-driven, values-led organisation, our staff and volunteers make all of the difference. We will continue to support them to be their best, so they can show their genuine compassion and ambition to help everyone they work with to be their best.

It's not easy work but, in truth, we all want the same thing.

Our focus was squarely on our staff, volunteers and residents when we named our last strategy 'Putting People First'. 5 years on, and our residents provided the inspiration for the title of this new strategy, when members of our Residents Consultation Group met with Board members at a governance away-day.

They pointed out that they were not keen on the standard language of Move-On, considering this to be too cold, not in keeping with the warm hearted culture of the organisation. Moving Forward was the phrase they were happy with - so here we are "Moving Forward Together"

Monica Burns

Monica Burns, Chair

Steve McKinlay

Steve Mckinlay, Chief Executive

WHAT WE DO

Tyne Housing exists to help people experiencing homelessness, who feel excluded and isolated to get to a better place.

We know that providing a home is just one part of the solution to the complex reasons why a person is at risk of homelessness, so we organise our business through 4 key themes - Housing, Wellbeing, Community, Learning.

Having a stable place to call **home** is the foundation for everything else. By supporting people to improve their **health and wellbeing,** and to feel that they are a valued part of their **community**, they can then develop confidence and explore opportunities to make progress in **learning or employment.**

By doing this we believe we can achieve our purpose - “we are here to help people get to a better place".

WHAT MATTERED MOST TO OUR KEY STAKEHOLDERS?

Speaking to our residents, our staff, Board members and our local stakeholders showed we are all on the same page, with lots of overlapping ambitions for Tyne's services.

Our Residents Say:

- They are willing to offer their experiences to help develop the organisation and to help support their peers.
- They are keen that we prioritise progression - and that for some this is about Moving Forward rather than Moving On.
- Want us to emphasise the importance of resident engagement and communication across the whole organisation.

Our Staff Are:

- Proud to be flexible - but want bespoke training, mirroring society's needs.
- Requiring more support around wellbeing and emotional resilience - both for staff and residents.
- Wanting to see more use of the team's collective and individual talents and use of volunteers.

Our Board Would Like to See:

- Innovation both large and small - using staff and residents' experience.
- Innovate in our use of technology and streamline important processes, ultimately to increase face-to-face support time.
- Further develop our Community offer, and celebrate our relationship with Ouseburn Farm.

Our Stakeholders said:

- They would like us to develop wider Homelessness Prevention activities, not always tied to our housing stock.
- More capacity is needed for all home types - especially flexible move on properties to help release supported housing, creating positive outcomes.
- They need our help to tell the story to local, regional and national politicians about the value of supported housing.

HOUSING

Our Mission:

Partnering with local, regional and national partners, we will focus on delivering innovative, accessible housing solutions with person-centred support that works for each person to move forward with their lives.

Strategic Priorities:

1 **We will develop and deliver exemplar supported housing**

2 **We will secure accommodation for people to move forward beyond supported housing.**

3 **We will invest in our shared properties, ensuring they support the ambitions of our residents to get to a better place, by promoting inclusion and reducing isolation.**

What we have achieved:

Completing two new exemplar developments in 2025/26 has shown us what is possible - with Ministry of Housing, Communities and Local Government and Homes England's support, we invested £7.3m to develop two brand new high quality supported housing programmes options for 20 adults and 14 young people

Our purchase and repair model bought 33x 1-bed flats from the private sector, as part of MHCLG and Homes England's Rough Sleeper Accommodation and Move-on programmes.

By working with our residents and other partners, we have trialled new and innovative housing solutions for women at risk of violence and exploitation, and to support people recover from addiction.

What's next:

- We will evaluate the individual and social impact of our new exemplar services
- Using our financial capacity as leverage, we'll develop schemes in partnership with national, regional and local government, and other developers.
- We will assess the feasibility of a new social lettings enterprise to support people to move forward from supported housing when the time is right for them.
- We'll develop options for flexible community-based support.
- We will increase investment in our current stock, based on our latest stock condition survey
- We will pilot new ways to make best use of shared homes, making greater use of data to understand unmet demand

WELLBEING

Our Mission:

We will work with specialist partners to ensure everyone can easily access quality health and wellbeing support.

Strategic Priorities:

4 **We will work with NHS and Local Authorities to deliver specialised supported accommodation for individuals with complex health needs.**

5 **We will help more people reduce the harm caused by their addictions.**

6 **We will champion Peer-Led approaches to health and wellbeing, focussing on those who feel isolated and excluded from mainstream help.**

What we have achieved:

We've worked with NHS and Adult Social Care partners to deliver two new homes for people with autism and complex needs.
We presented evidence of significant savings for the public purse at our Forensic Mental Health service in partnership with our NHS commissioner.

Listening to our residents, we opened our first Recovery House, and we opened our health centre each weekend to support greater access to Harm Reduction services.
We have engaged the recovery community with access to creative activities that support their journey.

Our Joseph Cowen health centre has become the home for a wide range of health and wellbeing interventions, including Peer-Led programmes. We have trialled Making Every Contact Count (MECC) and Connect 5 approaches, and begun the Men's Mental Health Club, while our residents delivered our innovative Health Champions programme with the support from the NHS.

What's next:

- We will commission work to assess our role in providing homes for people with Learning Difficulties.
- We will promote the significant costs savings to the NHS for non-hospital care and further develop our mental health offer.
- We will develop our own expertise and form partnerships to support people's recovery and assess demand for Recovery Houses elsewhere in our region.
- We will link with public health teams to access the training and resources our Peers need to add value in their neighbourhoods.
- We will co-produce a sustainable Counselling pilot and Emotional Resilience project.

COMMUNITY

Our Mission:

Taking pride in our place, we want to help make our region a better, fairer place for all and live up to our Community Pledge.

Strategic Priorities:

7 We will embed volunteering and social connection into our services.

8 We will help people leaving the criminal justice system to sustain a life free from crime.

9 Working in partnership with expert agencies, we will enable support and accommodation for all parties affected by domestic violence.

What we have achieved:

Our fantastic partnership with Northumbria University created 'See Me North' which truly valued experts by experience, co-creating a legacy in the Support Me North website.

Volunteering has increased across the group - consistently generating around 10,000 hours per year. Joint working with Ouseburn Farm delivered joint projects that improved Tyne residents' access to a calming environment.

We continued to develop excellent partnerships with the Criminal Justice Sector, facilitating a new community base in Byker for our Northumbria Probation partners.

We've been proud to work with The Angelou Centre to provide a range of housing for minoritised women.
Tyne's new service for women with complex needs will build our expertise further. However, Domestic Violence is still far too high as a cause of homelessness in the region

What's next:

- In partnership with Ouseburn Farm, we'll secure funds for volunteering and community projects to build stronger links between residents and their local communities.
- We will increase activity around nutrition, creative arts and green spaces to support engagement and wellbeing.
- We will use our expertise to influence a proactive lettings approach that uses housing as a solid foundation for community-based sentences.
- We'll develop our expertise in women's homelessness, including help to all parties affected by domestic violence.

LEARNING

Our Mission:

We will work to build the aspirations, confidence and skills of those we support and broker new opportunities for all.

Strategic Priorities:

10 **We will use our unique position of trust as a landlord to engage people in learning at a pace that's right for them.**

11 **As a local business we will work with employers, our partners and our supply chains to broker new opportunities.**

What we have achieved:

Engagement has been our superpower - we have created so many innovative ways to help people explore their potential - from creative writing, to carpentry, creating music to mosaics. Our own residents can be our greatest asset when it comes to engaging more of their fellow residents.

Partnership has been a feature of this work, and will continue to be, working to develop the right partnerships that our residents want.

We led the development of an award winning employability partnership across the social housing sector - Housing Employment Network NE and championed its work across the North East Housing Partnership.
As a result we were pleased to secure funding from the Combined Authority to enhance our employment offer - and to lead action research about the additional barriers to employment and education faced by those in supported housing.

Complementing this work, we have developed two new housing services with 'built-in' Progression flats.

What's next:

- We will co-produce an Engagement and Progression offer based on equality of access across our geography
- We will support our residents to be our engagement ambassadors.
- We will develop greater confidence for local people to access entry level jobs, with Tyne Housing, Ouseburn Farm.
- We will work systemically to remove or reduce the barriers to good work - with a particular focus on easing the transition from Supported Housing.

The 6 I's

Reviewed each financial year, our operational plan will be dynamic, with these strategic enablers supporting the achievement of our Strategic Objectives.

1

Intent

We will nurture a Learning culture, so the people who use our services influence the delivery of them.

We will co-design a new Move Forward programme, focussed on resident's needs and refresh our Model of Support.

2

Infrastructure

We will develop our governance in line with this plan, meeting all of our regulatory standards.

We will improve our use of data to drive performance and quality, and invest in technology to maximise resident engagement.

3

Impact

We will promote positive engagement with our residents, and our local communities, and live up to our Community Pledge.

A 'Better Place KPI' will show our Boards and Investors how well we achieve our purpose, and we will continue to commission an externally validated Social Impact report.

4

Inspiration

We will develop a sector-leading Learning and Development programme aligned with strategic needs, our values, and emerging trends.

We'll actively engage our staff and volunteers in activities that support their wellbeing at work,

5

Investment

We will deliver value for money on behalf of all of our residents.

Innovation will be encouraged by listening carefully to the insights of residents and staff.

6: “Innovate”

The ‘sixth I’ is new. Seeded through our plans is a theme of Innovation. Some ideas will gain momentum, others may not - but all could require an element of risk-based investment in time or money

1 Intent

INNOVATE: We will assess the feasibility of a social lettings agency to create more, and more affordable, options beyond supported housing.

2 Infrastructure

INNOVATE: We will diversify our income profile from 75% rent, with an increase in charitable fundraising, and exploring new ways to earn income.

3 Impact

INNOVATE We will take a cross-sector leadership role with an ambitious new Communications Strategy, which platforms the voice of people who use our services and those that deliver them - impact everyday.

4 Inspiration

INNOVATE We will assess the feasibility of a Social Recruitment agency, in partnership with others who wish to control temporary and one-off staffing costs while increasing its quality.

5 Investment

INNOVATE. We will consider opportunities and risks of generating income within our current not-for-profit skillset, e.g. development, housing management and maintenance.

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www.tynehousing.org.uk