



**OASIS COMMUNITY HOUSING**  
**HOPE. NOT HOMELESSNESS.**

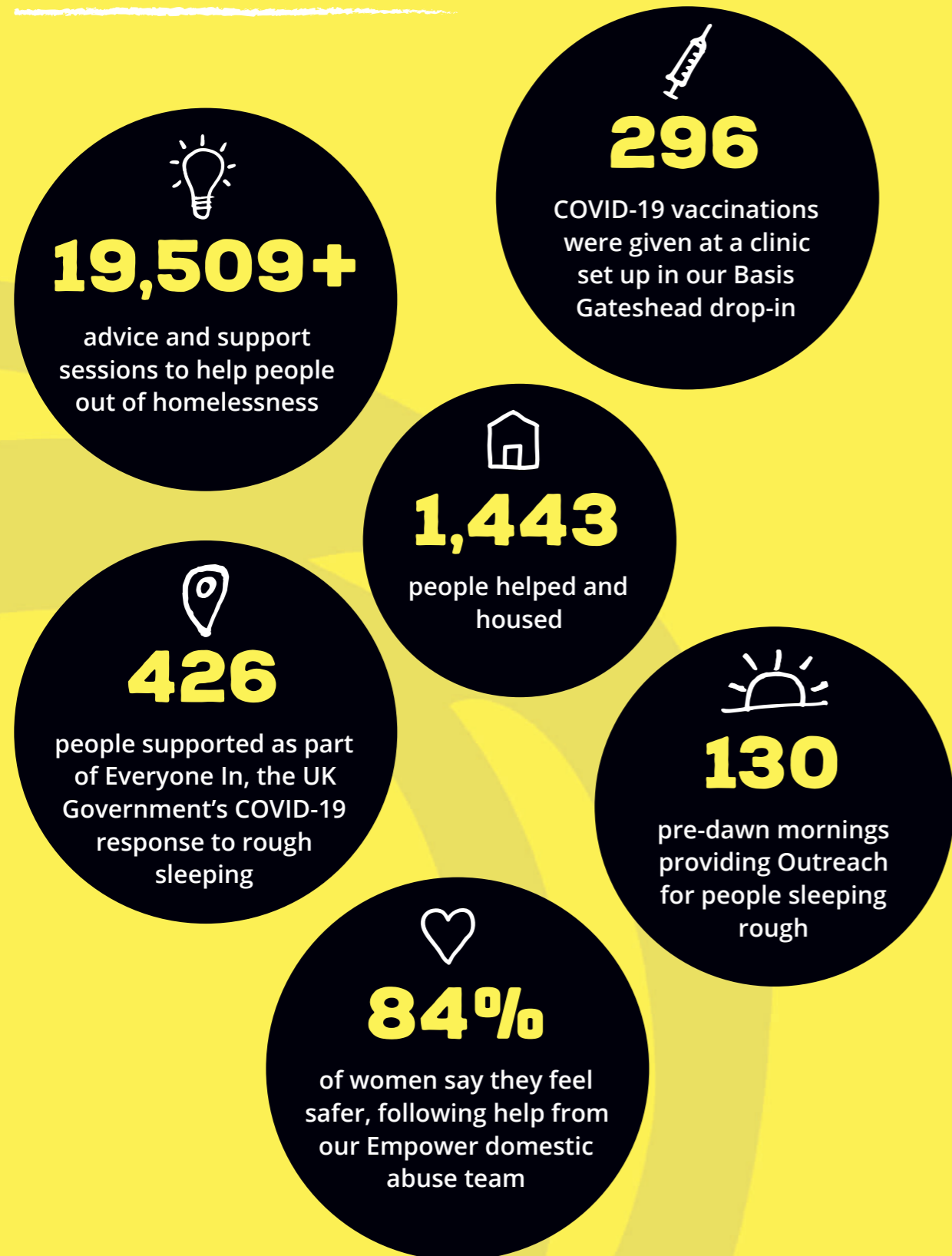


**2021-2024**  
**THREE YEAR STRATEGY**



# Our Impact in Numbers

Annual snapshot of our key results and outcomes



# Our Three Year Strategy

**“...HOMELESSNESS IS PRIMARILY ABOUT PEOPLE, NOT HOUSES. REAL PEOPLE, WITH HOPES, DREAMS AND STORIES OF THEIR OWN.”**

It may seem unusual to say it, but Homelessness is primarily about people, not houses. Real people, with hopes, dreams and stories of their own. We all know that there is a huge difference between a house and a home; a place where you lay your head and somewhere that you can truly find peace and security.

But what if the challenges you've faced in your life prevent you from managing your tenancy, living independently or being able to access a home in the first place?

Everything we do as an organisation is about preventing and responding to homelessness by providing the right support, to the people who need us, in a way that puts them at the heart of the process.

And we do this well. But the need has never been greater.

This 2021-2024 Organisational Strategy describes our direction of travel and priorities as we seek to offer more support, to more people, in more places. Our Audacious Goal is that Oasis Community Housing will become the leading, national, Christ-centred homelessness charity in England by 2024.

Our country faces a homelessness crisis and we believe that our contribution to addressing it is special. For, if homelessness is about people, then addressing homelessness successfully depends upon the quality of the support given and the character of those giving the support. As the pop culture saying goes; "Culture eats strategy for breakfast". As we tackle homelessness, the motivation of our hearts is as important as the wisdom of our heads.

Our work is underpinned by our Christian ethos and the values which flow from this – values that we believe all people can benefit from and share, whoever they are and whatever their story. So as we have shaped our strategy, we have tried to follow the advice of St Paul; "whatever is true, whatever is noble, whatever is right, whatever is pure, whatever is lovely, whatever is admirable— if anything is excellent or praiseworthy—think about such things".

Our strategy over the next three years can be summarised as our desire to share our values of Hope, Inclusion, Worth, Perseverance and Life to all those at risk of or experiencing homelessness.

This strategy represents our attempt to blend our heart and our head, our actions and our culture such that we can increasingly address the national scandal that homelessness has become, without losing the essence of what makes our work so effective in seeing lives transformed for the better.

David Smith, Chief Executive





# Vision, Mission & Values

The Christian faith is the drive behind our mission.

## **OUR VISION**

For everyone to be part of a community where they are included, belong and have what they need to reach their God-given potential.

## **OUR MISSION**

To transform communities by addressing homelessness and journeying with people as they fulfil their God-given potential.

## **OUR VALUES**

Our five values underpin everything that we do:

**HOPE** – We have a deep sense of hope that things can change and be transformed, regardless of what the current circumstances may say. We will encourage those we serve to dream big dreams.

**WORTH** – We believe in the inherent worth and dignity of all people, we will therefore treat everyone equally, respecting differences.

**INCLUSION** – Everyone has a need to belong. So we are passionate about including everyone.

**PERSEVERANCE** – We are committed to people and communities for the long term, and will give second, third and fourth chances.

**LIFE** – We will work to enable 'life in all its fullness' to be a reality for those we work with.





“

No, this is the kind of fasting I want: Free those who are wrongly imprisoned; lighten the burden of those who work for you. Let the oppressed go free, and remove the chains that bind people. Share your food with the hungry, and give shelter to the homeless. Give clothes to those who need them, and do not hide from relatives who need your help.

Isaiah 58.6-7

”



## Our Ethos

**The Christian faith is at the heart of our ethos and motivations and remains the central reason for why we offer the services that we do.**

We consider our Christian ethos to be a reason to champion equal opportunities, stemming from our belief that all are made in God's image, and we are committed to both the transformation of communities and to the inclusion of every person in that process.

It is because of our Christian ethos, not in spite of it, that in all that we do we will:

- Serve and respect all people regardless of their age, disability, gender, race, ethnic origin, religion or beliefs, pregnancy or maternity status, marital or civil partnership status, sexual orientation, physical and mental capacity
- Acknowledge the freedom of people of all faiths and none to both hold and to express their beliefs and convictions respectfully and freely, within the limits of the UK law
- Never impose our Christian faith or belief on others.

We serve and respect everyone whatever their background, beliefs or situation and are signed up to the Charter for Christian Homelessness Agencies.



# Oasis Group Audacious Goal

Oasis is a movement of Christ-centred communities which work in an inclusive, integrated, empowering and comprehensive way so that all people experience wholeness and fullness of life.

By 2024, Oasis has become the leading community transformation movement and voice in the UK. Growing in depth and scale, we are working alongside more people and local communities to support them to thrive - we can demonstrate clearly and humbly that our relationship-centred, community-led and holistic approach has life-changing impact.

## **OASIS COMMUNITY HOUSING'S AUDACIOUS GOAL:**

In 2024, Oasis Community Housing is an innovative, national, Christ-centred homelessness charity.

Our Audacious Goal leads us to the following 5 Organisational Objectives:

- 1** To have a substantial range of our activity in at least four English regions
- 2** To be sought out as a valued and respected homelessness charity by key stakeholders in local authority, housing associations, Church, Government departments and the wider sector
- 3** To ensure that our ethos and values remain central to the way that we work, and that we are articulating it in the way that we talk about it to others
- 4** To be a financially-resilient organisation with a sustainable and mixed income stream
- 5** To ensure we have the right people, processes and tools to support these strategic objectives





# OBJECTIVES

## Our Growth

To have a substantial range of all of our activity in at least four English regions

- Integrate our Basis, Home, Aspire and Empower work where we already are, ensuring that the whole team understands and collaborates with the work of every part of the organisation
- Grow our work into at least two Oasis Hubs that are entirely new to Oasis Community Housing
- Develop Basis Hubs, extending Basis drop-ins, Basis Beds and related projects across the North East of England
- Secure new contracts to sustain or extend the work of Home in Gateshead, Sunderland, Bristol, Birmingham and London
- Grow the Empower service to become an externally accredited domestic abuse service, including through the expansion of Empower Beds
- Partner with Oasis around Social Housing with support, to develop an appropriate model and key first steps to bring this to life

## Our Leadership

To be sought out as a valued and respected homelessness charity by key stakeholders in the Church, local authority, housing associations, Government departments and the wider sector

- Develop and deliver an evidence-based advocacy campaign on an issue related to homelessness
- Intentionally seek to build relationships with elected representatives, the Church, and strategic leaders both locally and nationally
- Seek to influence Homelessness strategy in the locations where we work and nationally
- Use our relationships with key stakeholders and our communications channels to promote our special ethos and approach
- Secure external accreditations that quantify our evidence-based excellence in our field, and conduct regular evaluations of our work with external partners

## Our Ethos

To ensure that our Christ-centred ethos and values remain central to the way that we work, and that we are articulating it in the way that we talk about it to others

- Promote co-production and service user voices throughout all of our decision-making processes
- Ensure that there are regular and consistent opportunities for all staff to focus on our Christ-centred Ethos and Habits in the course of their work
- Share and promote our Ethos and Habits externally and with key partners as part of our USP, especially with the Church
- Embed Reflective Practice, Trauma-informed Care and Psychologically Informed Environments across all of our work
- Take a proactive approach to Equality, Diversity and Inclusion, particularly in relation to racial and socio-economic inequality
- Develop a viable social enterprise that can benefit and include the people we serve

## Our Sustainability

To be a financially-resilient organisation with a sustainable and mixed income stream

- Integrate our Financial planning with our income generation activities to create more intelligent budgeting
- Increase our human resources in Business Development capacity, and in income generation, particularly in London
- Maximise our income from rent to add Unrestricted Income
- Secure long-term contracts, as Lead Provider, with Local Authorities where we work or want to work in line with our Ethos & Values
- Double our unrestricted income secured through fundraising activity to £500k per annum

## Our Team

To ensure we have the right people, processes and tools to support these strategic objectives

- Undertake a Job Evaluation of all roles and a comprehensive review of how we can improve the Terms, Conditions and Benefits of all staff
- Build the capacity within the Finance, HR & Admin teams in order to ensure they are fit for purpose
- Develop staff who are 'Generalist Specialists' by investing in staff training, leadership development, succession planning, job swaps, and Work Force Development
- Enhance membership of the Board of Trustees, growing membership to be more representative of the communities we serve and to broaden the range of skills, capacity and connectivity on the Board
- Review all systems within the organisation and renew where necessary, in order to support growth and innovation
- Refine, standardise and mainstream our Key Performance Indicators

**WE BELIEVE THAT ANYONE'S LIFE CAN BE TRANSFORMED HOWEVER DARK THINGS MAY SEEM. THAT'S WHY EVERY YEAR WE OFFER HOPE AND A FUTURE TO ALMOST 2,000 PEOPLE FACING HOMELESSNESS.**

## GENERAL INFO


Oasis Community Housing is the operating name of Oasis Aquila Housing

Registered Charity no. 1107554

Limited Company no. 5300083


Phone number 0191 477 3535

[www.oasiscommunityhousing.org](http://www.oasiscommunityhousing.org)

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