



## Strategy 2025–30

### Vision

Strong communities where all people have good health, resilience, and opportunity.

### Mission

To empower individuals and communities facing systemic and intersectional barriers by delivering accessible and person-centered support tailored to their unique needs.

# Values

- **Resilience;** *Building strength and adaptability within our team and community to overcome challenges, while staying responsive to the evolving needs of those we serve.*
- **Inclusivity;** *Ensuring everyone, regardless of background, feels included and valued by providing services that respect and understand diverse cultural backgrounds.*
- **Empowerment;** *Enabling individuals to gain the knowledge, skills, and confidence to take control of their lives, while advocating for social justice and ensuring access to basic rights.*
- **Teamwork;** *Fostering collaboration, trust, and support to achieve common goals.*





# Strategic Goal 1: Reduce Inequalities

Address systemic and intersectional barriers to ensure equitable access and improve outcomes for underserved communities

## Key Actions:

- Deliver accessible, culturally competent services: Provide multilingual and culturally sensitive service delivery to improve access for underserved communities.
- Embed trauma-informed approaches: Ensure all services reduce stigma and address trauma, particularly for underrepresented and marginalised groups.
- Promote peer-led models: Expand peer-led service delivery, informed by lived experience, as a proven and effective approach to addressing health inequalities.
- Adopt agile service design: Regularly adapt services in response to community feedback and emerging needs.



# Strategic Goal 2: Strengthen Partnerships

Work collaboratively to amplify community voices and co-produce solutions addressing inequalities.

## Key Actions:

- Lead in co-production: Involve diverse communities in shaping services through co-production principles.
- Foster inclusive partnerships: Collaborate with a broad range of stakeholders including Local Authorities, health, VCS organisations and academic institutions to enhance service delivery.
- Advocate for systemic change: Leverage community insights to influence local and national policies.



## Strategic Goal 3: Build Knowledge and Innovation

Advance understanding and develop new approaches to better serve marginalised communities and influence policy.

### Key Actions:

- Promote evidence-based innovation: Develop and refine peer-led service models based on emerging needs
- Facilitate knowledge sharing: Collaborate with academic and community partners to advance learning and recommendations.
- Drive research and policy engagement: Support research initiatives to influence policy and improve services for marginalised communities



# Strategic Goal 4: Build Operational Resilience

Ensure sustainable growth and resilience to support communities effectively.

## Key Actions:

- Enhance financial and operational efficiency: Align processes with community needs and funder expectations.
- Ensure service quality: Continuously improve services through community-driven feedback
- Upgrade infrastructure: Support effective service delivery with resilient IT and facilities.





# Strategic Pillars

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- 1. Our People:** Ensure our workforce reflects our diverse local community and value lived experience.
- 2. Equitable Access:** Deliver culturally competent, inclusive services with a focus on intersectional disadvantage.
- 3. Demonstrating Impact:** Use community-driven evidence to adapt services and communicate outcomes.
- 4. Collaborative Partnerships:** Co-produce and advocate for systemic change with local communities.
- 5. Operational Resilience:** Streamline processes and build financial stability to sustain future growth and investing in our people, their wellbeing and development.

