








**Our Vision:** *A world in which everyone has a home and a sense of belonging*

**Our Mission:** *To work together to overcome homelessness and exclusion*

Priority Areas	Strength & Quality				Profile & Influence		Growth
<b>Strategic Goals</b>	Emmaus is operating a range of social enterprises in order to provide financial sustainability	Emmaus is working with companions to realise their aspirations and potential	Federation members are demonstrating organisational sustainability and ethical practice	The Emmaus federation is demonstrating unity and is working together for mutual benefit	Emmaus is well known and respected and is using its voice to address the causes and consequences of homelessness and social exclusion	Emmaus in the UK is an active contributor and influencer in the international Emmaus movement	Emmaus is increasing the number of companion rooms and is providing non-residential opportunities
<b>Outcomes</b>	<ol style="list-style-type: none"> <li>All communities are financially self-sufficient through a combination of social enterprise and housing benefit within the first five years</li> <li>Federation members are resilient to potential changes in the funding environment</li> <li>Emmaus has a diverse range of social businesses that are relevant to local needs</li> </ol>	<ol style="list-style-type: none"> <li>All companions have a consistent core offer, outlining mutual expectations</li> <li>All companions are enabled and encouraged to participate fully at Emmaus</li> <li>All companions have consistent, effective individual support</li> <li>Companions have access to a range of training and development opportunities</li> <li>Companions have access to routes into employment and next-step housing</li> </ol>	<ol style="list-style-type: none"> <li>All federation members are able to demonstrate:                             <ol style="list-style-type: none"> <li>good practice in executive and non-executive leadership</li> <li>good practice in supporting staff, volunteers and trustees</li> <li>good governance</li> <li>good practice in equality and diversity</li> </ol> </li> <li>All federation members can demonstrate commitment to ethical practice in:                             <ol style="list-style-type: none"> <li>finance</li> <li>procurement</li> </ol> </li> <li>All federation members can demonstrate a commitment to environmental sustainability</li> <li>All federation members have a structured approach to solidarity activities</li> <li>Communities are maximising room occupancy</li> </ol>	<ol style="list-style-type: none"> <li>Relationships within the Emmaus federation in the UK are collaborative and mutually supportive</li> <li>Federation members are taking full advantage of opportunities for joint working</li> <li>Emmaus can evidence its social impact and demonstrate consistent, high standards of service</li> </ol>	<ol style="list-style-type: none"> <li>Emmaus has a visible, strong and consistent national brand</li> <li>All federation members are taking individual and collective responsibility for the reputation of Emmaus in the UK</li> <li>Emmaus has developed a campaigning presence</li> <li>Emmaus has strong influence with key stakeholders, both nationally and locally</li> <li>Emmaus has developed strong partnerships with the business community</li> <li>Emmaus is using its profile and reputation to generate resources</li> </ol>	<ol style="list-style-type: none"> <li>Emmaus in the UK is making a positive contribution to the work of the international Emmaus movement</li> <li>Emmaus in the UK is influencing the future direction and growth of Emmaus International and Emmaus Europe</li> <li>All federation members are actively engaging with the work of Emmaus International and contribute to Emmaus International priority projects</li> <li>Federation members have developed successful partnerships with Emmaus International groups</li> </ol>	<ol style="list-style-type: none"> <li>Emmaus is providing more people with the opportunity to overcome homelessness</li> <li>Emmaus is developing new ways of working with socially and/or economically excluded people to have a positive impact on their lives</li> <li>Emmaus's growth is strategic and targeted</li> </ol>
<b>Outputs / Indicators</b>	<p>100% of communities established for more than five years are self-sustaining</p> <p>100% of communities have contingency plans in place for a reduction in housing benefit</p> <p>100% of communities review their business plans on an annual basis to ensure profitability</p> <p>100% of communities have a minimum of three months of reserves</p>	<p>100% of communities have adopted an agreed core offer for companions</p> <p>100% of communities are providing consistent support to companions using the Outcomes Star or similar</p> <p>100% of communities have an agreed and consistent training programme in place, that is accredited</p> <p>At least 75% of companions say that they benefit from being at Emmaus</p> <p>At least 10% of companions are undertaking external work experience each year</p> <p>At least 20% of companions leaving Emmaus are moving into employment</p> <p>At least 80% of companions leaving Emmaus have a supported departure</p> <p>100% of communities are offering ongoing support to companions leaving Emmaus</p> <p>100% of communities have plans in place for companions approaching retirement</p> <p>100% of communities have at least two companion representatives on the trustee board or its committees</p> <p>100% of communities have planned routes into next-step housing</p>	<p>100% of federation members have fully implemented Emmaus HR policies</p> <p>100% of federation members have fully implemented the NCVO code</p> <p>100% of federation members have fully implemented the agreed equality and diversity policies</p> <p>100% of federation members have fully implemented an agreed ethical practice code</p> <p>100% of federation members have fully implemented an agreed environmental policy</p> <p>At least 80% of communities have undergone a peer review</p> <p>100% of federation members have a structured approach for solidarity activities</p> <p>100% of communities established for more than a year have an occupancy rate of at least 90%</p> <p>100% of communities are offering solidarity places for people without recourse to public funds</p>	<p>100% of federation members fully abide by the UK Federation Memorandum of Understanding</p> <p>100% of federation members have support agreements with Emmaus UK</p> <p>100% of federation members are participating in MIR and social impact reporting</p> <p>100% of federation members are reflecting agreed national goals in local plans</p> <p>At least 90% of federation members are working together to get best value deals from suppliers</p> <p>100% of federation members are actively participating in peer groups, the annual assembly and other regional or national groups</p> <p>100% of groups and new communities have a mentoring relationship with an established community</p>	<p>100% of federation members are using the national brand in every area of their work</p> <p>The Emmaus campaigns strategy is being delivered nationally</p> <p>At least 75% of federation members have implemented their own local campaigns plan</p> <p>At least 20% annual increase in the quantity of favourable media coverage, locally and nationally</p> <p>Improved use of online media, in line with online media strategy</p> <p>100% of federation members have links to key stakeholders including politicians, the local business community and other homelessness organisations</p> <p>Emmaus is meeting its annual targets for fundraising and social investment, as set out in local and national plans</p>	<p>100% of federation members are paying subscriptions and holding annual solidarity sales</p> <p>100% of federation members are fulfilling all membership commitments</p> <p>At least 50% of federation members have established a partnership with an Emmaus International group</p> <p>Six UK representatives are on the Emmaus International board and/or the two World Councils</p> <p>Emmaus in the UK is actively supporting at least one Emmaus International region</p> <p>Emmaus in the UK is sending at least 20 containers to Emmaus International groups each year</p> <p>100% of federation members are sending at least one representative to an international event or exchange each year</p>	<p>Emmaus has at least 1,000 companion rooms</p> <p>Emmaus is offering at least 100 opportunities for non-residential companions</p> <p>An Emmaus presence has been proactively developed in at least three new geographical areas</p> <p>At least two innovative projects are in place to offer new ways of working with socially and/or economically excluded people</p>

## Our Values

-  Value and respect every person, opposing injustice
-  Be transparent and honest in all our dealings
-  Demonstrate solidarity and support for those in need
-  Create an environment of empowerment
-  Share and exchange resources, skills and learning
-  Support and foster interdependence and cherish independence
-  Work to live and give

Emmaus is a federation of social enterprises comprising staff, companions, trustees and volunteers working together to overcome homelessness and social exclusion