

being human a strategy for everyone.



**Our 5 year strategy
2023-2028**

A message from our Chair and CEO

I joined Humankind as a Trustee in 2018 and was proud to become Chair of the board in April 2022. The commitment, talent and impact demonstrated across the organisation by board members, employees and volunteers never ceases to amaze me and it is a real pleasure for me to introduce Humankind's 2023-28 strategy to you.



Caroline Gitsham, MBE,
Chair of Trustees



We were delighted at the extent of interest with contributions from over 3,000 employees, people we support and delivery partners embracing the opportunity to be involved and shape our new strategy. The ability to collaborate and work together to create something that is bigger and better than anything anyone could have created alone is at the heart of Humankind's way of working. We have put those skills and values into practice here, and I thank everyone who has been a part of the process.

Our new strategy is rightly centred on the people who use our services, their families, and the places where they live. As Humankind develops and grows, it's critical that we maintain this focus on people who need a fairer chance in everything that we do.

Over the next five years, we must continue to challenge ourselves on this, checking that our plans support frontline impact, in our direct services and as part of the wider health and support systems that we are an active part of.

We look forward to being part of turning this inspiring new strategy into action, and to seeing the change we can deliver together.

Humankind has come a long way in the course of our last five-year strategy and our proudest achievement is the number of people we've been able to support. We've been able to help more people to make changes every year – over 90,000 in 2021/22 alone.



**Paul Townsley,
Chief Executive Officer**

Our teams have worked hard to make this possible while meeting changes and challenges, including the wide-reaching impacts of the coronavirus pandemic, which have amplified the difficulties faced by the people we support, our workforce, and our delivery partners.

Our last strategy was focused on repurposing our mission vision and values, making sure we operated effectively and were able to sustain our wide range of impactful services. To do this we were able to improve the way we operated across a whole range of measures. The strategy is more a question of 'so what'? Making sure we deliver improved and more ambitious impact at scale across the next five years. The last five years required discipline across a 'kitchen sink' plan of objectives and milestones. 2023-28 is about being bold and setting more ambitious goals.

We expect further challenging times ahead, and it's clear that the people we exist to support will be disproportionately affected. At this time, and with our expanded reach and responsibility, it was essential that we set out a fresh and unambiguous direction for our efforts.

"I didn't meet your service. I met a human being. I am appreciative of the support I received."

Person accessing Humankind



Some of the young people supported by LGBT+ North East.

The new strategy we have created in response captures big ambitions, but is anchored in both why Humankind exists, and what we have proven ourselves capable of achieving.

The strategy development process has left me energised and honoured to lead Humankind into the future. I firmly believe that in delivering on our new goals to support more people more effectively in services strongly rooted in local places and partnerships, Humankind can catalyse the kind of radical change needed to create the real fairer chances we all want to see.



Where are we now?

We are proud of the success of our previous strategy which ran from 2018 to 2023. This success was made possible by the hard work and commitment of our teams in the face of unprecedented challenges, including a global pandemic.



95%

95% of people using Humankind services agreed that they are getting the support they need from their service.

Over the course of the strategy, we have tripled our income, giving us greater capacity to offer more effective support, and increasing our sustainability and ability to plan for the future. Here are some of the achievements we are most proud of...



The team at Insight Platform in Haringey

Reach

Humankind now support over 90,000¹ people a year, four and a half times as many people as we were able to help in 2017/18. As one of the UK's largest community substance misuse provider, our services are now much wider, including new clinical, criminal justice and mental health provision, and we have expanded into new locations, such as London and the South West, and new settings such as prisons. Every 5 minutes someone accesses one of our services and every day, 21 people treatment drug or alcohol free.

Impact

We have maintained and improved service quality and effectiveness during rapid expansion. 95% of people using Humankind services agreed that they are getting the support they need from their service. All of our Care Quality Commission-inspected services are rated at least Good, with 40% rated Outstanding.

“Continue to grow but maintain the personal feeling of the organisation and not allow people to become a number”.

Employee

¹ Humankind 2021-22 Impact report

Where are we now?



People enjoying the roof terrace at 5 Ways to Wellbeing, the Recovery Academy in Leeds



The Mayor of Enfield, Doris Jiagge, and Councillor Gina Needs presenting an award to a volunteer at our Enable service in Enfield

Regional roots

We have transformed our leadership approach, building multi-specialist regional teams that have integrated our expertise. Our place-focused leadership teams have now become established, supported by realigned corporate infrastructure. Across Humankind, this strengthened engagement with long-term local development has delivered 95% contract retention over the course of the previous strategy.

Voice

We have raised our profile and listen more closely to people we support and our workforce. Our Humankind identity is now well-established, and we have national influence. The views we present are co-produced via Working Together activities, Equality, Diversity and Inclusion forums and staff engagement - in 2022/23 74% of staff (1,089) and 2,257 service users took part. 97% of people using our services feel respected and 95% believe our staff have the right skills to support achievement of their goals.

Collaboration

We have become a partner of choice across multiple sectors and places, securing a unique reputation as an expert and trusted collaborator. Humankind is the fastest-growing third sector substance misuse provider in the country, supported by significant mergers and delivery partnerships at system, place and neighbourhood level, from NHS trusts to grassroots group. In 2022, Humankind was a subcontracted delivery partner in 22 contracts and directly subcontracted 13 different partners in 16 contracts.

Secure foundations

We have improved our infrastructure and strengthened our financial position. Our structures to support frontline delivery have become stronger every year; we now have better governance of performance, quality and safety, more modern IT, human resources and finance systems, and our finances are more sustainable.

In 2022, Humankind was a subcontracted delivery partner in 22 contracts and directly subcontracted 13 different partners in 16 contracts.

We have, of course, also experienced challenges in delivering on the ambitious goals that we set ourselves. Our plans were tested by these issues, which we will meet head on in our new strategy:

- **Growing pains:** we've worked to adapt our organisational infrastructure as we have both scaled up and worked to manage major mergers
- **Workforce turnover:** recruitment and retention has been a growing difficulty, due to Covid-19 and rising living costs which have both changed people's relationship with work
- **Environmental change:** our world has changed rapidly and significantly, and increased agility is now required in long-term planning and delivery



Residents at The Greens Recovery Focused Accommodation in Sheffield redesigning their mindfulness and relaxation garden



Two employees at Forward Leeds discuss their work

Who we are.

As we look to the next five years, it's useful to remember who Humankind is, and why we exist.

We are a national charity providing services and support for over 90,000 people every year across England. Our workforce of over 1,500 staff and 246 volunteers, spans across the West Midlands, London, the North East, the North West, the South West and Yorkshire and Humberside.

Our multi-specialist provision includes children, young people and families; drug and alcohol; criminal justice and offender rehabilitation; employment, training and education; gender specific; health and wellbeing; housing and housing support.

Caption - Information about the above image.

90k

We are a national charity providing services and support for over 90,000 people every year across England



All of Humankind's work is done in pursuit of our shared vision, mission and values:

Our vision.

Our vision is for people of all ages to be safe, building ambitions for the future and reaching towards their full potential.

Our mission.

Humankind creates services and support to meet people's complex health and social needs, helping them to build healthier lives that have meaning and value for themselves and their families. We support local people to create stronger, better-connected communities.

Our values

Honest.

We are open and realistic, building trusted relationships in which we challenge, collaborate and change.

Committed.

We are passionate about being the best that we can be, and we do this by keeping people at the heart of everything that we do.

Inventive.

We are ambitious, drawing together skills and resources to innovate and adapt in determined pursuit of our mission.



Our Charter of Values means that we know we have been successful when:

- Our people start the day with a sense of purpose and end the day with a sense of accomplishment.
- The people and communities we support, partners and commissioners value their relationships with us.
- Our portfolio of projects is excellent and makes a difference as demonstrated by our outcomes and customer satisfaction.

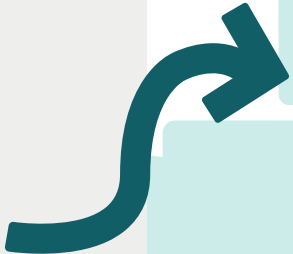
“We are determined in pursuit of our mission and passionate about being the best we can be.”

Humankind employee

Our focus and passion is on creating a better future for people and communities who don't have equal access to the resources and opportunities that many people take for granted and who are or risk being affected by drug, alcohol and related issues, limiting their chances even further.



Some of our workforce in Calderdale partake in a workshop for 'Your Voice, Our Future', the consultation phase for developing our new strategy



Radical action will be needed.
We need to be innovative and agile, alert to what's needed and what works and skilled at testing new approaches and disrupting things in positive ways to benefit communities. Success also depends on our ability to influence, winning wider support for the change we want to see.



The world around us.

We work in a complex environment, and we need to understand what's happening now, and what the future might look like. Being able to prepare and adapt in the face of challenge and opportunity helps us to meet our mission, whatever the world throws at us.

In developing our new strategy, we built a picture of the world around us by undertaking in-depth research, including conversations with people who use our services, our workforce and external stakeholders (commissioners, delivery partners and influencers).

The Calderdale Recovery Steps team launching their 'Be Free of Hep C' campaign



“Humankind are positive, generous and skilful with place-based organisations which makes them stand out from other organisations.”

Commissioner



Our five-year ambitions

Our ambition for the next five years is: To drive radical change so people impacted by drugs, alcohol and related issues experience fairer chances to flourish in their communities.

Our three goals:



People.

We will support more people at different points of need, from prevention, to impactful services, to have fair chances for a home, a job and purpose.



Place.

We will deliver local services that become embedded as assets to help build stronger, more confident communities.



Partnerships.

We will build partnerships that challenge the status quo to bring positive change for the people we support.

The results we want to see:



People.

- People get the support they need
- People are safe, with fewer people reaching crisis point
- More people achieve their goals
- Everyone has a home and the opportunity to work



Place.

- More people are reached
- Our delivery models meet local needs
- Our services are embedded as assets within local communities
- Our services are there for the long-term



Partnerships.

- The systems that we work in are effective
- Our partnerships add value
- Our partnerships create new knowledge and best practice
- Humankind's identity and purpose are well-known



Delivering on our goals

We are clear on what our strategic ambition means to us and how our goals will deliver on this over the next five years. Here we set out the work we will do to make this happen:



People.

We will support more people at different points of need, from prevention, to impactful services, to have fair chances for a home, a job and purpose.

The results that we want to see are:

- People get the support they need
- People are safe, with fewer people reaching crisis point
- More people achieve their goals
- Everyone has a home and the opportunity to work

Our motivation to deliver on this is:

People who don't get a fair chance are the reason that Humankind exists. Over the next five years we want to work together to make a bigger impact. To achieve this, we will work on early intervention to prevent new needs, support to meet immediate needs, and the long-term support needed to help people to flourish and achieve their goals.



Place.

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The results that we want to see are:

- More people are reached
- Our delivery models meet local needs
- Our services are embedded as assets within local communities
- Our services are there for the long-term

Our motivation to deliver on this is:

We know that when services become part of communities, real and lasting change can happen. Over the next five years we want to embed Humankind within the places we serve. To achieve this, we will take a long-term view, connecting to local systems and communities and learning from local lived experience to build our services around what each place values and needs.





Partnerships.

We will build partnerships that challenge the status quo to bring positive change for the people we support.

The results that we want to see are:

- The systems that we work in are effective
- Our partnerships add value
- Our partnerships create new knowledge and best practice
- Humankind's identity and purpose are well-known

Our motivation to deliver on this is:

We see missed opportunities to better connect systems and support. Over the next five years we want to strengthen our contribution in building systems that meet people's multiple, generational needs. To achieve this, we will step up as a local and national provider and use our collaborative skills, scale, and assets to influence system change. We believe through our strategic partnerships, effective and innovative co-delivery and work to centre service user and grassroots voices, we can bring radical change to make systems fairer for the people we support.



The Year 1 initiatives that will support this work are:



People.

- Develop and integrate standard operating models
- Deliver workforce excellence



Place.

- Deliver high Social Value
- Retain and grow our footprint



Partnerships.

- Optimise our infrastructure
- Build further effective partnerships



An art class at 5 Ways to Wellbeing, The Recovery Academy in Leeds

Our strategy

2023-2028

Our vision is for people of all ages to be safe, building ambitions for the future and reaching towards their full potential.

Our mission.

Humankind creates services and support to meet people's complex health and social needs, helping them to build healthier lives that have meaning and value for themselves and their families. We support local people to create stronger, better-connected communities.

Our five-year ambition.

To bring radical change to systems of care and how people experience support, so that people impacted by drugs, alcohol and related issues have a fairer chance to thrive.

Our five-year goals.

People.

We will support more people at more points of need, from prevention, to impactful services, to fair chances for a home, a job and a purpose.

Our five-year targets.

- People get the support they need
- People are safe, with fewer people reaching crisis point
- More people achieve their goals
- Everyone has a home and the opportunity to work

Place.

We will deliver local services that become embedded as assets to help build stronger, more confident communities.

Our five-year targets.

- More people are reached
- Our delivery models meet local needs
- Our services are embedded as assets within local communities
- Our services are there for the long-term

Partnership.

We will build partnerships that challenge the status quo to bring positive change for the people we support.

Our five-year targets.

- The systems of care that we work in are effective
- Our partnerships add value
- Our partnerships create new knowledge and best practice
- Humankind's identity and purpose are well-known

Our enablers.

Innovation

Workforce

Operating
excellence

Financial
strength

Influence

Infrastructure

We are honest, committed and inventive.



For more information, visit our website or get in touch:

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keeping
people at
the heart of
everything.

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