

# LandAid

## STRATEGY 2024-2029

June 2024





# Introduction

Looking back over the past three years, everyone involved with LandAid has much about which to be justly proud.

We have awarded grants providing over 1,000 bedspaces for young people, and over 2,000 young people have found the home they need as a result.

At the same time, the value of services and products we have brokered for our charity partners and for young people has exceeded £4m.

But it is not enough.

Despite everything we are doing, as a society, we are failing to stem the tide of youth homelessness or solve the crisis. As we explain later in the strategy, the dial is going the wrong way.

More young people are experiencing or at risk of homelessness than in decades. Those young people from minority communities, or who are LGBTQ+, or are care-experienced are especially at risk. The costs in human and financial terms are catastrophic.

We need to do things differently. As a charity and an industry, we need to recognise and

harness the power we have to achieve lasting positive social impact when we combine our efforts and set our sights on a long-term ambition.

This strategy sets out a route map, for LandAid, and for our property industry supporters, to broaden our response to the needs of young people, to test new approaches to targeted, local collaboration, and to using the evidence we gather to improve outcomes for young people.

**And it is designed to have an impact on and change the lives of at least 10,000 young people.**

It is the product of careful discussion with our supporters and charity partners, of thorough research and of hard work, and I would like to thank and pay tribute to everyone who has been involved in helping to produce it.

It is exciting. It is ambitious. And it is desperately needed.



**Paul Morrish**  
Chief Executive Officer

# This document sets out our strategic direction for the next 5 years

## In it, we set out:



Why we exist, the environment we operate in, and the scale of the challenge around youth homelessness in the UK



Our vision, mission and values



How we tackle youth homelessness, and our unique position and offering within the UK's youth homelessness sector



Our considerable success to date, as well as our recognition that we, and our industry, need to do more



Our future areas of focus, the scale of impact we seek to make, and how we will inspire our industry to stand with and support us to achieve our goal



How we will change to enable the impact we want to achieve





# We exist to help end youth homelessness in the UK

## Who are the young and homeless?

Young people aged 16-25 who have no permanent, fixed address, have been served an eviction notice, or are at risk of sleeping rough on the streets.

## What does an 'end to youth homelessness' mean?

It is impossible to guarantee that no young person will ever experience homelessness. Instead, we aim to ensure that **everything is done to prevent homelessness, and where this is not possible, such experiences should be rare, brief and non-recurring<sup>(a)</sup>.**



# We make a difference

“

*“The impact of this support for Fair Shot is immeasurable – your pro bono partner made everything so easy for us and made sure we got the best deal. Absolutely incredible!*

**Fair Shot, Founder & CEO**

”

“

*“By working with LandAid we are able to see the impact of our fundraising efforts, and provide opportunities to our staff to get involved in industry wide fundraising events. The ability to provide pro bono work through LandAid’s pro bono scheme is very important to us.”*

**Savills, UK Sustainability Director**

”

“

*“As someone from an area with a significant homeless population, LandAid's mission to end youth homelessness resonates deeply with me and I admire their dedication to investing in charities and fostering partnerships within the property industry.”*

**Cushman & Wakefield, Surveyor**

”

“

*“By reaching out to LandAid we found partners who wanted to bring forth their gifts of skills and time to transform our building and demonstrate that big dreams can come true through human to human connection. We are delighted to have made so many friends in a new industry and including them into our growing and expanding circle of like-hearted people. The journey continues!”*

**Lemon Leopard, Founder & CEO**

”

“

*“Landsec has been partnered with LandAid for well over 10 years. In this time, we have had the privilege of working with the passionate and collaborative LandAid team to achieve some fantastic outcomes. Our employees and senior leadership are very engaged in LandAid’s mission, especially as it aligns so well with our wider social impact goals. We are excited to be expanding our work with LandAid on employability as part of our Landsec Futures social mobility fund and we look forward to continuing our shared positive impact in the future.”*

**Landsec, Senior Sustainability Manager**

”

“

*“People within the property industry are in a very lucky position – it is an affluent industry. And working within the built environment, LandAid’s mission is absolutely relevant to us, today more than ever. If we harness our collective skills, we can bring a lot to bear.”*

**UK Real Estate Fund Manager, Chief Executive**

”

# The youth homelessness crisis in the UK is getting worse



## It is growing fast

In 2022-23, nearly 136,000 young people approached their council for help as they were homeless or at risk - a **58% increase in 6 years.**<sup>(1)</sup>



## Outcomes are getting worse

Only 33% of these young people had a “positive outcome” from their council, down from 38% the previous year.<sup>(1)(a)</sup>



## It exacerbates inequality

Certain groups are at greater risk of homelessness, LGBTQ+ young people, young people transitioning out of care, and those from Black and ethnic minority backgrounds.<sup>(2)(3)</sup>



## It is hugely expensive

Youth homelessness is estimated to cost £27,300 per young person, per annum. That is a total of £8.5bn every year.<sup>(4)(b)</sup>



## But we have the resources to solve it

The number of long-term empty homes (6 months or more) is at its highest level since 2011, standing at 261,189<sup>(5)</sup>



# Multiple factors are fuelling the youth homelessness crisis



Some affect young people



## Hardship

Poverty and childhood trauma are universal risk factors. Young people in care are at significant additional risk



## Barriers

Economic, legislative, health and infrastructure inequalities all prevent young people from accessing homes and jobs



## Relationships

Family or relationship breakdown, especially where abuse is involved, significantly increases the risk of homelessness



Some affect charities working with young people



## Cuts

Sustained funding cuts have made it harder for local authorities to commission services to meet young people's needs



## Complexity

Young people's needs, particularly around mental health, are becoming more complex and support is increasingly difficult to access



## Blockages

It's difficult to move young people on from homelessness services, so they get stuck in expensive provision they no longer need



Some are about public policy



## Affordability

The supply of social rented homes is falling, with young people sitting at the bottom of the access list. The private rented sector is increasingly unaffordable



## Confusion

Nationally, data on youth homelessness is poor. This makes national and local policy making and investment especially difficult



## Oversight

There is no UK wide government plan to tackle youth homelessness, and no nationwide plan for England and Northern Ireland



# Our vision, mission and our values guide us



**Our Vision** is for ...  
... an end to youth homelessness in the UK



**Our Mission** is to ...  
... unite the property industry to end youth homelessness

### Why LandAid

We are the only charity able to aggregate and multiply the property industry’s effort and funding to maximise impact, nationwide.

We do this by bringing together our extraordinary network of remarkable companies and individuals from across all sections of the property industry, to leverage, channel, and multiply their unique capacity to tackle youth homelessness. Our expertise allows us to target investment and support to the very best charities tackling homelessness, right across the UK, empowering them to maximise their impact.

### Our Values

The values that unite us as a team, a charity, and a movement are that:



We’re **AMBITIOUS**



We’re **RESPONSIBLE**



We’re **TENACIOUS**



We’re **INCLUSIVE**



We’re **CREATIVE**



# We use our property industry relationships to tackle youth homelessness

Because of our links to the UK's property industry, we are in a unique position to harness the power and skills of its members in our mission to tackle youth homelessness.



LandAid grew from and is sustained by the property industry – it *is* our DNA. We have exceptional connections and support from companies, their leaders and staff, across the UK, and understand their ambition for social impact, and for an end to youth homelessness.



Youth homelessness in the UK is ultimately a supply crisis, with demand for affordable accommodation outstripping what is available. The UK property industry is in a pivotal position to help.

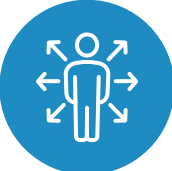


Statutory services are increasingly unable to meet young people's needs, leaving voluntary funders like LandAid, and the companies with whom we partner, to fill the gap.



# We hold a unique position in the UK's youth homelessness charity sector

We are acutely aware of the invaluable and essential work done by youth homelessness organisations in the UK, many of whom we are proud to call our partners. However, LandAid is the only UK charity that offers all of the following capabilities:



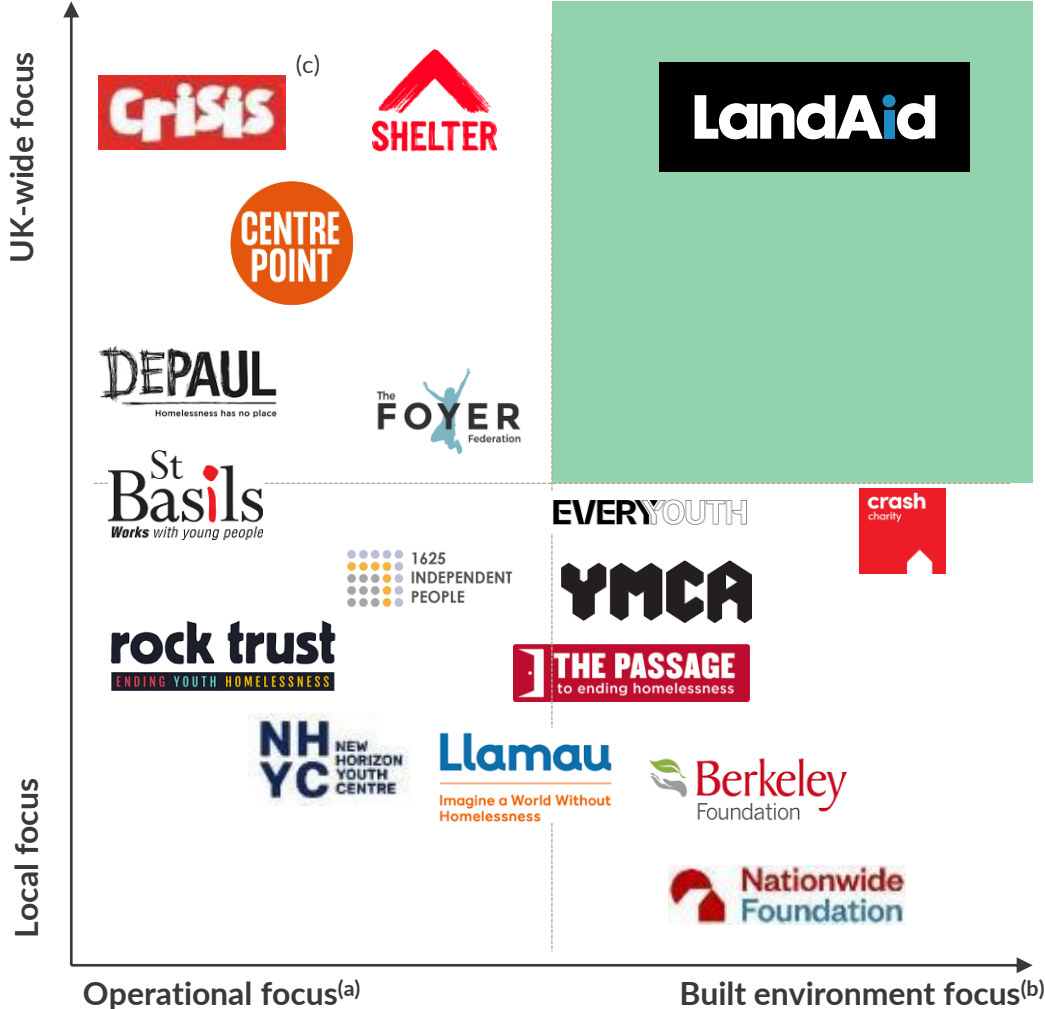
LandAid is **genuinely UK-wide**, operating in every nation and region of the country.



LandAid works **exclusively with the property industry** to provide accommodation solutions, and ...



LandAid is a **UK funder** with a **sole and expert focus** on youth homelessness



Notes: (a) Operational focus indicates activities are primarily related to providing services to young people impacted by homelessness (b) Built environment focus indicates activities are primarily related to delivering infrastructure and capital projects in which youth homelessness services can be provided (c) Crisis and Shelter are included as both are very well-known homelessness charities, but neither works with young people (although Shelter campaigns on family homelessness which has a horrific impact on the children affected).

# Our offering is unique

The expertise, built assets, financial capital, and access to policymakers that the property industry possesses makes it ideally placed to respond to the factors which are fuelling youth homelessness today. LandAid is in a unique position to deliver change for young people.

## At the core of LandAid's offer is our unparalleled ability to:

- 1** Aggregate and focus funding, effort and energy (including professional skills and expertise) from our corporate partners and multiply their impact on youth homelessness.
- 2** Provide strategic oversight as the only UK funder focused specifically on youth homelessness.
- 3** Use our in-depth knowledge and assessment of UK youth homelessness charities to identify and support delivering transformative impact.
- 4** Provide a UK-wide reach, ensuring funding reaches where it is needed most, including marginalised and underserved communities.
- 5** Work with impactful charities of all sizes, balancing scale of impact with an openness to innovative new approaches.

## Which we use to:



### Award grants

We award grants and invest in exceptional charities working with young people who are at risk of becoming homeless, are currently homeless, or have experienced homelessness in the past. We have mainly funded capital projects providing homes for vulnerable young people.



### Broker free expertise

We match skilled property professionals from our remarkable network of partner companies with charities in need of professional advice and support on a wide range of business areas, including their property challenges. We also help broker property donations.



### Build a movement to end youth homelessness

We use our profile within the property industry to highlight the issue of homelessness, to challenge stereotypes, and to enable industry influence across key policy areas. We also provide a platform for young people to have their views heard through the youth voice programmes we support.

This is our unique offer to the property industry, providing confidence that a donation to LandAid delivers a decisive impact on youth homelessness.



# We deliver in partnership

Our partnerships provide the resources, expertise, and support to deliver impact where it is needed most. We bring together and collaborate with a diverse group of stakeholders, and make greater change happen together than any of us could achieve alone.

**Our corporate supporters** direct capital, assets and skills (or pro bono support) enabling us to go way beyond simple grant-making.



We collaborate with other **grant-makers and advocacy groups** to support, fund, represent and improve the youth homelessness sector.



LandAid partners with the best **frontline charities** tackling youth homelessness, providing financial support, and brokering free advice and expertise to increase the impact of their support.



We leverage connections with **local and national policymakers** to address the barriers preventing young people accessing affordable homes and high-quality jobs.

“

*“We were delighted to be able to support LandAid’s partner charities in our local community and the services we were able to offer really made a difference.”*

**Domec Professional Services,  
Founding Director**

”

“

*“As a regional charity, with only limited resources, it has been brilliant to partner with LandAid, who have brought substantial match funding to several key projects, bringing 20 more homes to fruition. This fantastic partnership between YMCA and LandAid is helping change and save more young people’s lives!”*

**One YMCA, CEO**

”

# We have had extraordinary success over the last three years

We have<sup>(a)</sup>:



Helped 3,569 young people



Delivered 1,025 new bedspaces



Raised over £10million



Delivered £2.1m+ pro bono to 138 charities



Grant funded 96 charities.



Been supported by over 350 companies



“LandAid has the widest reach across our industry of any single charity in the UK.” Paul Morrish, CEO, LandAid



# And yet, we are all failing. As a society, we have to do things differently.

Despite all the work we and others have done, the dial is going the wrong way.



The UK's youth homelessness crisis is far worse than we could have imagined three years ago, and this is why we need to do things differently.



Youth homelessness is not inevitable. It can be reversed and ended. And we know what is needed to do so.



Our resolve and determination to continue uniting the property industry to end youth homelessness remains undiminished.



We need our industry to step up, join us, and demonstrate its ability to transform the social environment as skilfully and passionately as it transforms the built environment.

**We need our industry to work with us, for the long-term, until we have ended youth homelessness in the UK. As an industry, we need to change mindsets, and ramp up our ambition.**





# Our strategy identifies a number of key outcomes for young people

If our mission is truly to end youth homelessness, then we need to respond more strategically to the range of factors that cause it.

That's why we will focus our impact on the following goals:

## Increasing access to affordable homes

so young people can live, learn, and work independently



## Developing skills for, and access to, quality jobs

so young people can sustain a home

Working with our industry partners to provide homes, jobs and skills will help us, and the charities we support, change lives. We'll measure the extent to which we succeed by tracking our impact across four outcomes for young people, which have been developed for us by young people with lived experience of homelessness<sup>(a)</sup>:



Knowing where to go for advice and support



Feeling safer



Feeling more confident, positive, and resilient



Feeling part of a community

We will use the insights, evidence and data gathered from our work and the sector to raise greater awareness, initiate dialogue, and advocate for change.



# Our core focus remains direct support for young people

The provision of affordable accommodation through our grants and pro bono programmes will remain at the heart of what we do.

We know that the most sustainable route out of homelessness for young people is a combination of affordable accommodation (with support if needed) and secure employment.

For this reason, we are adding the development of skills for, and access to, quality to jobs as a core component of what we provide.

We will provide an integrated offer to charities that enable young people to access both homes and jobs.



## Provision

Investing funding and expertise in delivering sustainable routes out of homelessness



# We will achieve this by providing homes for young people ...

We remain committed to targeting grants and pro bono support to provide emergency, supported and move on accommodation<sup>(a)</sup> to help young people overcome the challenges causing homelessness.



**Provision**  
Investing funding in effective accommodation



**HOMES**

## Areas of focus



Emergency accommodation



Supported accommodation



Move on accommodation

## Key activities



Increase the availability of safe accommodation for young people in crisis



Convert unused and empty property into sustainable accommodation



Secure donations of, or acquire affordable or discounted accommodation



Help young people to access affordable private rented accommodation



# ... and helping young people train for and get jobs<sup>(a)</sup>

As essential as safe, affordable accommodation is in the fight against youth homelessness, young people can only truly move on when they have access to quality jobs that allow them to sustain a home.



**JOBS & SKILLS**

## Areas of focus



Access to work, education and training



Mentoring and support



Direct financial support

## Key activities



Identify and invest in employability projects that work



Engage with and build capacity in the most effective programmes



Champion programmes that provide both housing and jobs support



Support creation of inclusive workplaces where young people can thrive

# We will further increase our impact in three areas

To maximise LandAid's impact and leverage additional industry support, we will supplement our core focus on provision in three additional ways, by:

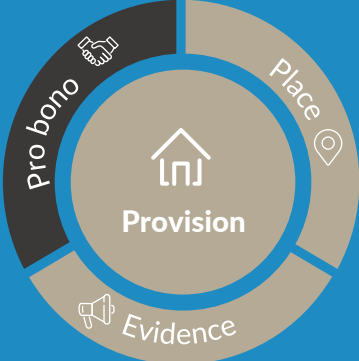
1. Developing our pro bono programme
2. Taking a more place-based approach
3. Using the evidence we gather to improve outcomes for young people.

In doing so we will increase the “multiplier effect” that supporting LandAid has for our industry in the fight against youth homelessness, and in driving systemic change.



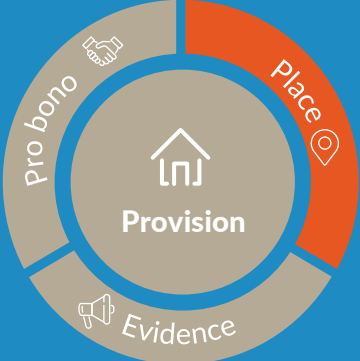
# With targeted activities throughout the lifetime of this strategy

By adding these elements to the direct support we provide our partner charities, we can respond more strategically and effectively to the UK's youth homelessness crisis.



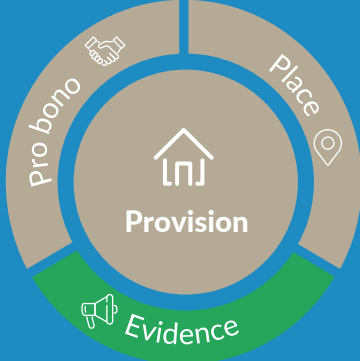
**We will broker strategic pro bono services to help youth homelessness charities build capacity and save money.**

- Increase industry awareness and engagement with pro bono.
- Simplify access to pro bono services for charity and corporate partners.
- Focus on providing services with the most impact for homelessness charities.



**We will pilot investing in long-term multi-agency work in key areas to develop systemic and collaborative solutions to youth homelessness.**

- Build strategic partnerships with key local authorities.
- Engage the property industry in those areas' specific needs and strategies.
- Convene local networks to collaborate in providing homes and jobs.



**We will improve, use and share what we learn to help improve outcomes for young people.**

- Improve our own data to enable greater learning and reflection.
- Leverage our networks, using data and evidence to influence positive change.
- Work with our partners to engage policy makers on young people's behalf.



# We will inspire our industry to stand with and support us to achieve our goal

We rely solely on the generous support of businesses and their employees to continue our vital work. To achieve our vision of ending youth homelessness, we need to secure significantly greater, more consistent and more targeted support from and engagement with a growing network of individuals and companies. We will do this in the following ways:



## Communications & Engagement

- Inspire individuals at all levels, and across the UK, to take action to support LandAid in ending youth homelessness.
- Strengthen the association of LandAid with our core mission and the impact of our work.
- Grow LandAid's audience reach in the property industry, youth homelessness, and charitable sectors, attracting new supporters, whilst retaining and deepening our engagement with existing ones.



## Partnerships & Fundraising

- Develop and launch a new partnerships model prioritising strategic, multi-year unrestricted funding.
- Increase opportunities for place-based impact, particularly in partnership with our regional boards.
- Ensure partners get the most from our supporter offer, including opportunities to collaborate with industry peers through our impact and pro bono programmes.



## Fundraising & Events

- Deliver inclusive events providing engaging opportunities for our industry to come together in support of our mission.
- Innovate, test and deliver new income streams.
- Continue to build networks of supporters, working with them to provide appropriate support to young people.



# By 2029, we will positively impact the lives of at least 10,000 young people ...

In line with our key goals, we will track the number of young people accessing homes and/or jobs, while also capturing data on young people's outcomes and our wider social impact.



Increasing access to homes and affordable accommodation



Developing skills for, and access to, quality jobs so young people can sustain a home

Year 1

Continued focus on provision, whilst building new capabilities around our pro bono, place and evidence initiatives, and testing several pilot programmes.

Year 2 ...

Take lessons learned from our pilot programmes to align our approach around what works. Invest in meaningful long term charity partnerships.

... to year 5

Embed and scale our new ways of working while continuing to seek out novel approaches and new long-term partnerships.



At least 10,000 young people helped with homes, jobs and improved wellbeing and life chances

# Targets and measures

Over the five years covered by this strategy, we plan to have a positive impact on at least **10,000** young people.

This is how we expect to do so...



## HOMES

We will help around **5,500** young people into accommodation.

We expect to help fund around **3,000** bedspaces



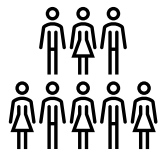
## JOB & SKILLS

Around **1,000** young people will benefit from training, apprenticeships and jobs programmes we support



## FOUNDATIONS TO GROW

A further **3,500** young people will be supported through a diverse range of other initiatives designed to build young people's foundations to grow\*



## CREATING SOCIAL VALUE

We estimate that our work with the property industry is likely to create, both for the individual young people we support and for society as a whole, social value of at least **£150,000,000**

# We will test and scale our strategy across the 5 year horizon

We recognise that our refreshed strategy focuses on longer term partnerships and outcomes for young people. With this in mind we have set out more specific goals we want to achieve in year 1 of this strategy, and will evaluate our progress on an annual basis.

## Year 1

## Years 2 - 5



Provision

### Homes

- Focus our grant making on emergency provision and move on programmes
- Scope and develop multi-year partnerships with key charities and other funders
- Develop our property donation and private rented sector programmes

### Jobs & Skills

- Research best practice in enabling access to education, employment and training
- Develop a new grant programme in support of evidence led initiatives with proven impact

### Homes

- Invest substantial grant funding in partnerships meeting our key outcomes
- Launch a clear and accessible property donation offer to the industry
- Develop our social investment model increasing affordable accommodation

### Jobs & Skills

- Expand our Employability programme, with industry support
- Secure additional contributions from corporate partners to increase grant making



Pro bono

- Transition to a new funding model supported by a wider range of corporate partners
- Better integrate with grants to deliver a more strategic pro bono offer to charity partners
- Introduce new delivery methods including a property clinic model, and skills workshops

- Streamline processes to request and offer pro bono support, increasing the breadth of businesses and skills available to charities
- Assess and implement options for measuring and reporting on social value
- Establish the services that are most in demand from homelessness charities and identify their potential for pro bono fulfilment
- Ensure significant strategic programme growth, increasing both scale and impact



Place

- Build knowledge of place-based impact, drawing on industry and charity expertise
- Research, design and test initial place-based criteria and engagement methodologies
- Select at least four key target areas as initial pilot & learn sites

- Test and refine our methodology based on learning from Years 1 and 2.
- Roll out a successful place-based approach across more areas, including all of those where we have regional & national boards



Evidence

- Develop an impact reporting framework to improve insights from our work
- Identify the areas and issues where we can have the most impact
- Support existing youth voice initiatives and programmes to share learning

- Regularly convene our partners to address key issues facing young people
- Support corporate partners to engage policy makers on behalf of young people
- Amplify youth voice work to develop a greater national footprint/profile/impact

# To support achievement of our targets, we will focus internally on the following areas

We recognise that our refreshed strategic direction will require us to grow, upskill and evolve. We will do this via a test and learn approach, continually improving how we work over the next 5 years



## Delivery

- Upskill our people to deliver greater evidence, insights, and impact from our work.
- Improve data collection to measure our own impact and to share insights with others.



## Learning

- Invest in training to provide best practice solutions and new ideas.
- Invest in and support our people to excel in their roles.



## Sustainability

- Understand, report on and reduce our carbon footprint.
- Use our grants programme and the expertise of our corporate supporters to help improve the efficiency and sustainability of the homes we fund.



## Equity, diversity and inclusion

- Elevate and amplify our commitment to ED&I ensuring we become and remain a beacon of inclusivity and positivity for all who work with us.
- Weave our values and the principles of ED&I into every facet of our work and partnerships.



## Governance

- Ensure best in class governance to maintain our accountability and transparency, deepen trust and credibility, underpin our regulatory requirements, and continue to attract and retain partnerships.



## Efficiency

- Ensure overhead expenditure remains within target levels maximising the impact of our funding.
- Invest in technology and AI to drive improved efficiency and decision making.





## LandAid

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

Images are reproduced with the consent of the subjects, either as members of St Basil's Youth Voice programme, or thanks to the Centre for Homelessness Impact's Image Library which is the first free library showcasing realistic and evidence-led images of people experiencing homelessness that seeks to challenge negative representations.

Designed by CREATE - CRT153795B

June 2024