



**hope at
home**



safe homes for survivors of slavery

**STRATEGIC
PLAN
2026 – 2029**

Introduction

A safe home is more than just walls and a roof, it is a space where safety is not only physical but emotional. It means protection from harm, stability in uncertain times, and the freedom to rest without fear. It's a place where you are not judged or watched, where you can cook what you like, sleep without anxiety and live without worrying about being moved suddenly or placed somewhere unsafe. A safe home allows the mind to settle and the body to rest. It is not just a shelter, it is a place where people can begin to feel human again. It is where healing begins, and where people start to find peace, clarity and dignity.

Having a safe home is essential in the journey of recovery and independence. Without it, even the strongest person may struggle to move forward. When there's instability, it's difficult to focus on health, legal matters, or even basic routines. A secure home provides the mental space to make choices, build goals, and begin reconnecting with who you are. It offers a sense of control in a world that has often felt chaotic. For many, it's where they first realise that what they went through was not okay and that they deserve better. In that realisation, people find validation, confidence and the strength to dream again.

Unfortunately, the systems meant to provide safety like the asylum process or the National Referral Mechanism are often lacking.

People are treated more like cases than human beings. There is a lack of communication, long delays and very little emotional support. Survivors are often placed in housing that does not meet their needs, moved without warning or left for months in uncertainty. The trauma they carry is rarely acknowledged, and mental health is largely overlooked. These systems feel cold and rule-based, disconnected from the lived realities of those they are supposed to help. What's missing is compassion, consistency and care for the person, not just their paperwork. What's needed is a system where people find safety, not more suffering.

In contrast, organisations like Hope at Home have made a meaningful difference. They do more than provide a bed, they offer trust, relationship, and a chance to feel like part of a community. Hosts offer kindness, respect and stability. For many, this is the first time they have felt truly welcomed in the UK. It's a space where people are not just surviving, they're rebuilding. Hope at Home creates an environment where people can grow, recover, and begin to believe in a better future. Through this model, people have been able to find safety, belonging and hope.



By Hope at Home's Guest Voices Group*

**A group of guests whose expertise informs Hope at Home's service delivery and design.*

Who are we?

THE NUMBERS

In 2024...

<i>50 million survivors of modern slavery worldwide</i>	<i>23% (4,441) of victims identified in the UK were British Nationals</i>
<i>19,125 potential victims identified in the UK in 2024</i>	<i>5,999 child victims identified in the UK</i>
<i>122,000 survivors estimated in the UK at any one time</i>	<i>\$150 billion profit a year globally</i>
<i>35% re-trafficking rate globally</i>	

WHAT DO WE DO?

At Hope at Home, we believe that no survivor of slavery should ever have to sleep on the streets and our vision and mission are simple.

VISION

Safe homes for all survivors of Modern Slavery.

MISSION

Providing safe homes for survivors of modern slavery by offering a range of innovative accommodation options in collaboration with other organisations.

14,000+ NIGHTS OF SAFE SLEEP

Over the last 8 years we have provided over 14,000+ nights of safety for more than 90+ survivors of modern slavery via our well-trained and supported volunteer hosts. We are now developing a Supported Housing pilot project to increase our capacity and provide different options for survivors.



Our Values

EXCELLENCE

We strive to be professional, honourable and full of integrity in our work.

PERSON-FOCUSED

People are important to us. We will always value the needs of individuals and care for them in a way that seeks to meet those needs.

HONOURING

We will always think the best of others and will be respectful in the way we treat and speak about them, understanding they are valued and bring a unique contribution.

COLLABORATIVE

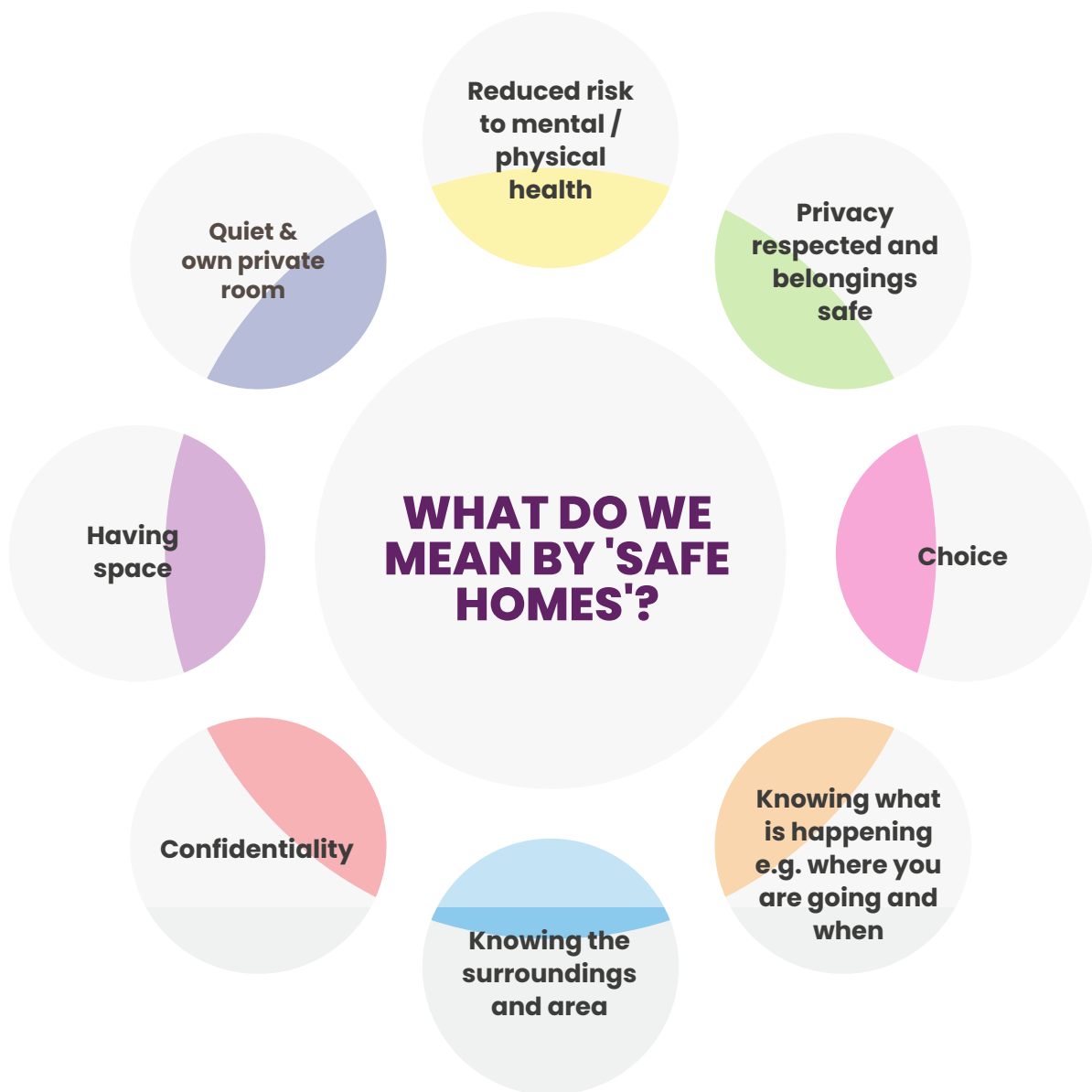
We recognise the benefits of building partnerships with others in order to end human trafficking. Their expertise and input are important to us and we actively seek them out.

AMBITIOUS & PIONEERING

We want to see all survivors of Human Trafficking in the UK offered a safe place to live. We are innovative and will create new solutions until we see our aim achieved.

WHAT DO WE MEAN BY 'SAFE HOMES'?

The feeling of safety is subjective. However, after consulting with our guests they have described a safe home as having some or all of the following components:



"I grew strong. I learned. I am so happy with support from Hope at Home."

Guest Comments

Current UK Accommodation Overview for Survivors

The National Referral Mechanism (NRM) is the UK government's framework for support and identification of potential victims of modern slavery and human trafficking.

Adults identified as potential victims can, with their consent, be entered into the NRM and then will be entitled to access to a wide range of specialist services to meet their individual needs including safehouse accommodation. However, less than 13% of people in the NRM are accommodated in safehouses (as of September 2023, Human Trafficking Foundation 'The Key Issue: Housing for Survivors of Modern Slavery' October 2023 report) and if they are eligible for other forms of accommodation (eg asylum support accommodation or Local Authority housing) it is expected this would be used.

The number of safehouse accommodation spaces is not publicly available however, our data has shown that people within the NRM are still facing homelessness. 53% of our referrals between April 2024 and May 2025 were for people still within the NRM and would potentially be eligible for safehouse accommodation.

Accommodation options at the end of the NRM process are limited and depend on the immigration status of the survivor. Those without the right to remain in the UK are still unable to work or claim any benefits and face a cliff edge in terms of their accommodation and support.

WHAT OUR GUESTS SAY:

"From safe house to host family it was an amazing move. The safehouse was very stressful because everyone is dealing with a lot. Going to a family full of happiness and joy meant the world. It gives you hope that you could be happy again, no matter what you've been through."

Current UK Accommodation Overview for Survivors

Pre-NRM	During NRM	Post NRM
Bakita House (12 spaces, women only)	Safehouse accommodation (no of spaces not publicly available)	Bakhita House (12 spaces, women only)
Ellas (8 spaces, women only, need recourse to public funds)	Bakhita House (12 spaces, women only)	Orchards (2 spaces, women and recourse to public funds only)
West Midlands Anti Slavery Network Safe Place (3 spaces, men only)	Ellas (8 spaces, women only, need recourse to public funds)	Ellas (8 spaces, women only, need recourse to public funds)
The Passage (emergency respite accommodation)	Housing for Women (only for those with recourse to public funds)	Housing for Women (only for those with recourse to public funds)
Asylum Support Accommodation if eligible	Hope at Home hosting (availability of host placements fluctuates)	Hope at Home hosting (availability of host placements fluctuates)
Local Authority housing if eligible	Asylum Support Accommodation if eligible	Asylum Support Accommodation if eligible

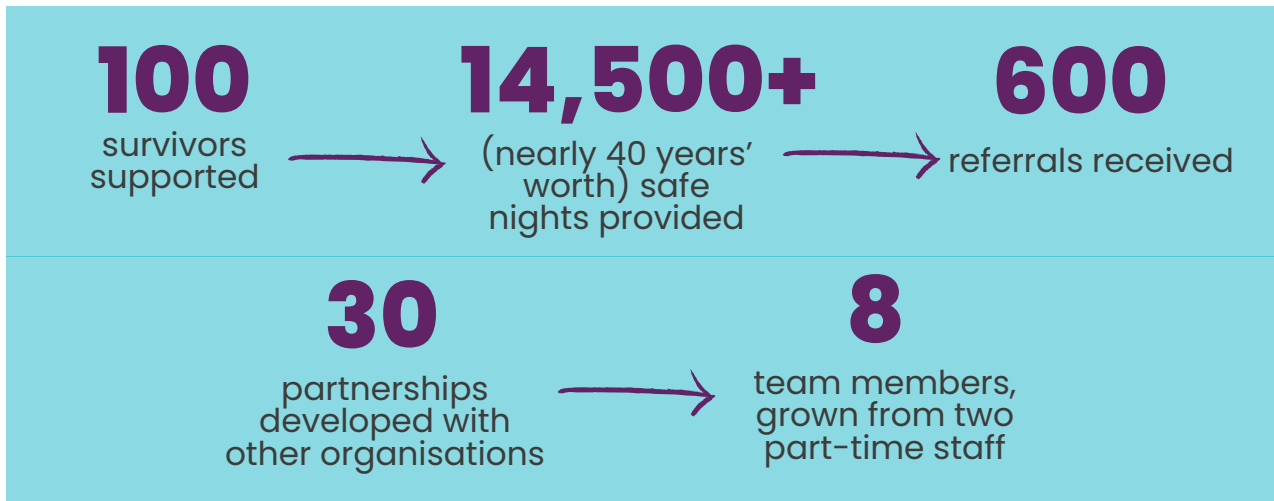
Current UK Accommodation Overview for Survivors

Pre-NRM	During NRM	Post NRM
	Local Authority housing if eligible	Local Authority housing if eligible
		Solace Women's Aid Amari Project (9 spaces, women only, need recourse to public funds)
Friends/Family	Friends/Family	Friends/Family

It is also important to note that not all options are suitable or appropriate for some survivors.

Looking Back

Since we welcomed our first guest in June 2018, we have:



Figures correct as of September 2025

THE IMPACT OF A SAFE HOME

When Sirma* first arrived with her hosts, she was quiet, fearful and still carrying the weight of exploitation. On her first day, she looked out at the countryside and whispered, "I love it here." Since then, she has slowly begun to rebuild her life, from learning English with her host every day, to signing up at the local library and even overcoming her fear of dogs.

Now, Sirma says she feels safe for the first time in years. She has joined the gym, learned to sew, applied for a diploma course and even left flowers on the table to thank her host for their kindness. Her words say it all.



SIRMA* SAID:

"I am so different to how I was when I first arrived. I am so much more confident now."

Looking Forwards

Our Key Strategic Themes for 2026 – 2029 are:



1. SAFE HOMES

Why are safe homes needed?

'The ache for home lives in all of us, the safe place where we can go as we are and not be questioned.' Maya Angelou

Preventing Re-trafficking: The Project Tili Report by Crisis (2021) states that "Housing and homelessness are central to modern slavery: all people who are exploited are put at risk of homelessness and everyone who is homeless is at risk of exploitation." Whilst there are no official UK figures for re-trafficking, anecdotal evidence suggests that people facing homelessness are more vulnerable to being trafficked and global figures show that 33% of survivors of trafficking are re-trafficked. A recent Freedom of Information (FOI) request by 'After Exploitation' has revealed that around 20% of survivors in the UK enter the NRM more than once, indicating the potential for re-trafficking. A safe and stable home prevents re-trafficking and allows people the opportunity to rebuild their lives.

FRANCISCO'S STORY:

After facing rough sleeping, Francisco* moved in with his Hope at Home hosts and quickly began to rebuild his life. In just six weeks he secured a good job, started saving for his own place, and enjoyed sharing meals, runs in the park and even gardening with his hosts. Now happily settled in his own flat, Francisco says, "Without my hosts, things would probably be very different. They taught me new things, gave me advice and welcomed me like family. I give them 10 stars!"



Looking Forwards

Our Key Strategic Themes for 2026 – 2029 are:

1. SAFE HOMES

Lack of Provision:

The number of modern slavery survivors needing safe accommodation is increasing but housing provision not increasing in line with the demand.

The Salvation Army's Modern Slavery Victim Care Contract (MSVCC) annual report 2023-2024 identified the following move on destinations for the 3,634 (an increase from 2,787 in 2022-2023) people exiting from MSVCC support:

- 1134 – staying with family / friends
- 879 – asylum support accommodation
- 723 – private accommodation
- 427 – Local Authority accommodation
- 151 – deemed missing person
- 108 – in hospital, prison or had died
- 100 – no accommodation secured
- 58 – returned to country of origin
- 43 – moved into other charity accommodation
- 11 – moved abroad

Other than those who were settled into private or Local authority accommodation, all other forms of accommodation are potentially unstable and short term which suggests that for people exiting the NRM, a high risk of homelessness exists.

Lack of Choice:

Within the NRM and asylum accommodation systems, people have no choice but to accept the accommodation offered to them and are often forced to relocate to a completely different town or city leaving their support networks behind and starting afresh. Our “Where will I live?” report (Nottingham Rights Lab 2022) reported that choices in accommodation options increase feelings of safety and autonomy.

GUESTS ON CHOICE:

“When it came to Hope at Home, I got to choose a part of England that I wanted to live in. I didn't specifically get the same city, but it was close enough.”

Looking Forwards

Our Key Strategic Themes for 2026 – 2029 are:

1. SAFE HOMES

Essential support:

The Modern Slavery Core Outcomes Set (MSCOS), developed by King's College London, Survivor Alliance, University of Nottingham Rights Lab, University of East London, and the Helen Bamber Foundation, outlines essential outcomes that should serve as a minimum standard for interventions aimed at adult survivor recovery and reintegration. It also offers a framework for the design, evaluation, and policy development of related services.

The MSCOS comprises seven core outcomes:

- Secure and suitable housing
- Long-term, consistent support
- Finding purpose in life and self-actualisation
- Safety from any trafficker or other abuser
- Access to medical treatment
- Access to education
- Trauma-informed services

Currently, long-term, consistent support is not accessible to all survivors, as it depends on factors such as immigration status, nationality, location, and whether or not they have agreed to enter the NRM. Safe, stable accommodation and the right kind of support are intrinsically linked as the Housing First model has evidenced ('More Than A Roof' report Homelesslink January 2024 [Exploring holistic Housing First outcomes full report.pdf](#)) To meet the MSCOS minimum standards and ensure recovery and reintegration for survivors, it is crucial that this support is both available and consistent for everyone in need.

HOW WILL WE DO THIS?

1 – Develop and pilot a 3 year housing project for survivors of modern slavery to include support to progress to independent living and evidencing the model is scalable and sustainable.

2 – Continue the hosting project by increasing the number of well-resourced hosts and guest placements and ensuring guests are supported to move on positively.

3 – Develop and deliver guest support and advocacy, particularly to navigate transitions where support gaps are more likely.

Looking Forwards

Our Key Strategic Themes for 2026 – 2029 are:

2. STRONG VOICE

Why is our strong voice needed?

“Keep doing what you are doing; accommodating and listening to people. A lot of people ignore us but you raise the voice of victims so that the public know the reality of what happens.” Guest Voices Group member

“I'd love to see Hope at Home sharing what they do more widely as I think so few people know about the situations faced by their guests – more media, speaking events etc.” Partner organisation

Raising awareness:

The issues surrounding modern slavery and human trafficking are still not mainstream, often being conflated with immigration. Using our voice to raise awareness will not only support our mission and vision but will also join the other voices in the anti-trafficking sector to improve the general public's perception of modern slavery and identification of those at risk.

Using our data:

As the only national hosting scheme specifically designed for survivors of modern slavery in the UK, we have unique data which can be used to influence wider systems such as the suitability of accommodation provision for survivors.

Lived experience leadership:

Whilst progress has been made in the anti-trafficking sector to promote lived experience inclusion and leadership, we recognise there is still a long way to go. Having established a Guest Voices Group in 2024 and benefitted from their expertise in developing strategy, host training, guest support and our supported housing pilot, we believe that it is crucial to continue and grow this work, embedding lived experience expertise in both our own organisation and the wider sector.

HOW WILL WE DO THIS?

- 1 – Continue to develop Guest Voices Group including offering opportunities for group members to participate in wider systemic change.
- 2 – Continue to work in partnership with other organisations to amplify the voice of survivors
- 3 – Increase our public profile to raise awareness of the issues surrounding MSHT and our work in providing safe homes for survivors
- 4 – Increase inclusion of lived experience expertise at all levels of Hope at Home.

Strategy Map

Foundations

Hope at Home's foundations and core values.

OUR VISION

Safe homes for all survivors of modern slavery.

OUR MISSION

Providing safe homes for survivors of modern slavery by offering a range of innovative accommodation options in collaboration with other organisations.

OUR CORE VALUES

Excellence
Person focussed
Honouring
Collaborative
Ambitious & pioneering

Key challenges

- Hostile environment – Acts / Bills / Practice.
- New Home Office Contract for Survivors
- Modern Slavery Act review and NRM implications / changes.
- Changes to client group within NRM

Key themes

The key themes of Hope at Home's operations.

Safe homes



Strong voice

Activities

Hope at Home's key activities.

Safe Homes:

- 1 Develop and pilot a 3-year housing project for survivors of modern slavery to include support to progress to independent living and evidencing the model is scalable and sustainable.
- 2 Continue the hosting project by increasing the number of well-resourced hosts and guest placements and ensuring guests are supported to move on positively.
- 3 Develop and deliver guest support and advocacy, particularly to navigate transitions where support gaps are more likely.

Strong Voice:

- 1 Continue to develop Guest Voices Group including offering opportunities for group members to participate in wider systemic change.
- 2 Continue to work in partnership with other organisations to amplify the voice of survivors
- 3 Increase our public profile to raise awareness of the issues surrounding MSHT and our work in providing safe homes for survivors
- 4 Increase inclusion of lived experience expertise at all levels of Hope at Home.

Strategic enablers

Supporting our strategy.

People

In order to ensure we have the skills and resource needed to achieve our strategic ambition we will continue to invest in the development of existing staff and recruit new skillsets into the organisation. Development of the Directors and Senior Leadership team (internal infrastructure) and the Board.

Partnership

Working in partnership is essential if we are to achieve the step change required to ensure that no survivor is without a safe home. We will continue to strengthen relations with existing partners and forge links with those partners who will help achieve our strategic mission.

Funding

We will diversify voluntary and earned income streams and achieve sustainable sources of income that provide the financial confidence needed to achieve our goals.



GLOSSARY OF TERMS

NRM: National Referral Mechanism – The UK's framework for identifying and supporting survivors of modern slavery. It is the mechanism for ensuring that consenting adult survivors receive the necessary support and assistance in the period immediately after their identification.

Partnership: Hope at Home would work in conjunction with another organisation in order to achieve an agreed aim.

JOIN US:

We would like to see a society where survivors are not just free from exploitation but also free to make choices about where they will live and the next stages of their journey in life.

If you would like to be part of this journey with us and help provide safe homes for survivors of Modern Slavery please get in touch at jared@hopeathome.org.uk or on **07877 447 341**