

MOVING FORWARD TOGETHER



**Strategy to 2025
(and beyond)**

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Board of Trustees

Hello everybody.

It has been a difficult couple of years for everybody in social care since COVID struck the nation and the world, and the pressures across social care especially have been acute and often headline news.

We want to start off our message here by saying thank you and acknowledging the hard work, and profound effort everyone across the Fircroft Trust has shown during this time.

From our amazing team members, management team, and back-office colleagues, the people we support, families and friends, and of course other professionals and organisations who support us, it has truly been amazing seeing everyone adapt and continue to support each other during such adverse times.

As we navigate forward out of this period, and “learn to live” with COVID, we are solidly looking forward as a Trust, with high aspirations and aims to continue moving the Trust forward, and positively impact the lives of the people we support, colleagues, families/friends and professionals, and our local communities.

We are proud to present our strategy, “**Moving Forward Together**”, which at its core simply upholds the values and practices we have always tried to demonstrate. Excellent person-centred support, real ownership for the people who are supported by us, and a positive impact on their lives.



Board of Trustees - cont/d...



Our shared values, which we aspire to in all we do. Anticipating the future and acting proactively, so we can put ourselves in the best place possible locally to meet the needs of people who may need our services, and of course, those who fund/commission these services. Our team members in all roles across the organisation, who – without which – we simply wouldn't be able to operate, and who work hard every day so that others may have better lives.

The strategy simply sets our aspirations out in a “blue sky thinking” way, so that we can then develop some real and measurable targets against each of them, which we will work to deliver in partnership with all of our stakeholders, over the coming years. This will not only hold us to account but push us beyond our comfort zones as we evolve together in the future.

We do not always get things right, no organisation does, but we are absolutely committed to learning along the way so we can continue to make the Fircroft Trust the best it can be, and something we can all continue to be rightly proud of.

We are committed to having all of our stakeholders with us on this journey, not just in terms of “feedback”, but in terms of actual engagement and participation, so that everyone has the opportunity to influence and take part in how we move forward, in an aligned, positive, and unified way.

A big thank you to everyone who has already supported us in making and progressing this strategy to the point it is now, and we look forward to continuing our journey together to 2025 and beyond.



Introduction from our CEO



I have personally found the last 2 years of being CEO of The Fircroft Trust, the most difficult of my professional career. This has not just been due to the pandemic, and the obvious challenges that such a huge impact on our day-to-day lives has had, but also in relation to the last CQC inspection outcome, our recent re-registration of the services, and also the workforce challenges faced in the sector, which I think must cause anxieties to anybody who leads organisations they care so much about.

We have however faced every challenge, and been resilient. Our team members, people we support, and other stakeholders who support and work with us have not only just made it through COVID, but done so in a manner where our practice and principles have remained at the forefront of what we do.

The ability to maintain relative normality at a time when not much remained normal, was simply inspirational. In relation to our CQC inspection outcome, and re-registration, we have worked with the Royal Borough of Kingston, and CQC counterparts, and have clearly made improvements to how we operate and continue to commit and work towards further improvements – and in relation to the re-registration, we are very happy that this is all now through.

In relation to the workforce challenges, we have managed to recognise our team members and have delivered a salary increase over this period, and we will continue by looking at how we can enhance the offer, training and experience for colleagues across the business as we not only look to retain existing colleagues but attract new talent into the organisation.

Introduction from our CEO - cont/d...

I welcome the Secretary of State for Health and Social Care's recent reforms around the levy and market sustainability, in essence aiming to get more income to social care providers in order to help sustainability, and improve pay and standards in the sector. My hopes are that providers will pass on the majority of any additional funds received onto team members in their own organisations, and also that there is a realisation from providers that funding is not the sole answer, but also that it falls on us as professionals to support people towards as much choice and control, and improved quality of life, as possible, so many people can work towards partial or full independence in their lives. This is fundamental, as by improving quality of life for people, and giving people as much ownership as individually possible over their lives and decisions, is not only the right ethical and professional stance to take, but also reduce the future need on social care (and health) services.



At its heart, this strategy is all about how we can help people have maximised choice and control in their lives, how we can continue supporting people to have great lives, and make the fantastic services we have now even better in the future. That is as simple as it is for me, and by always keeping the experience and quality of life of the people we support at the centre of what we do, and of course ensuring our team members are supported, challenged, and have opportunities to develop, we will not go far wrong.

This strategy has been produced with you, for you, and we are so grateful to the input so many of you have had in making this a reality. By giving your time and feedback, the initial document has changed remarkably into the final one sitting before you today, not only have you inputted into it, you have helped shape the way we will move forward together.

Thank you to everyone who has helped shape where we are today, and who will continue to help us shape it into the future.

Lawrence - who passed away during the development of this strategy. He was very much loved by our charity and his family have kindly given their permission for us to use this picture.

Moving Forward Together

Navigating the Changing Landscape



Navigating the Changing Landscape

July 2022

Moving Forward Together

The landscape of Health and Social Care has, and is, changing dramatically. From the challenges in relation to the growing funding “gap”, recruitment and retention across the sector of valued and dedicated team members, and COVID, to name but a few, are the challenges that we, and our counterparts in the sector, have to face daily.

Across the sector, there has been huge impetus to bring together health and social care funding, however true joint working and aligned services are still a postcode lottery for many.

People are living longer lives, and with more health conditions than ever before, which increases the future need for services whilst recruitment across the sector remains a huge need with large shortfalls across health and social care.

The health inequalities that many people we support face, people with learning disabilities, mental health, and Autism, continue to be adversely impacted in comparison to the wider population. There are however fantastic opportunities that come with challenge, and we have seen our amazing team members continuing to support individuals in living their lives despite the challenges that have affected each one of us in one way or another.

Navigating the Changing Landscape

July 2022

Moving Forward Together

The resilience and hard work from everyone is a solid foundation stone we have within The Fircroft Trust, that puts us on an excellent footing as we move towards the future.

We have fantastic facilities and services that already support people with learning disabilities – at our Firs Court, Chessington services, or mental health support needs – at our wellbeing hub in Surbiton. In addition, we support people to access various external resources and have built effective links with many key partners also. This helps us to continue delivering and evolving our services, building strategic links, and enhancing our local offer, as we move into the future.

As we build together forward, we will be working in co-production more than ever before. We want the voices of the people we support, team members, and all of our stakeholders, to have a real say in how we evolve as we continue on our journey.

Whilst this is a strategy for taking us to 2025, the ethos and changes we make now will continue and be part of our DNA long after that.

Our values of Respect, Transparency, Support, Trust, and Empathy align us as people, and help us navigate the challenges we face in true partnership and collaboration.

The strategic aims, and how we **“Move Forward Together”** will set out how we will approach the future together, and how you will have a real voice in shaping this roadmap.

What Drives Us

Moving Forward Together



Our **vision** is simple. We want to be **“Improving the quality of life for everyone”**

Our **mission** is that we want to support people with mental health, or learning disabilities, to live full and inclusive lives, not just by living within their communities, but taking an active and inclusive part in shaping what is meaningful to them.

Person Centred Culture

Every person should be seen as a person first. A person is not their disability. Our ethos is to support each person to live a great quality of life. This looks different for everybody. We understand what is important to people, and support them to take as much choice and control over their lives as possible.

Everybody has a voice, and moving forward we want to ensure that voice is heard louder and more meaningfully than ever before, and that each person can be supported to be as independent as possible.

Values

Our values resonate through everything that we do. They are not simply words that we say, but the ethos that is central to doing what we do.

Respect – We respect everyone as equals. We celebrate our differences, but treat everyone with the same respect.

Transparency – We are open and honest in what we do. We believe that honesty and integrity are vital in building trust.

Support – We support each other. We care for one another. We believe that supporting each other is how we thrive.

Trust – We trust each other to do the right thing, and support the people we support to live happy and empowering lives.

Empathy – We appreciate and care for each other, and understand everybody has their own story.



Moving Forward Together: Strategy to 2025 (and beyond)

Strategy to 2025 (and beyond)

July 2022

Moving Forward Together

In setting the strategy for the future, we are saying what we will be focusing on developing in the coming years. It is important that this is not seen as a journey to 2025, but one that will lay the foundation for the future, **“to 2025 and beyond”**.

The core elements of strategy as set out below are not fads or temporary aspirations, they are long-term commitments that are integral to becoming all we can be as a Trust and clearly sets out our intentions and ambitions as we move into the future.

Quality of Life

“

We will continue to work on tangibly improving the quality of life for each person we support. Improving quality of life is the cornerstone to a Positive Behavioural Support (PBS) ethos and culture, and we will continue to support people, improve their quality of life, and promote positive risk to ensure that each person has as much individual choice and control as possible, and opportunity to maximise their independence.

”

#1 - Improving Lives

What will this look like...?

- Being able to tangibly demonstrate increases in quality of life, meeting outcomes, and demonstrate – where possible – reductions in support as sustainable independence is achieved.
- Investment in ongoing training and development in Positive Behaviour Support (PBS), and Person Centred Active Support (PCAS) for our team members.
- Ensuring choice and control are embedded in how we support people every day, and evidencing this.
- Promoting a positive risk culture, so opportunities to people are opened up rather than shut down, and demonstrably managing risk in a dynamic and effective way.
- Development of new services and new service types, to extend our reach for people in Surrey, and grow our services and revenue – allowing us to invest more in services, benefitting the people we support, team members, families/friends of the trust, and our wider community.

Tackling health inequalities and promoting wellbeing

We will continue to promote and support healthy lifestyles, from supporting people to access good nutrition and fulfil their spiritual needs, to exercising the mind and the body. We will work to promote wellbeing to the people we support, and team members, so that we can support people towards better physical and emotional wellbeing. We will work effectively with our communities and stakeholders, to advocate for, and push the agenda of, the people we support, to facilitate better health outcomes.

Tackling health inequalities and promoting wellbeing

July 2022

What will this look like?

- Using a Person Centred Active Support (PCAS) methodology, we will promote and demonstrably facilitate healthier lifestyles.
- We will continue to build and grow effective local networks, to enable greater engagement in healthy lifestyles, and meaningful and sustainable relationships with local communities.
- We will continue to work with internal and external stakeholders, to advocate for and promote initiatives that directly impact the health and wellbeing outcomes of people with learning disabilities and/or mental health locally – this includes the development of a new wellbeing hub for people who need support with their mental health.

Tom's story in his own words...

"I was born in 1962 and grew up in Clapham Junction, and had a happy childhood. I moved to Ireland when I was 15 and got a job in glazing. I enjoyed the job and progressed over time. I eventually came back to the UK and got a job in building. During this time I also worked for both Vivienne Westwood and Malcolm McLaren. I wasn't a very nice person at the time, and drank quite a lot, but I decided one day to just stop drinking, and I did – just like that.

This was also the period that I had my accident. I don't know exactly what happened, just that I got a bang to the head. I was arrested at the time, I think because I was acting strangely due to the head injury. I was taken to hospital by the police and operated on immediately. When I left hospital I needed to start afresh.

I lived in a place in Crowborough, that was OK, but one of the staff wasn't very nice to me, and I would argue with her. I lived there for 12 years, and then moved to Epsom where I was for 5 years before wanting to move, as I felt I had been there too long, and the place wasn't helping me. This is when I moved to Firs Court.

The people here treat me very well, they treat me as an equal, which is good, not to be "pointed out", I'm just treated as a normal person. I am very happy here, and the staff have a great sense of humour. There are still things I cannot do, as my left hand side is impacted from my injury. I am independent though, and go out on my own to do the things I want, and travel into London on my own also. I work as a volunteer in a charity shop which I enjoy. I also go to Man Shed, and other places, and have a nice balance in my life. I am not fully there yet, but I'm not far off.

I have 3 children, and I feel very fortunate to have a great relationship with them. I also have 7 grandchildren. I also support Celtic FC, and love to talk about sports."



Meeting the needs of the future

We will grow and adapt by listening to our key stakeholders. The people we support. Their families and loved ones. Our team members. Our external partners, like local authorities who commission and work with us, and the Care Quality Commission who regulate us. We will listen to what it is people want and need, and work to be as agile as possible in delivering what we are told in a truly person-centred way.

What will this look like?

- Understanding where, how and when different stakeholders would like to be engaged, and what would be effective for them, so we can encourage people to meaningfully input and give feedback that will directly shape the future direction of The Fircroft Trust.
- Holding regular stakeholder forums with those who truly matter to us, and listening to what is working and what needs work.
- Publishing “you said, we did” documents, detailing what we heard, and what we did to enable the change our stakeholders wanted to see.
- Understanding the future commissioning intent from our local authority partners, and developing and delivering new and existing services in a way that further meets the needs of current people who access our services, and meets the future needs of the local population.

Demonstrating Return on Investment

We will demonstrably show the positive impact of our support and services to our stakeholders. We will work to enable people to be as challenged, happy, and independent as possible, and support people, over time, to live more independently where possible. Our aim is to support people towards a life of choice and control, with just enough support, which increases their quality of life, and also offers possible future cost reduction and/or cost avoidance to those who commission our services.

What will this look like?

- Demonstrable evidence of people being supported toward sustainable independence in their own homes and local communities.
- Evidence of improved outcomes for individuals, and associated cost avoidance and/or cost reduction in packages of support.
- Training and development, enabling a healthy appetite for positive risk, and a culture of Positive Behavioural Support, and Person Centred Active Support, enabling our team members to support people towards independence in a person-centred, meaningful, and outcome focussed way
- Recognition from our regulators, and commissioning partners, by way of improved CQC ratings and an ambition to achieve “Outstanding” in all areas of regulated work we do, and ongoing positive contract monitoring.

Adapting to ever-changing needs

We will continue to work closely with, and further increase our engagement with our key stakeholders – the people we support – and where appropriate their families, and our social work and commissioning partners – to review and adapt our services over time to meet the needs of the people we support who live there, and to support the changing needs of the local community who access services.

By having dialogue with those who use services, and others who commission services, we will work to change where necessary to meet the needs of the local population and system, whilst at heart always being focussed on ensuring we are person-centred and supporting people to live the lives they choose, on their terms.

What will this look like?

- Ongoing engagement events with people we support, and families, where we will encourage discussion about any changes the people we support would like to see in where they live, their support, and their levels of choice and control.
- Continued strategic interface with commissioning authorities, and our regulators, to understand the future commissioning intent locally, and where appropriate, adapting the services to meet the changing local system needs, and national agendas.
- Continuing to strengthen our specialist knowledge and service offers in our separate Mental Health focussed services, and Learning Disability, and Autism focussed services (they are delivered on geographically separated sites), to achieve improved outcomes for the different people who access our services.
- Investment in services, to enhance our facilities and offer to the people we support. We will demonstrate investment in various areas, from promoting and increasing our **“Man-shed”** support services, to co-designing more communal spaces in our services, like sensory spaces, to enhance the experience for people we support with sensory and communication support needs.

We support people

There is a difference between care and support. We promote and advocate for a “support” focussed ethos rather than a “care” focussed one, where we encourage, support, facilitate and enable people to take steps, where possible, towards independence.

Of course, we care about people, but we meaningfully try and support people to be as involved in their everyday lives, activities, and decisions, as possible. This can look different for every person, but ultimately it begins with how we approach supporting people. We will work with each person to understand what is important to them, what is really meaningful to them in their lives, and support them on their journey. By encouraging a “constructional approach”, we will work with people to build their skills and confidence, so each person can move towards some level of further independence in their lives.

What will this look like?

- Train and coach team members in Positive Behaviour Support, and Person Centred Active Support methodologies, to enable them to continue supporting people towards what is meaningful to them as individuals.
- People will, demonstrably over time, gain independence in areas of their lives where possible, so that they can maximise the choice and control they have over their everyday lives.
- Continuing to ensure that any new potential people who want to live in our services, and the people who live within our services, are matched – to help ensure people are happy, living with others that they feel comfortable with and that they have choice and control within this process. We will continue to review and look at new ways we can ensure people we support have maximised choice and control in this area.
- People We Support feel happier, and more engaged, and this will be apparent in improved and sustainable outcomes and independence, and monitoring of annual feedback surveys.

What will this look like?

- Team members feel a greater sense of fulfilment and job satisfaction, as we can demonstrably support people towards outcomes, and these improvements are demonstrated in ongoing staff surveys.
- We will be able to demonstrably show improvements in continuity and consistency of specialist support, using methods like period service reviews – these methods will be able to tangibly demonstrate how people are supported in a variety of areas.
- With improving outcomes for people and job fulfilment, we believe there will be a positive impact on staff retention figures.
- Ongoing independent service audits will take place, which will focus on quality and practice within the services, and be used by The Fircroft Trust to review quality and practice throughout the services, and pro-actively make any quality improvements (as needed). As this process is put into place over time, we will also work to ensure that “experts by experience” are part of this process to ensure that the voice of people we support, and family members, are embedded in how we review and audit our services.

Delphi's story, in her own words...

"I was born in Berrylands, Surbiton. I have 1 sister, and we lived with Mum and Dad. I liked living there. I had a kind Mum and Dad, we had happy times there. We had good holidays together and a happy life together. Now I see my sister about every 2 weeks and go out with the dog, Mindy, for a walk, and out for lunch. I go and stay with my sister at Easter and Christmas.

When I was unwell, mentally ill, I went to Long Grove hospital, and another time I went to Kingston hospital. My Mum, Dad and sister came to visit me. When I came home I had CPN (Community Psychiatric Nurse) nurses come and visit me to give me medication. They were good nurses and helpful.

I moved to Draycott Road when my Dad died in 2009. I lived there for 3 years. It was alright but I liked it better at Fircroft where I moved in 2012. Sometimes they have parties in the garden. I lived at Cherry House with Colin. I get on well with Colin. My keyworker is Vanessa. Vanessa is very helpful.

I like doing word and jigsaw puzzles, playing scrabble, walking, swimming, and drawing. I go to Epsom and Kingston on my own on the bus. Mondays I go to Kingsmill where we do keep fit, games, and I meet my friends. I go to the lunch club at the British Legion. I sometimes go out for a curry with my friend Jackie. Also, sometimes I go with my friends from Fircroft to the Coronation Hall (pub) in Surbiton for a meal. I also go to an arts and crafts class on a Friday.

I also go to Highway club on a Wednesday with Fircroft. We play games and talk about God. I sometimes go 10 pin bowling with Hestia. I sometimes go with my friends to the cinema, and go to Kingston for shopping and sometimes for lunch. The staff are very kind and helpful at Kingsmill, and at Fircroft.

I would like to learn to go on a train on my own. I would like to do a drawing class, learning to draw better. I hope to stay at Fircroft for the rest of my life and be very happy."



Continuing to act with honesty, integrity and openness to challenge

How we are governed, the rules we work by, and how we conduct ourselves, really show who we are as a Trust. This is what we call our governance. It is how we manage ourselves to ensure we are acting in the right way, meeting the requirements we have to meet, and really instilling the values we hold dear as an organisation, whose aspiration is always to support people to have the best quality of life possible.

The oversight of the business also is important, in how we are run, and challenging ourselves to be better, consistently learn and improve, and ensure that those key stakeholders who are the heart of what we do, have a real and active role in shaping and nurturing The Fircroft Trust to become all it can be as we move into the future together. Ensuring sound governance remains at the heart of how we operate, will continue to be vitally important for us as we move forward. We want the people we support at the Fircroft Trust to be at the centre of how we are influenced and develop.

What will this look like?

- Continued and new different and effective modes of communication and feedback will be established, focusing on feedback loops and learning, to enable us to keep up the great things and address things that are not working so well.
- Ongoing and regular engagement forums, each concentrating on key themes, will allow a variety of rich feedback from our various stakeholders, and will directly and demonstrably influence the future of the Trust, and ensure that any change is meaningful and centred around the aspirations of our stakeholders and the Trust in co-production.
- We will engage with stakeholders around preferred communication methods for participating in events, literature and communications, and for any ideas for innovative solutions to facilitate better levels of engagement, so over time, we can have a variety of approaches which are not only highly impactful, but meet the varying needs of different stakeholders and how they may like to participate.
- Reviewing and adapting the interface between Trustees, management, and our key stakeholders, to ensure that we remain visible, active, and open to challenge, and develop how we work as partners, to ensure we can effectively and meaningfully deliver a future that is aspirational, meets the changing needs of the people we support and the local communities and authorities we serve, and at its core is driven by our shared values as a group of people.

What will this look like?

- Continued training and development, and ongoing skills development to enable people to support others well, and progress when opportunities arise should they want to.
- Looking at how we can enhance our team member offer – we already pay a good comparative salary to colleagues – have our pension scheme – and an additional leave day for every 3 years of service, however, we will be looking at how we can further enhance this offer to colleagues in coming years so we can attract the best talent for our services.
- Reviewing the induction process to ensure it is as engaging, meaningful, and impactful for new team members as possible, embedding our core values throughout everything we do, and driving positive skill development and behaviour change to facilitate the best support possible for people who access our services.
- Looking at how we can increase potential for innovation and ownership of different projects and ideas, from team members across the Fircroft Trust. As well as an excellent opportunity for CPD to learn new skills and grow as individuals, innovation will be focused on enabling team members to take positive risk, and break down any siloed working practices.
- Developing our volunteering offer, so members of our local community can support us more actively, and also so we can support further access to work for people who use our services. Volunteers are an important part of The Fircroft Trust family, and through investment and development, we look to enhance this offer.

Moving forward on our digital journey

The digital infrastructure that supports The Fircroft Trust team members – and the people we support, is vitally important. As we move forward there will be further investment in systems to support what we do. Some of this will enable greater ease of access to key systems, allowing our teams to spend more time supporting people, and less time in duplicating paperwork.

Moving in future to digitised support planning, and outcome focussed computer systems, which will provide clear and tangible evidence of the impact we have in supporting people towards a greater quality of life, and – where possible – greater independence, and aid the people we support and our operational colleagues to track actions and outcomes, leading to greater continuity of support and outcome focussed practice than ever before.

Moving forward on our digital journey - cont/d...

We will also promote, where appropriate, adaptive and assistive technology to support sustainable independence, and work to develop systems that connect the people we support with those that they love, in a number of different ways.

What will this look like?

- Implementing new systems, like Sharepoint, with effective document control, to ensure that colleagues and people we support have appropriate, proportionate, and expedient access to the information they need, and like MYO, enabling people we support to have choice and control around engagement with their loved ones, as well as much more.
- Developing and implementing a co-produced digital support planning system, enabling the most up-to-date information to be available to the people we support and their teams, and ensuring the most relevant information – and no more – is up to date and available when needed.
- We will work with our strategic partners and local systems to facilitate and promote assistive and adaptive technology, where appropriate, so that people we support can move achieve as much independence as individually possible, and ensure that people retain access to the support systems they need to aid sustainable and positive increased independence.

What will this look like?

- Co-produce and develop systems to aid different kinds of contact with loved ones, all of which access will be at the discretion of each person we support. This will range from further supporting any virtual contact sessions, exploring metaverse and VR style interactions as the technology develops, and also having interfaces where the people we support can share the content they choose with selected others, so loved ones and friends can check in and see how the person is doing when they're not in direct contact.
- Looking at future tech on the move/mobile solution options, which will support faster, easier, and more accessible working for our colleagues across the business, as well as enabling us to expedite how we respond, update and maintain our digital records and infrastructure as it develops across the Trust.

Giving back to local communities

Being a part of the community is an integral part of The Fircroft Trust. For the people we support, it means being a meaningful part of their community, and building sustainable, meaningful, and long-term relationships.

As a Charity, it allows us to work with our partners and counterparts to enhance the local offer, and work in a more seamless way – and it allows us to continue the rich legacy we have of being in and giving back to our local community. This is something we will continue, and always look to enhance, so everyone can benefit.

What will this look like?

- The people we support are integrated into the community far and wide, and there is a demonstrable increase in community participation and partnerships, helping us and others deliver far better outcomes for those we support, the local population, and partners who purchase local services.
- We will increase the public profile of The Fircroft Trust, and as such look to develop and increase our fundraising capabilities. All of this will be with an intent to reinvest increased revenue into services that benefit people we support, families and friends, local communities, and our strategic partners, and offer outstanding social value.

Targeting Carbon Neutral

Contributing towards the future of the planet, no matter how big or small, is something we believe in. Moving forward, we will learn and adapt as an organisation, to position ourselves towards a more sustainable and carbon neutral future.

We are not totally sure how this will look for us yet, however, we are committed to monitoring our carbon footprint, and actively working to mitigate and offset it over time. Our ambition is to cut our carbon footprint by half by 2025, and be carbon neutral by 2030.

This means that we will reduce our carbon footprint where we can, and offset what we cannot by supporting and increasing initiatives that are positive and sustainable for the environment.

What will this look like?

- We will measure our carbon footprint, monitor our ongoing usage of carbon, and actively promote practices within The Fircroft Trust to mitigate and/or offset carbon.
- We will be able to show reductions in our carbon footprint over time.

**How this
Strategy was
delivered**

Moving Forward Together



How this Strategy was delivered

July 2022

Moving Forward Together

"If you want to go fast, go alone. If you want to go far, go together"

(African proverb)

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We want to say a huge thank you to everybody who contributed to, and shaped this strategy. The people we support, family members, our team members, management and board, as well as a selection of external stakeholders, have had the opportunity to comment on and shape this finalised strategy document.

We appreciate everyone's time and effort in supporting us to do this, and look forward to continued co-production over the coming years, as we move into the future.

We will not always get things right, but we will always do the right thing, and that is being dedicated to delivering truly meaningful and person-centred services, supporting people towards independence, and being a Charity that we can continue to be very proud of being a part of, in whatever guise.

