

Double-Sided Strategic Plan (2021-26)

Our Strategic Plan: 2021- 2026

ASPIRATION: To be the best social care provider in Scotland by fulfilling our “How can I help?” commitment to personalised service delivery whereby every person regardless of ability, health and social status is enabled to live their best life		
Our Goals	Strategies	Dashboard Measures
<ul style="list-style-type: none"> By 1 April 2026 Each service will achieve Care Inspectorate grades of 6 in graded themes of Quality of Care Baseline Quality of life scoring obtained in 2021 will increase on an annual basis by 2% At any given point, Pulse surveys will demonstrate High Satisfaction among 95% of people who use our services 85% of customers in our geographical areas will rate us as a top provider and their provider of choice 80% of social care customers will recognise our brand values in Glasgow and operating/ surrounding. Benchmarked top 3% employer in the Scottish Third Sector TMF will be a Disability Confident Leader R4E 5 star will be achieved Membership in key policy and collegiate best practice groups: 	Personalisation of care and support	<ul style="list-style-type: none"> Minimum Grades of 5 across services in graded themes with grades of 6 for quality-of-care A fully integrated system of person-centred practice that draws from McCormack’s Person-centred framework; with an established set of person-centred thinking tools subject to review and refinement will operate across the organisation Full deployment of our revised organisational Participation & Involvement Strategy and toolkit enables lived experience groups to take a lead role in facilitation of participation activities & strategies across our regions with minimum input from paid staff. Participation forums will contribute to the organisation’s Care to Excel Excellence EFQM plan Support Me Support You Interactive Processes will be fully integrated to ensure each person using our non-residential care services is supported to make informed decisions around the 4 SDS options. 30% of people in our community, housing support and care at home services will be supported to increased autonomy through access to option 2 (http://supportmesupportyou.org/search-guidance/option-2/interactive-process-tool/)
	Development and maintenance of a Compassionate & Skilled Workforce	<ul style="list-style-type: none"> PULSE studies show 95% of staff strongly believe that they work for a value based, caring organisation 95% of our employees believe that the leadership team is effective, has the success of the organisation at its heart and are confident that all aspects of the organisation are managed well# We will sit in the top 3% of Adult social care providers in Glasgow/central belt in terms of remuneration and employee terms and conditions. 95% of our employees feel that we provide appropriate, fair access to mandatory, specialist and professional training needed to make them feel competent in their roles. Our R4E integrated quality management system supports core business activities and provides assured levels of control, review & refinement that present value adding

<ul style="list-style-type: none"> - Incapacity and Rights Based Groups (min of 1); Sector Leadership programmes (min of 1); Workforce Policy and Working Groups (min of 1); Policy and Social Care Reform (2) 		<p>components to our work that positively impact and benefit the communities in which we operate</p>
<ul style="list-style-type: none"> • Each service will operate within a balanced budget • We will achieve 10% growth in the hours of services used by people in our housing support and care at home services • We will be successful in £4.5m of tender and framework bids- equating to £2.25m of new business 	<p>Effective internal and external Partnership and Collaboration</p>	<ul style="list-style-type: none"> • A dynamic Communication Map underpins internal and external meetings, forums, gatherings providing a framework from which communication modes and methods are reviewed • A dynamic IT infrastructure & Roadmap will bring increased efficiency to our business activities, providing a scope of integrated systems,- annual efficiency targets will be tracked • A fully integrated centralised CRM system facilitates effective use of information ensuring key contacts are established and maintained, and internal and external collaboration is monitored, reviewed and refined • Adoption of a contemporary Business Partner Model will enable a “how can I help” approach to customer service adding value to our activities and promoting a respectful and proactive approach across the organisation
	<p>Sustainability through ways of working that future proof the organisation</p>	<ul style="list-style-type: none"> • An integrated Finance system ensures that the assets of the organisation are protected and managed • Our financial, HR, payroll, and learning and development platforms will be supported via an integrated and future proofed IT infrastructure with functionality continuously reviewed and maximized • Our IT roadmap ensures that digitalisation opportunities and benefits are maximised across operations and business activities • An informed and dynamic commercial and business development plan deployed via the business partner model provides an integrated approach to organisational development, financial viability, service design, resource & IT management and people and workforce development; supporting the organisation to deliver contemporary and evolving social care provision