

### Strategic Plan (2021-26)

#### Our Strategic Plan: 2021- 2026

<b>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</b>		
Our Goals	Strategies	Dashboard Measures
<ul style="list-style-type: none"> <li>By 1 April 2026</li> <li>Each service will achieve Care Inspectorate grades of 6 in graded themes of Quality of Care</li> <li>Baseline Quality of life scoring obtained in 2021 will increase on an annual basis by 2%</li> <li>At any given point, Pulse surveys will demonstrate High Satisfaction among 95% of people who use our services</li> <li>85% of customers in our geographical areas will rate us as a top provider and their provider of choice</li> <li>80% of social care customers will recognise our brand values in Glasgow and operating/ surrounding.</li> <li>Benchmarked top 3% employer in the Scottish Third Sector</li> <li>TMF will be a Disability Confident Leader</li> <li>R4E 5 star will be achieved</li> <li>Membership in key policy and collegiate best practice groups:</li> </ul>	<b>Personalisation of care and support</b>	<ul style="list-style-type: none"> <li>Minimum Grades of 5 across services in graded themes with grades of 6 for quality-of-care</li> <li>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</li> <li>Full deployment of our revised organisational Participation &amp; Involvement Strategy and toolkit enables lived experience groups to take a lead role in facilitation of participation activities &amp; strategies across our regions with minimum input from paid staff. Participation forums will contribute to the organisation’s Care to Excel Excellence EFQM plan</li> <li>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 (<a href="http://supportmesupportyou.org/search-guidance/option-2/interactive-process-tool/">http://supportmesupportyou.org/search-guidance/option-2/interactive-process-tool/</a>)</li> </ul>
	<b>Development and maintenance of a Compassionate &amp; Skilled Workforce</b>	<ul style="list-style-type: none"> <li>PULSE studies show 95% of staff strongly believe that they work for a value based, caring organisation</li> <li>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#</li> <li>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.</li> <li>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.</li> <li>Our R4E integrated quality management system supports core business activities and provides assured levels of control, review &amp; refinement that present value adding</li> </ul>

<ul style="list-style-type: none"> <li>- <b>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)</b></li> </ul>		<p>components to our work that positively impact and benefit the communities in which we operate</p>
<ul style="list-style-type: none"> <li>• <b>Each service will operate within a balanced budget</b></li> <li>• <b>We will achieve 10% growth in the hours of services used by people in our housing support and care at home services</b></li> <li>• <b>We will be successful in £4.5m of tender and framework bids- equating to £2.25m of new business</b></li> </ul>	<p><b>Effective internal and external Partnership and Collaboration</b></p>	<ul style="list-style-type: none"> <li>• A dynamic Communication Map underpins internal and external meetings, forums, gatherings providing a framework from which communication modes and methods are reviewed</li> <li>• A dynamic IT infrastructure &amp; Roadmap will bring increased efficiency to our business activities, providing a scope of integrated systems,- annual efficiency targets will be tracked</li> <li>• 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</li> <li>• 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</li> </ul>
	<p><b>Sustainability through ways of working that future proof the organisation</b></p>	<ul style="list-style-type: none"> <li>• An integrated Finance system ensures that the assets of the organisation are protected and managed</li> <li>• 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</li> <li>• Our IT roadmap ensures that digitalisation opportunities and benefits are maximised across operations and business activities</li> <li>• 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 &amp; IT management and people and workforce development; supporting the organisation to deliver contemporary and evolving social care provision</li> </ul>