

LIFE WITHOUT LIMITS

STRATEGIC PLAN 2021–2026

JUNE 2021





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MAKING A DIFFERENCE

EVERY DAY

Welcome to St Anne's Community Services

St Anne's Community Services was founded in 1971 as a shelter for homeless men in Leeds. We have grown as a charity over the past 50 years and we now support 1,600 adults with learning disabilities, challenges of poor mental health, homelessness and substance misuse, across the North of England. We are a 'not for profit' organisation that reinvests every pound of surplus we earn back into the charity and the services we provide.

We offer a wide range of services including supported living, residential and nursing care, outreach and domiciliary care, respite and day services, Shared Lives, homeless hostels, and crisis hubs, as well as community drugs and alcohol services and residential detox and rehabilitation. As a Registered Housing Provider, we also offer supported housing and intensive housing management services.

St Anne's has extensive experience and specialist skills in supporting individuals with very complex needs. We are well known for the high quality of our services with over 95% of our CQC regulated services rated 'Good' or 'Outstanding' and a number of awards and accreditations, including as a British Institute of Learning Disabilities (BILD) accredited Positive Behaviour Support provider.

We have a proud and long-standing culture of innovation and growth. We recognise that our work is a journey, where we need to be continually collaborating with our clients, commissioners, and other stakeholders to bring new ideas, tailored solutions and even better outcomes for our people and the communities we serve. Within the past 12 to 18 months alone we have achieved significant successes, and some of these are highlighted within this document.

We have engaged with our clients, staff, key stakeholders, trustees and senior management to help shape our future direction and we would like to thank everyone for their contribution which has allowed us to clearly articulate, 'Who We Are', 'Our Achievements' and 'Our 2021–2026 Strategic Commitments', which are summarised on pages 13 and 14. We are committed to continuing to strengthen our existing services, and to offering our experience and expertise across more people. This document, our 2021 to 2026 Strategy: 'A Life Without Limits', reflects this process and will provide us with a blueprint to move forward with confidence and vigour, enabling us to succeed and thrive through the challenges ahead.

Our Strategy identifies our key strategic 'Pillars of Excellence' and implementing these will strengthen St Anne's position both as a high quality provider and as a great place to work for those wishing to pursue a rewarding career whilst supporting others. Our clients and service quality are at the core of both what we stand for and our 2021–2026 commitments and we will find more innovative and creative ways of enabling our clients to play the fullest role in decisions about their own lives and the services that support them, and we will continue to embed a culture of continuous improvement, at the same time as ensuring we continue to make best use of our resources and new technologies.

Our world changed dramatically in 2020. The Covid-19 pandemic demonstrated that we must continually evolve and adapt, and St Anne's has risen to that challenge in finding new ways to deliver care. Our focus will be on building and developing our services, enhancing our clients' homes, and ensuring that we always respond positively to the changing needs and aspirations of our clients and commissioners.

Our message is simple, our ambition is clear; we want every client of St Anne's to have the opportunity to live their best life and we invite you to join us on our journey.



Ian McIntosh
Chair of the Board of Trustees



Azra Kirkby
Chief Executive Officer



WHO WE ARE

St. Anne's Community Services is a charity that is committed to enabling people to live their best life. We believe that the people we support should live a life without limits.

St Anne's was founded as a daytime shelter for homeless men in Leeds. From these small beginnings, the organisation has expanded over the years to become the charity we see today. The very first service was established to support some of society's most vulnerable people, and we have maintained this ethos, with the people we support at the centre of everything we do.

OUR VISION

A life without limits for the people we support.

'A life without limits' embodies our ambition to enable the people we support to have greater choice and opportunities to lead their best life.



OUR PURPOSE

To 'make a difference every day' – providing high quality care and support to enable people to lead independent and fulfilled lives.

'Making a difference every day' is a philosophy that is strongly interwoven into the cultural fabric of St Anne's. It is part of who we are – we do this by providing the highest quality, person centred care and support.

OUR VALUES

We are St Anne's and we are PROUD to 'make a difference every day'.



Person Centred – We place people at the centre of everything we do and think about how our decisions affect them. We promote choice and we treat people as individuals.



Respectful – We respect each other's opinions and beliefs and treat everyone with dignity. We ensure an inclusive environment and we celebrate diversity.



Open – We communicate in an open, honest and transparent way and we share information with each other. We act with integrity and we do what we say we will.



Understanding – We are understanding of the needs of others and we work in a caring and compassionate way. We are kind and we support each other.



Dedicated – We are dedicated to improving the lives of the people we support every day and delivering quality services.

LIVING OUR VALUES

We live out our values every day through our interactions with each other, the decisions we take and how we act. It is important to understand how our behaviours help to promote and embed our values or how they might undermine them, and why living our values matters.

For each of our organisational values, some examples of behaviours that help to demonstrate them are provided, as are examples of behaviours that undermine them. This is not an exhaustive list and some behaviours may help to demonstrate more than one of our organisational values at once. Behaviours that uphold our values should be recognised and celebrated, but behaviours that don't, need to be appropriately challenged and adapted.



Person Centred

We place people at the centre of everything we do and think about how our decisions affect them. We promote choice and we treat people as individuals.



What this means:

We do...	We don't...
Work collaboratively with colleagues and developing good working relationships	Decide to do our own thing and ignore other people's opinions
Ensure that our clients are involved in leading and designing their support	Put barriers up to working as a team

Why this matters:

To Clients – We can't ever say we deliver truly person-centred support unless we ensure that clients are recognised as individuals who have choices that we respect.

To Staff – The decisions we take, what we do and what we say, don't just impact on ourselves, they impact on the people around us.

Respectful

We respect each other's opinions and beliefs and treat everyone with dignity. We ensure an inclusive environment and celebrate diversity.



What this means:

We do...	We don't...
Treat people with dignity and respect	Talk down to other people, shout, swear or use derogatory language
Give people our whole attention when we speak to them and listening to what they say	Use negative labels to define others or marginalise people

Why this matters:

To Clients – It ensures the people we support feel valued for who they are, shows we understand them and increases their ability to participate in their communities.

To Staff – Being respectful creates a more productive and co-operative working environment, it allows people to be their whole self at work and ensures we learn from each other.

Open

We communicate in an open, honest and transparent way and we share information with each other. We act with integrity and we do what we say we will.



What this means:

We do...	We don't...
Respect confidentiality and keeping information safe and secure	Present other people's ideas as our own
Acknowledge when we don't know the answer to something but help to find someone who does	Respond negatively to reasonable and constructive feedback

Why this matters:

To Clients – We must be open and transparent when things go wrong, and we must learn from mistakes so we can keep clients safe.

To Staff – Being open is important in developing a culture of trust, people need the right information to be able to do their job and take accountability of the decisions they make.

Understanding

We are understanding of the needs of others and we work in a caring and compassionate way. We are kind and we support each other.



What this means:

We do...	We don't...
Treat people with patience and kindness	Ignore or exclude other people
Try to understand people's needs by listening to them	Forget to show appreciation and support for the efforts of others

Why this matters:

To Clients – Delivering care with compassion and understanding to the people we support is at the very heart of why St Anne's exists.

To Staff – Being an understanding and caring organisation is key to ensuring our staff feel valued and motivated to do their best at work.

Dedicated

We are dedicated to supporting people to live their best life every day by delivering high quality services.



What this means:

We do...	We don't...
Make sure we are reliable, available, and responsive	Focus on problems rather than solutions
Come to work each day with a positive attitude to do our best	Lack effort, leave early, or cut corners

Why this matters:

To Clients – It ensures clients receive good quality care and support that is responsive, effective and helps them achieve their outcomes.

To Staff – It is important to work with colleagues who share your purpose, work hard to achieve things together and aim to always learn and improve.



KEY ACHIEVEMENTS

2020–2021

We celebrated a CQC milestone – 100% of all CQC registered supported living services rated 'Good' or above. Kings Mill Court becomes our first service to receive an overall 'Outstanding'. We commenced development of our 'Good to Great' quality and continuous improvement plan for 2021–2026.

We launched our Client Involvement Group – St Anne's Expert Voices and Experiences Network (Seven) to help further enhance client involvement and influence throughout the charity.

We demonstrated our commitment to fair pay by paying above the Real Living Wage Foundation rate.

We completed a consultation on amending the terms and conditions of our workforce, ensuring the organisation is more competitive as an employer and provider.

We invested in a new business development and marketing team to work with our operations to help drive the organisation forward through the development of new and innovative service delivery models that reflect evolving client aspirations for greater choice and independence.

APR 20 – JUN 20

We achieved accreditation from the Restraint Reduction Network for our Positive Behaviour Support training, reducing physical interventions and supporting people with challenging behaviours to have greater choice and control.

Regional Operations Manager, Mark Fennelly was shortlisted by The Guardian, in their annual 'Public Servant of the Year' award for caring and supporting some of our most vulnerable people for almost three decades.

We continue to make excellent progress towards greater inclusivity and equality in the workplace. We are now ranked 9th in the Stonewall Workplace Equality Index for the social care sector with Gerard Wainwright, First Line Manager at our Heatherstones service, being awarded Stonewall Ally of the Year for the Yorkshire and Humber Region.

JUL 20 – SEPT 20

Our Covid-19 response; Our dedicated staff teams were selfless in supporting our clients throughout this terrible pandemic. We partnered with Leeds City Council to support homeless people in hotels across the City. We developed an in-house PPE stock system and worked with other providers to ensure our services had all the PPE they needed throughout the pandemic. We worked with a local Gin distiller on the brink of closure to help supply us with alcohol gel for our care homes and we collaborated with a local tailoring company to produce PPE gowns to help keep our staff safe.



OCT 20 – DEC 20

We held our annual Staff Celebration of Achievement event virtually for the first time, bringing together people from across the organisation to showcase the best of St Anne's.

We expanded our Supported Living Services to the City of Hull. An exciting opportunity for St Anne's to deliver innovative and creative services in a new area.

We designed and commenced delivery of our new Leadership Development Programme, developing talent and skills to help us deliver on our ambitious 2021–2026 Business Strategy.

Work commenced on expanding our 'Women's Hub' in Leeds to provide a safe space for vulnerable women who have no place to go.

We relaunched our Diversity Action Group as a staff network with a new BAME sub group to encourage colleagues from all backgrounds to champion our journey to increasing diversity in every part of the organisation.



JAN 21 – MAR 21

We significantly reduced the cost and usage of agency staff by 28% and 33% respectively when compared to the previous year. This has had a positive impact on the level of continuity of care and support we provide to our clients.

We celebrate St Anne's 50th Anniversary as a leading care and support provider. As part of our celebrations, we launched our new and refreshed brand.

Clients from our SEVEN group have been using Microsoft TEAMS to support our recruitment to senior positions in the organisation such as Trustees, Director of Operations and Head of Quality and Continuous Improvement. Some of our clients have also been involved in staff training by supporting the delivery of staff inductions and person centred care and support planning courses.

St Anne's is proud to have been shortlisted for two Great British Care Awards. Two of our staff from the North East have been recognised for their outstanding work and contribution.

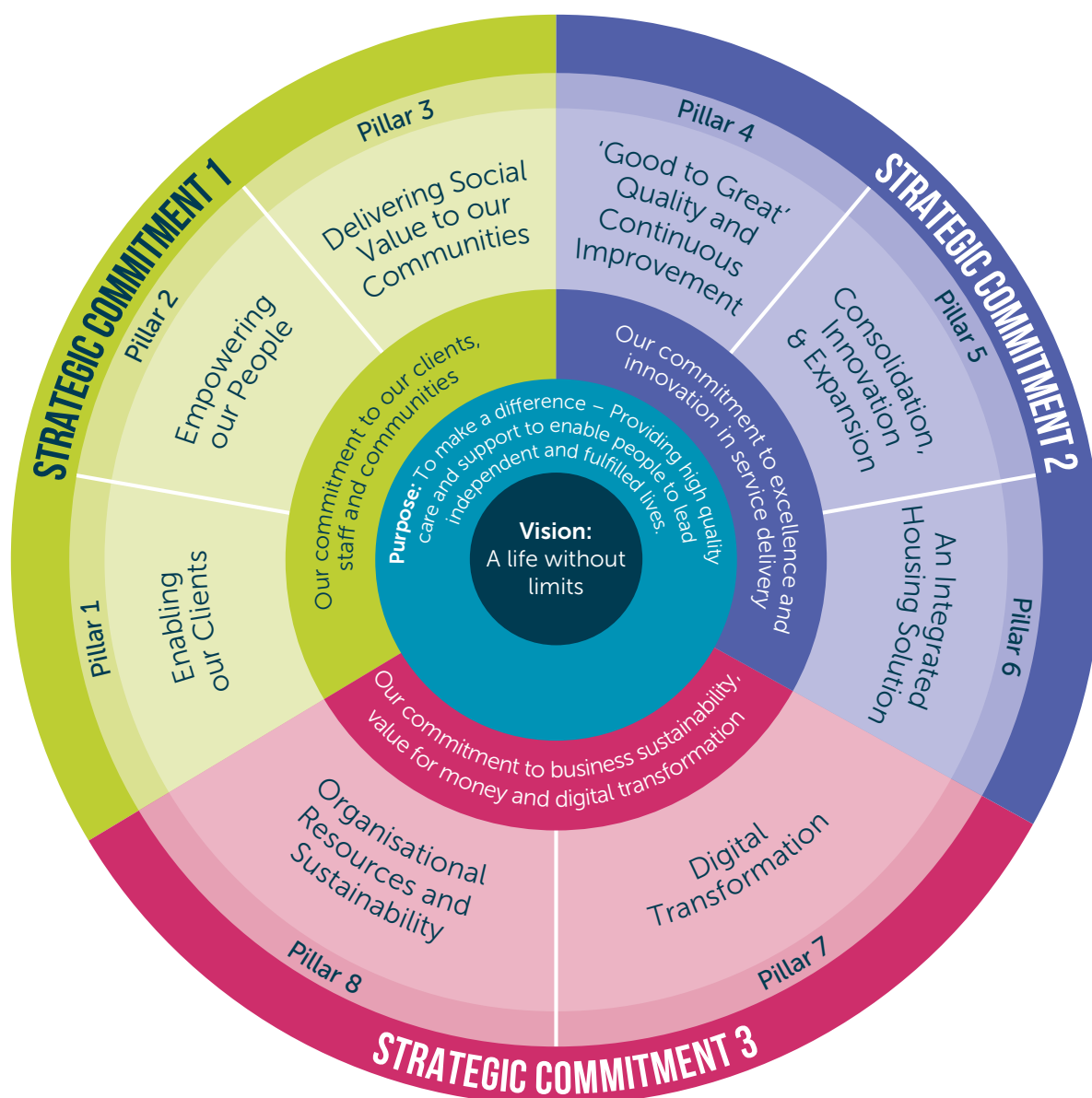
Our IT department have been awarded with Cyber Essentials Plus accreditation, showing our commitment to IT security, and demonstrating to our business partners, regulators, and suppliers that we are at the forefront of cyber security and in safeguarding sensitive data.

OUR 2021–2026

STRATEGIC COMMITMENTS

Our strategic commitments form a broad framework that supports our vision and purpose and is upheld by our 'Pillars of Excellence' that are essential to our charity's long term success. Behind each Pillar is a detailed strategy and implementation plan and when combined, they create a powerful, interdependent, and mutually reinforcing business strategy that will drive our vision.

Below is a visual representation of how our three overarching Strategic Commitments and each of our eight Pillars of Excellence come together in aligning our motivations and everything we do to achieve our vision.



STRATEGIC COMMITMENT 1: OUR COMMITMENT TO OUR CLIENTS,

STAFF AND COMMUNITIES

Pillar 1: Enabling our Clients – To ensure that the people we support are at the centre of everything we do, creating strong, individual pathways for people to live their best life.

Pillar 2: Empowering our People – We are a people organisation – people supporting people – and we want to be recognised as a great place to work, an 'employer of choice' to our employees and to people outside of our organisation.

Pillar 3: Delivering Social Value to our Communities – To increase, measure and evidence our social impact for people, local communities, and the environment.

STRATEGIC COMMITMENT 2: OUR COMMITMENT TO EXCELLENCE AND

INNOVATION IN SERVICE DELIVERY

Pillar 4: 'Good to Great' Quality and Continuous Improvement – To be an exemplar of high-quality and best practice within the social care sector – from 'good to great' – delivering great services and achieving great outcomes.

Pillar 5: Consolidation, Innovation and Expansion – To consolidate our existing range of services, develop innovative and creative services that support pathways for people and expand our offer to new localities.

Pillar 6: An Integrated Housing Solution – To develop and invest in our housing and assistive technology, offering a truly integrated approach that will enable greater access to high quality, affordable homes that meet evolving individual needs.

STRATEGIC COMMITMENT 3: OUR COMMITMENT TO BUSINESS

SUSTAINABILITY, VALUE FOR MONEY AND DIGITAL TRANSFORMATION

Pillar 7: Digital Transformation – To make systems and processes more efficient and to use technology to build greater connectivity, quality and capacity within the organisation.

Pillar 8: Organisational Resources and Sustainability – To ensure that everything we do considers and represents value for money, and we operate in a way which is financially sustainable in both the short and long term.

STRATEGIC COMMITMENT 1: OUR COMMITMENT TO OUR CLIENTS,

STAFF AND COMMUNITIES

Our commitment to our clients, staff and communities will be strengthened through our approach to:

Pillar 1: Enabling our Clients – To ensure that the people we support are at the centre of everything we do, creating strong, individual pathways for people to live their best life.

Pillar 2: Empowering our People – We are a people organisation – people supporting people – and we want to be recognised as a great place to work, an ‘employer of choice’ to our employees and to people outside of our organisation.

Pillar 3: Delivering Social Value to our Community – To increase, measure and evidence our social impact for people, local communities, and the environment.



ENABLING OUR CLIENTS

The people we support are at the centre of everything we do. We support clients with diverse needs, such as the impact of poor mental health, homelessness and addiction, or a learning disability (including some with profound and multiple challenges).

To ensure each individual client is fully involved and engaged in their own lives and that they are able to influence the organisation that supports them and take advantage of all the available opportunities for a rich and fulfilling life, we will:

Strengthen communications, by:

- Improving our range of accessible information and formats.
- Making greater use of digital platforms – as well as methods that meet the needs of those with the most profound disabilities.
- Allowing sufficient time to interpret information and respond thoroughly.
- Using a variety of mechanisms: 1:1, group, formal and informal.

Promote two-way consultation and feedback about our organisation and services by:

- Encouraging feedback and new ideas at service and organisational level.
- Enabling clients to choose communication methods that suit them.
- Encouraging diversity and representation from all of our services, including ensuring facilities are in place for sensory support to enable feedback from people with profound multiple learning disabilities.
- Reporting regularly to clients including ‘what you said’ and ‘what we did’.

- Building on our client engagement group, the St Anne’s Expert Voices and Experience Network (SEVEN), by involving more clients in service reviews, audits, research, informing training and contributing to tenders, including paid client involvement activities.
- Mandating client involvement in all interview panels.

Enable clients to live their best life by:

- Engaging with the people we support and their families in all aspects of planning and delivering the services they receive.
- Ensuring co-production is meaningful, supporting each client individually to make their own choices about how they wish to live their lives.
- Respecting the choices of the people we support: our role is to support their decision-making and not to impose our own views or values.
- Supporting people to make their choices happen in reality.
- Where clients lack capacity, ensuring appropriate advocacy support is arranged either by family members or through formal arrangements.

- Providing specialist communication aids and use of intensive and sensory interactions, as well as high and low communication technology to support people with profound needs to gain control over their environment.
- Proactively support clients with current or new health needs and ensure early interventions for physical and mental health needs take place, to minimise negative long-term impact on their health and wellbeing.

Maximise opportunities for clients by:

- Exploring social arrangements and employment opportunities both within St Anne’s and local communities to support friendships, relationship building and employment opportunities.
- Supporting clients to gain life skills such as Budget and Money Skills, Online Safety, and training to support confidence building.
- Supporting clients to be more integrated in their communities wherever appropriate.
- Enabling our clients to access information technology safely and confidently for social, leisure, education, and employment.

EMPOWERING OUR PEOPLE

St Anne's is proud of its workforce. Every day our staff demonstrate their drive and desire to make a difference to vulnerable people. Their care and support is truly inspiring. To support our staff in return, our People Strategy sets out our commitment to our workforce. It reflects the challenges of operating in a highly regulated and financially challenged sector. We aspire to make St Anne's an employer of choice, to promote care as a long-term career with opportunities for all and support our staff to live out the St Anne's values and continually improve quality.

We will achieve our People Strategy through these key actions:

Supporting our people to develop and grow, and improve our service quality through a supportive learning culture:

- Enhancing the development of leaders across all levels of the organisation.
- Improving talent identification, succession planning and creating development opportunities beyond traditional promotions and qualifications.
- Ensuring performance management frameworks support all staff to be the best they can be, within the role they want to undertake.
- Reviewing our systems and processes to ensure these add value, promote efficiency, and encourage accountability.



Valuing and rewarding our people appropriately through:

- Competitive, attractive and fair remuneration packages, paying at least the Real Living Wage Foundation rates.
- Creating an environment where they enjoy working with us.
- Ensuring they feel engaged and listened to by strengthening opportunities for people at all levels to give feedback and drive positive change, including enabling the voices of under represented groups.
- Celebrating and promoting the achievements of our people across the organisation and the sector.

Protecting the rights, wellbeing, and safety of our people through:

- Ensuring compliance with legal, governance and regulatory requirements.
- Promoting physical and mental health and wellbeing.
- Ensuring St Anne's is a diverse and inclusive employer which mirrors the communities it supports.
- Tackling discrimination and inequality, and addressing barriers to progression and development.

Sustaining our people and our organisation through:

- Promoting an innovative and adaptable approach.
- Ensuring our people have the skills to deal with the challenges of the future including supporting the mobilisation of new services and business growth.
- Recruiting and retaining a workforce that can continue to deliver high quality care across a range of different and evolving services.
- Developing the principle of "care as a career".
- Promoting greener, smarter, more efficient ways of working.



DELIVERING SOCIAL VALUE IN

OUR COMMUNITIES

Our core activities – the provision of care and support services to some of the most vulnerable people – creates enormous social value. However, we can create more. Our Community and Social Value Strategy and Statement sets out how we will maximise our contribution in this area, establishing St Anne's as a Social Value best practice provider, that increasingly puts adding social value at the heart of the organisation.

We will generate greater social, economic and environmental value for the people we support, our employees and the local communities in which we work through:

- Conducting our business in a responsible and ethical manner, including evidencing social value material in tenders and delivery. By making, measuring and monitoring social value an integral part of assessing our performance, we will be able to assert the scale and quality of our contributions with confidence, providing assurance to existing and potential commissioners, partners, clients and staff.
- Delivering social value in our workplace, including increasing living standards by maintaining the real living wage, improving employee health and wellbeing, increasing opportunities for training and development and maximising employee access to non-pay related entitlements.

- Encouraging active citizenship, building capacity, mental wellbeing and economic sustainability among our staff and our local communities by promoting volunteering and community initiatives, providing local jobs and tackling unemployment through apprenticeships, training and development of skills. We will work in collaboration with local voluntary organisations and community groups and focus on those in greatest need or facing the greatest disadvantage.
- Increasing social value through strategic partnerships and procurement of goods and services, by implementing a revised Responsible Procurement Strategy, to identify and source from suppliers that demonstrate corporate responsibility in their employment and environmental practices, and add social value to the communities in which and with which they work.

- Interweaving environmental measures within our DNA including promoting environmental sustainability through best practice approaches to our facilities and operations, increasing awareness and promoting green initiatives throughout the organisation.



STRATEGIC COMMITMENT 2: OUR COMMITMENT TO EXCELLENCE AND

INNOVATION IN SERVICE DELIVERY

Our commitment to excellence and innovation in service delivery will be further improved through our approach to:

Pillar 4: ‘Good to Great’ Quality and Continuous Improvement – To be an exemplar of high-quality and best practice within the social care sector – from ‘good to great’ – delivering great services and achieving great outcomes.

Pillar 5: Consolidation, Innovation & Expansion – To consolidate our existing range of services, develop innovative and creative services that support pathways for people and expand our offer to new localities.

Pillar 6: An Integrated Housing Solution – To develop and invest in our housing and assistive technology offer. Offering a truly integrated approach that will enable greater access to high quality, affordable homes that meet evolving individual needs

‘GOOD TO GREAT’ – QUALITY
AND CONTINUOUS IMPROVEMENT

St Anne’s is proud of its focus on quality. Our quality standards are at the core of what we do and we will continue to strengthen this through the implementation of our ‘Good to Great’ continuous improvement plan.

Staff work hard to reach and maintain quality standards in a complex sector where expectations and levels of scrutiny are rightly high. We are particularly proud of the number of compliments and high ratings our staff receive from clients, carers and professionals, particularly for their caring attitude.



We are now building on these strong foundations, aspiring to move from “good to great” right across all our services and each aspect of service delivery, so that we are an exemplar of high quality and best practice in the social care sector, and that this will be reflected in our clients outcomes.

Our emerging Quality Strategy will:

- Be based on a comprehensive review of our quality audit process, a more focused and streamlined tool and enabling staff and managers to more readily contribute to monitoring and improving quality standards.
- Promote openness and learning, using information gathered through regular monitoring and feedback from clients and staff to understand how we can improve our services and the individual outcomes that are most important to our clients and stakeholders.
- Embed a culture of continuous improvement across the organisation through on-going monitoring of performance at every level, including clear accountabilities, reporting lines and oversight.
- Ensure we generate meaningful information and reports for our Board, regulators and other stakeholders.
- Make best use of manager level audits, Quality and Safety audits, Datix returns, and formal and informal feedback from local managers and clients.



Our approach uses the Care Quality Commission's Key Lines of Enquiry as a framework for excellence:

Safe – People are protected from abuse and avoidable harm, through:

- Providing safe services where harm is minimised including key targets on reducing medication errors, falls, choking and physical incidents.
- Embedding a culture where staff can confidently report all incidents.
- Ensuring an effective safeguarding approach, including involving clients in training and following Making Safeguarding Personal in all incidents.
- Responding thoroughly and promptly to any issues including reporting, recording, investigating and applying learning from incidents, complaints and concerns.

Effective – our care enables clients to achieve good outcomes, through:

- Ensuring support plans are outcomes focused, with regular monitoring and reviews.
- Focusing on a holistic approach, to maintain clients' wellbeing and quality of life.
- Using evidence and best practice from within St Anne's and elsewhere.
- Embedding a culture of continuous improvement across the organisation.
- Ensuring our staff are equipped with the skills to deliver high quality, evidence-based care, through effective recruitment, induction, on-going reviews and appraisals, personalised training and support such as mentoring and opportunities to gain qualifications.



Caring – we will involve and treat people with compassion, kindness, dignity and respect by:

- Continuing the development of person-centred support plans.
- Extending the use of Experts by Experience including in audits.
- Strengthening Mental Capacity Assessments.
- Involving all clients in decision making within their services.

Responsive – we will ensure services are organised to meet client needs through:

- Involving clients and their circle of support as fully as possible in developing and maintaining their support plans.
- Regularly monitoring, reviewing and updating support plans.
- Seeking alternatives where clients lack capacity, including use of advocates, to ensure their views are understood.
- Encouraging, responding to and acting on feedback from all stakeholders, both on individual care and about services as a whole.
- Responding promptly to any complaints and concerns within set timescales.

Well led – the Board and Senior Management Team will ensure effective governance of the organisation, supporting:

- Monitoring and delivery of high-quality care that reflects clients' needs.
- Learning and innovation.
- An open and fair culture including openness and transparency if things go wrong.
- Ensuring appropriate and legal use of clients' personal information.



CONSOLIDATION, INNOVATION

AND EXPANSION

We have reviewed our strengths, emerging models of care and market opportunities to inform our strategic thinking on future service development, innovation, and growth.

Our Strategic Plan therefore:

- Recognises the scope to consolidate within our existing geographic footprint, by “doing more of what we do now”, for more of our existing commissioning partners.
- Identifies opportunities for growth including maximising social value.
- Future proofs our services to ensure they remain relevant to the evolving needs of individuals and groups of clients.



The following graphic is a visual representation of the key areas within our growth and development plan: Consolidation, Innovation and Expansion.



CONSOLIDATE AND MOBILISE THE FULL RANGE OF OUR SERVICES

ACROSS OUR CURRENT GEOGRAPHIC FOOTPRINT

Consolidation of the core business will remain a key priority of our service development and growth strategy. The focus will be on cementing positive relationships with existing commissioners and stakeholders, to take full advantage of the opportunities to streamline and extend the range of our services in learning disabilities, mental health, homelessness, and substance misuse.

The range of our services and the number of people we support varies greatly across our existing geographic footprint. A key objective is to retain our existing work and consolidate our position by offering a viable range of our services across all our commissioning authorities, while increasing our provision for more people. This will involve articulating a clear value proposition and a more open and collaborative partnership with commissioners and stakeholders.

INTEGRATED HOUSING SOLUTION

DEVELOP INNOVATIVE AND CREATIVE SERVICE DELIVERY MODELS

TO MEET EVOLVING INDIVIDUAL NEED

As commissioners are seeking support models that offer flexible pathways for individuals that deliver the 'right support', at the 'right time', in the 'right place', we aim to provide a mix of services that are flexible and responsive to the evolving needs of individuals, and to demonstrate why St Anne's is a 'provider of choice' for commissioners seeking quality and value.

Our current services include: Independent Living, Residential, Nursing, Community Outreach, Homelessness, and Substance Misuse and Harm Reduction. We are also skilled in preventative support such as Befriending and Shared Lives.

We regularly review our models to ensure they remain relevant and innovative, represent value for money and can support the increasingly specialist nature of individuals with very complex needs.

We recognise the opportunities to adapt our models and add new approaches, to respond to the needs of specific communities and specific client groups, and are therefore developing our role in providing advice and guidance, promoting physical activity, social prescribing, reablement and asset-based approaches. These developments will better enable us to support individuals in maintaining or increasing their independence, better navigating local services, promoting self-care, improving wellbeing and quality of life, reducing isolation and loneliness, and reducing and delaying the need for greater levels of long-term care and support.

EXPAND OUR SERVICES INTO NEW GEOGRAPHICAL AREAS

WITHIN THE NORTH OF ENGLAND

Market development will allow the organisation to expand its current services into new geographical areas. Currently, the organisation is active in 20 local authority areas within the North of England.

Our growth strategy also considers the concentration risk associated with limiting our growth ambition to our existing geographical footprint, recognising that it is important that

we explore new commissioning authorities as a means of mitigating some of this risk, while benefiting from new emerging opportunities to innovate and form new partnerships.

To achieve this, we will use robust market intelligence and get to know potential new customers well, so that we can demonstrate how St Anne's experience and creative approach can help them address their challenges.

Our emerging Housing Strategy brings together our future housing aspirations, as well as a plan to upgrade and improve current tenancies.

Our direction reflects the fundamental component of the Care Act 2014, which makes clear how "suitability of accommodation" and a holistic and universal service offer can meet the needs of vulnerable people by supporting a more integrated approach that promotes wellbeing and independence. St Anne's aims to offer housing related support and services, using our skills in assessment and service delivery to prevent, reduce and delay social care need.

Improving existing stock:

Our plans include ensuring that our current stock meets the needs of existing core client groups and potential new categories of clients and tenants, and that we provide efficient, high quality housing management and maintenance services.

As well as supporting our business ambitions and our focus on quality for our tenants, this demonstrates our commitment to our Regulator, commissioners and other partners to meet Decent Homes Standards, health and safety, and other requirements.

Business Development and Growth:

Whilst we are currently one of the smaller housing providers, St Anne's has a wealth of specialist skills and expertise in understanding the needs and priorities of our clients and tenants, including in how assistive technology and our focus on client health and wellbeing can help people live more independently, better and for longer.

Using collaborations with commissioners, our updated stock condition survey and market analysis, St Anne's is also keen to explore how we can increase our role in this sector, so that we can play our part in meet growing and emerging needs for specialist housing.

Our options include stock rationalisation and re-use to meet changing demand; utilising new technologies and flexible approaches to support greater independence; acquisitions and new developments, as well as partnerships and stock management arrangements both with St Anne's as the lead and through partnerships with other organisations with assets and/or specialist skills.



STRATEGIC COMMITMENT 3: OUR COMMITMENT TO BUSINESS

SUSTAINABILITY, VALUE FOR MONEY AND DIGITAL TRANSFORMATION

We will continue to focus our resources on ensuring business sustainability, value for money and digital transformation. In doing so we will strengthen our organisational infrastructure, to sustain the values and quality of our existing business, while achieving manageable levels of sustainable growth and development in the future.

Pillar 7: Digital Transformation – To make systems and processes more efficient and to use technology to build greater connectivity, quality and capacity within the organisation.

Pillar 8: Organisational Resources and Sustainability – To ensure that everything we do considers and represents value for money, and we operate in a way which is financially sustainable in both the short and long term.

DIGITAL TRANSFORMATION

Our Digital Strategy sets out a clear action plan to enable St Anne’s to maximise digital technology and promote innovation.

Our key themes are:

Improving quality including reflecting the national GIRFT (Getting It Right First Time) programme, which is designed to improve the quality of care by reducing unwarranted variations that cause mistakes and create unnecessary work.

Increasing our productivity by eliminating unnecessary procedures, streamlining and simplifying processes.

Leading-edge innovation by securing expert advice, identifying resources and building strategic partnerships with digital organisations, universities, health and social care partners, and creating new support networks.

Generating business intelligence: we will develop interoperable systems that interact with each other and translate data and other information into user-friendly intelligence that empowers managers to manage their services better.

Digitally Enabled Workforce: making technology work for staff by speeding up processes and giving them real time accurate data to inform decision-making and manage risk, enabling remote and agile working, and providing staff with clear training and support.

Digitally Connected Clients: encouraging clients to take a more active part in their care including promoting self care, providing regular feedback and access to their records (where applicable), and linking our teams with NHS data to improve clients’ health outcomes.

Ensuring all regulatory and legal compliance for CQC and data protection, and improving our corporate reporting framework by implementing automated systems that make data entry easier, reducing errors and delays.



ORGANISATIONAL RESOURCES

AND SUSTAINABILITY

St Anne’s will ensure that it continues to be able to achieve its charitable purpose. We will therefore also ensure it is delivering excellent, value for money care for vulnerable people while at the same time provide a supportive working environment for our staff. So that we can do this long into the future, we need to ensure that the organisation remains viable, by making the most of its assets and resources, adapting our ways of working and seeking new opportunities for improvement and growth.

Our strategy includes a focus on:

Value for money: ensuring everything St Anne’s does represents value for money: the best possible price for the right quality. Our procurement policies will also take account of ethical and environmental considerations, in line with our values.

Fitness for purpose: ensuring central services support better delivery and decision-making, and keeping our organisational structure under review, to ensure that we offer value and affordability and have the appropriate skills and expertise to enable us to prosper in the future, and of course continue to provide the very highest standard of support and care for our clients.

Efficient systems: including investing in new approaches if these can benefit clients, support staff better and help the organisation run more smoothly.

Operating in a way that is financially sustainable in the short and longer term, holding adequate cash reserves and aiming to break even consistently, whilst also being mindful of the impact of fluctuating pension scheme valuations.

Seeking growth wherever this matches our purpose, values and can be achieved without undermining client care or the organisation as a whole.

Ensuring a strong balance sheet to support growth and financial sustainability.






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