WHITMORE VALE
PROMOTING COMMUNITY LIVING

Our Co-Produced Future





Whitmore Vale Housing Association
Strategic Plan - Summary 2024- 2029



Message from the Chair of the Board

Working together with the People We Support, their family and friends, staff, volunteers and the people who commission us to provide services, we have created this, our first co-produced strategic plan.

This plan shows how we are working together to create one team and one organisation, with the common shared goal of delivering quality care, support and housing. Our refreshed Mission, Vision and Values form the basis of who we are.

This strategic plan is supported by a business plan. Both plans will be refreshed annually as we consider and reflect on any change and learning we gain along the way.

This is a very exciting new chapter for Whitmore Vale Housing Association, and we look forward to your continued support, fresh ideas and involvement on the next stage of our journey.

D. Robinson

Deborah Robinson
Chair of Board



Introduction

Over the coming years, we intend to make a difference at a Local, Regional, and National level, developing specialisms and providing a place of learning for those who live and work here.

We hold individuals at the heart of what we do. Each and every person who lives or works here is central to our success and we plan to ensure that they can flourish, be happy, feel safe, and are empowered.

The onus, in both spirit and practice, is on Services and Statutory Provision to maintain recent, and most welcomed significant developments for People with Learning Disabilities and/or Autism, and the staff and services that support them.

We understand the pressures on Local Authority budgets, but we must persist in achieving appropriate levels of funding. We plan to enhance our funding by developing our own fundraising, and volunteer workforce strategies.

This document is an invitation to you to get involved, to create a shared sense of purpose and an understanding of how we will move forward together.

Sonja

Sonja Jones
Chief Executive Officer

Mission, Vision, and Values

Mission:

To provide quality residential care homes, support services and housing to enable adults with learning disabilities and/or autism to achieve fulfilling lives and ensure a sustainable future.

Vision:

Locally we will work alongside people with Learning Disabilities and/or Autism to **ensure that each person has a co-produced person-centred plan** that meets their daily support requirements and considers their aspirations and dreams for the future.

All of our services are enablement focused. A peripatetic team will be deployed to support periods of high care within the organisation and allow more skilled workers a route to the Level 5 diploma.

Regionally we will continue to work with Commissioners, People with Learning Disabilities and/or Autism, their Families and Staff to develop the following:

- Service for People with Learning Disabilities and/or Autism and Dementia
- Continued growth of lifelong services
- Emergency admission and assessment
- Complex Independent Living and Outreach Service
- Enablement

Nationally we will develop good practice guides on key topics making these available to all.

Values:

We treat people well, work together and listen. We promote the essential values of dignity, respect, privacy, choice, community presence and participation (O'Brien).

It is important people who live and work here:



Care and Support

Co-production

Co-production exists between all stakeholders, the People We Support and the people we employ. We believe that people with and without Learning Disabilities and/or Autism are equals. It is core to our way of working and it encompasses the following key concepts:

- Services are co-designed
- Experiences influence development
- All stakeholders bring valuable skills, experience and knowledge to deliver our Mission, Vision and Values.

Person Centred Plans and Professional Development plans

We co-produce strength-based, Person-Centred Plans alongside the People We Support, based on what they need and want. Their Plan aims to maintain and develop skills; be aspirational and be goal driven. In this process, professionals, family, friends and advocates are identified and invited to contribute. These plans are regularly reviewed, ensuring individuals are meeting the goals they have stated and that the appropriate levels of care and support are provided.

Our staff co-produce a Professional Development plan with their manager during their annual appraisal and each member of staff has supervision at least every six weeks.



Human Resources

Quality, clarity, and consistency are key to ensuring we are offering the best service and employment experience.

Expanding on the significant improvements we have made over the last two years we will review our workforce development plan, policies and procedures to ensure good practice, development and co-production are fully embraced as our core values.

At the heart of our Human Resource strategy is the development of the Care Workers Pathway, a significant moment in the development of Social Care provision.

We will develop our volunteer strategy to focus on building our volunteer workforce, making the most of our not-for-profit status and encouraging skills development and active engagement with our local community.

1. Recruitment & Retention

Whilst our pay is competitive, employees need more. People choose to work for us because we are a value driven employer, and they share our Mission, Vision and Values. We encourage employees to explore new areas of development and personal interest.

2. Training / Development

Our employees complete a comprehensive induction programme. For our frontline staff this programme includes the Level 2 Adult Social Care Certificate. For managers the induction programme includes the Level 5 Diploma in Health and Social Care. Staff then select one of the following four specialisms according to their Professional Development Plan:

- Dementia
- Lifelong care
- Enablement
- Autism

3. Engagement

We work collaboratively with volunteer services, universities, and colleges to offer placements and are actively recruiting volunteers. We conduct an annual employee engagement survey, and we are in the process of establishing employee forums to gather feedback. We know our work, while rewarding, can be complex and challenging and we want to ensure our employees are well supported.

Estates and Housing

The recent separation of the management of Housing and Support services has allowed the People We Support to change their care providers without changing their landlord.

We believe that this choice is a fundamental right for People with Learning Disabilities and/or Autism.

1. Housing

We will work to continually improve the quality of our housing and are developing standards together with our tenants. This work informs our five-year Maintenance & Refurbishment Programme.

2. Neurodiversity and the built environment

We will develop our strategy for people **diagnosed with autism** and integrate this strategy with the All-Age Autism Strategy 2021 to 2026 - Surrey County Council surreycc.gov.uk).

3. Works Response Times:



Finance

Effective financial management helps us to ensure that we have the resources we need to support the people who live or work here.

Our finance department provides scrutiny on monthly management accounts, to ensure that we are on track and making the most of our resources.

This year we have:

- reviewed fees
- modelled feasibility of business planning and the Chief Finance Officer reports to the Board independently
- reviewed our rents
- repaid our mortgages that became due in July 2023
- gone through a deeper evaluation of our finance systems
- created greater transparency and reporting procedures

Fundraising

Our fundraising strategy will establish the best way forward for the charity for both Capital and Revenue projects.

We will need income that is connected to our Mission, Vision and Values, and allows us to support People with Learning Disabilities and/or Autism and their staff to have a regional and national voice.

Quality

In order to ensure our Mission, Vision and Values are implemented we continue to invest in the development of our compliance, quality, and continuous improvement systems.

Quality Assurance Monitoring

We conduct monthly quality and compliance audits across operational services to ensure continuous improvement.

External Quality Marks

- **Care Quality Commission**
  We are currently rated as 'Good' across all services, and we are working towards 'Outstanding'.

- **Provider endorsement with Skills for Care and Skills Health**
  We will work towards a Skills for Care Endorsement, achieving recognition as a learning provider who delivers high quality learning and development to the social care sector.

- **Investors in people**
  We will work towards achieving Investors in People standard.

- **Employers' Network for Equality and Inclusion (ENEI)**
  We will become members of the Employers Network for Equality and Inclusion. www.enei.org.uk

Partnerships

We hope this plan has indicated our deep regard for the people that live and work here, our direction of travel and our commitment to high quality co-produced services and housing.

We are proud of who we are and the work we have completed to date, whilst also acknowledging and planning for the work we are yet to do.

We hope the publication of this strategic plan will encourage partnerships with organisations and people that hold similar values to us. We will build upon established partnerships locally, regionally and nationally.

We are particularly interested in forming partnerships with:

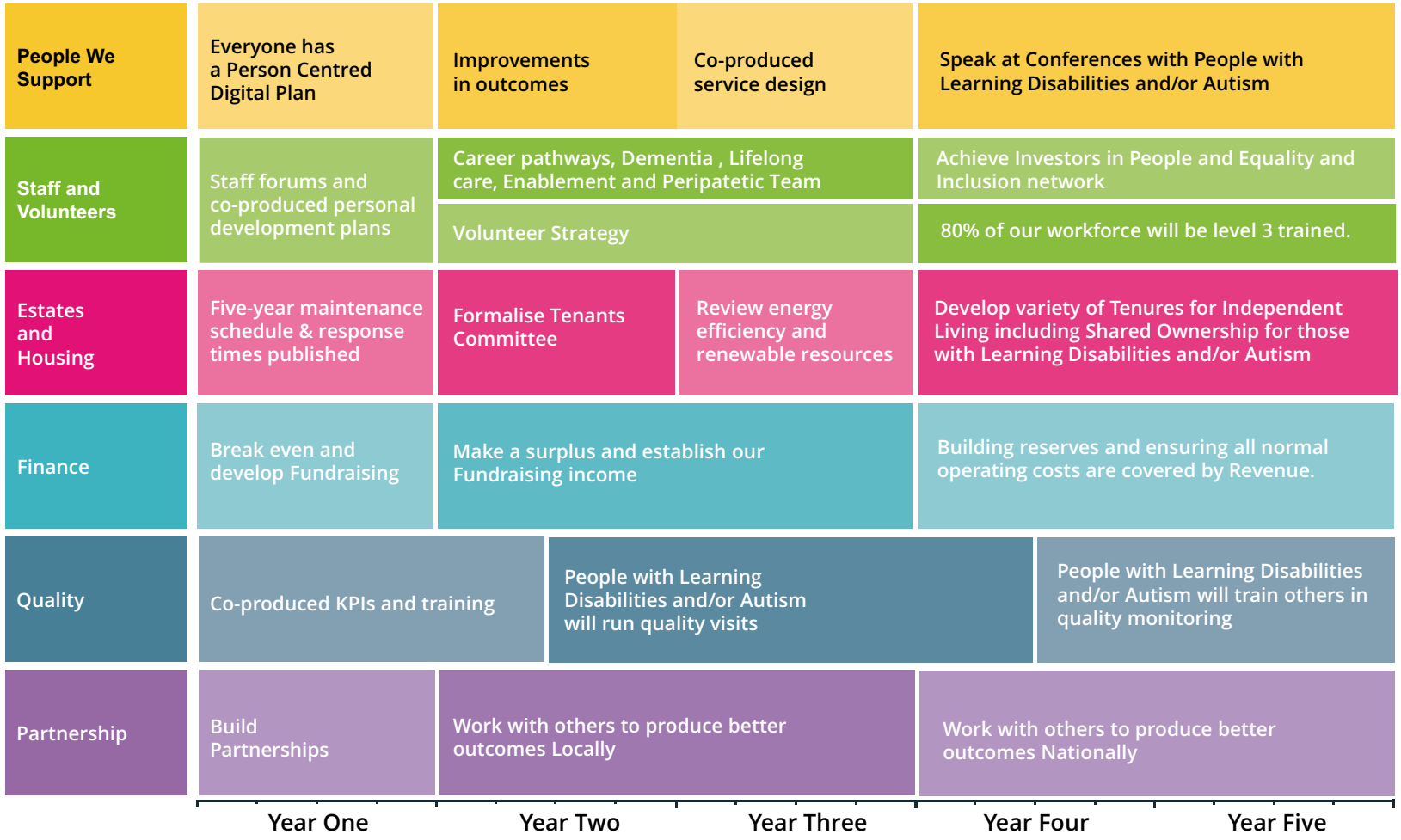
- Advocacy organisations
- Supported Employment Providers
- Research centres
- Conference organisers
- Funding bodies and grant giving organisations
- Housing developers

We look forward to working with you during this exciting and interesting chapter in the development of our services alongside People with Learning Disabilities and/or Autism.

Plan on a Page

Mission Vision and Values direct everything we do.

Governance, Leadership and Management is Effective, Enabling and Inclusive.



Digital transformation integrated into all areas of our Organisation.

All policies and procedures will be co-produced and on a rolling cycle of revision.