

The Avalon Group Strategic Plan 2019 – 2021



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Introduction



Core business

- Provider of social care in Northern England.
- The main services provided are Community Support and Shared Lives.
- The main beneficiaries are disabled people of a working age, older adults and young people in transition.

3 Year Strategy

Recent changes in the sector have and continue to require us to frequently revisit strategic priorities and ways of working. We require a strategy that incorporates the risks and uncertainty we face and enables us to respond to changes swiftly and confidently.

Group ambition



- Our **VISION**: We will be recognised as a high quality social care provider in the North of England.
- Our **MISSION**: To enable people to live fulfilling lives in the community.
- Our **VALUES**: Respect; Integrity; Learning & Reflection; Working Together; Quality.

We are here to enable people to live the lives they choose



We've been helping people to stay in their own home and be part of their communities since 1994. To continue to meet these goals it is essential to ensure we deliver relevant, high quality support. We must remain sustainable in a sector facing financial and legislative challenges and we need to be able to recruit, retain and develop staff to deliver our services.

We have strong foundations

- Long established charity
- Highly reputable Shared Lives and Community Support service
- High quality delivery as evidenced by CQC

Our track record gives us confidence to deliver

- The commitment and integrity of our outstanding workforce
- Diverse offer built on trusted relationships that can be further developed
- We operate at a scale that allows us to support beneficiaries in the local areas we work

Social care is changing: uncertainty continues

- National strategy delayed
- Sleep-in decision to be heard by Supreme Court
- Legislative and regulatory requirements
- Expectations from customers and families are increasing
- Continuing lack of clarity around supported housing roles & responsibilities

Looking forward we face a number of challenges that our strategy must address

- Continued pressure on funding
- Risk of additional back-pay
- Increased staffing costs (NMW, pensions etc.)
- Recruitment of staff and carers with the right skills
- Ensuring infrastructure responds to evolving demands
- Ensuring good quality housing for customers

How we are going to deliver our new 5 strategic priorities

- **Excellence** – high quality services
- **People** – create a culture that allows people to flourish
- **Social Care** – contribute to shaping of social care
- **Continued improvement** – modernise working practices
- **Sustainable** – new initiatives and wider sources of income

Our strategic intent



We will enhance the social care we provide to our customers and our overall colleague experience, by modernising our organisational culture and increasing our financial sustainability. We will do this by *sustaining and developing* our core business through diversification and innovation.

Five strategic priorities



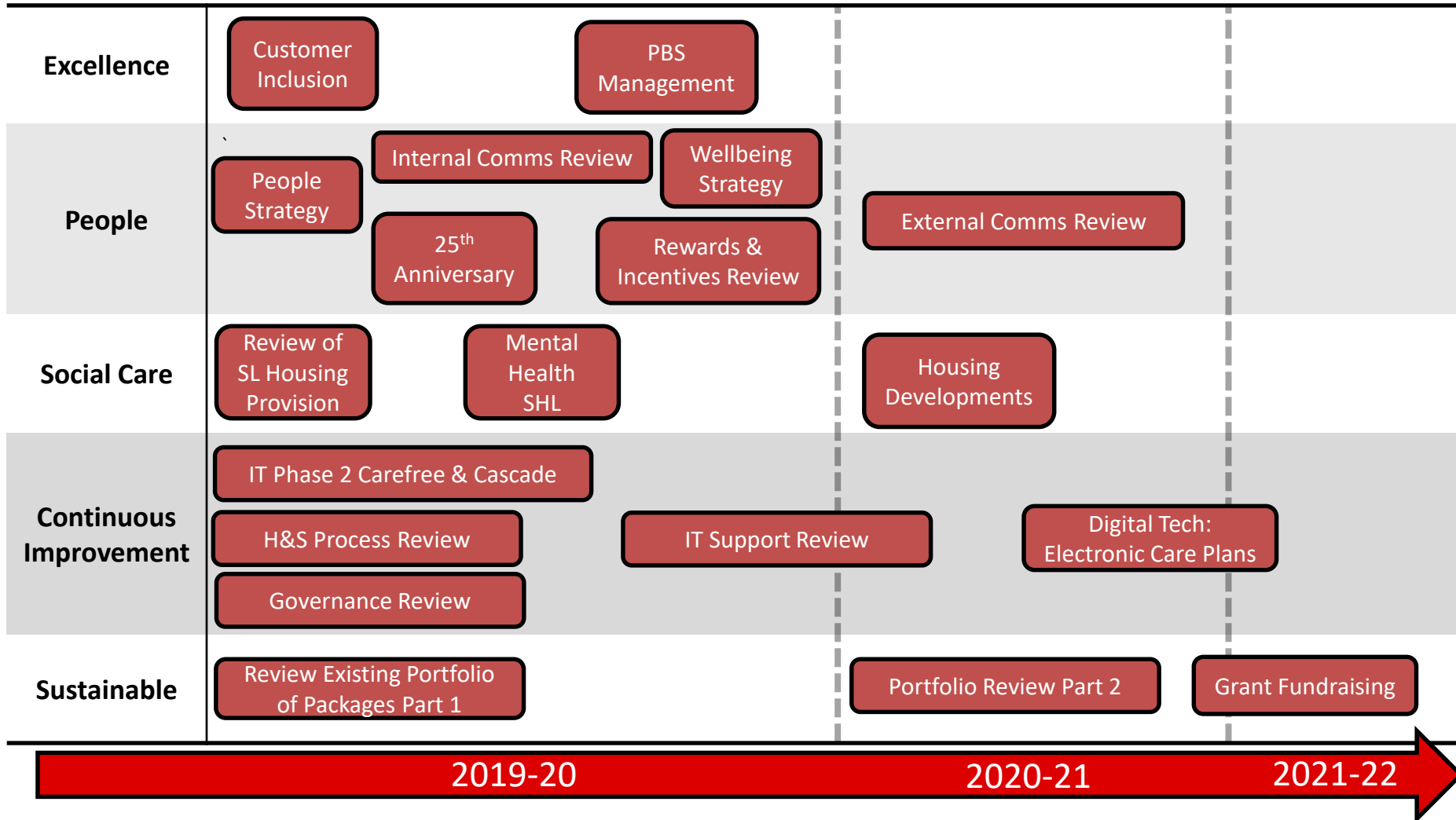
- **Excellence** – we will strive to achieve excellence to provide high quality care, continue to develop relationship based social care, and deliver personalised support.
- **People** – we will create a culture that allows people to flourish and provide a positive environment where people have the tools, support and skills they need.
- **Social Care** – we will contribute to the shaping of social care, ensuring our offer reflects the evolving needs of the social care sector.
- **Continuous Improvement** - we will continue to modernise working practice that meets the needs of colleagues and customers.
- **Sustainable** - we will manage our resources effectively, continuing to develop and invest in new initiatives which are appropriate to our core business and values.

The key outcomes



5 Strategic Priorities	Area outcome	Measure
Excellence	<p>We will continue to provide high quality relationship based social care and deliver personalised support:</p> <ul style="list-style-type: none"> • Strengthen Inclusion in partnership with our customers • Invest in initiatives that increase our ability to support people with varied needs • Establish and embed new support pathways embracing Active Support 	<ul style="list-style-type: none"> • 95% customer satisfaction • CQC 100% 'Good'
People	<p>We will create a culture that allows people to flourish and provide a positive environment where people have the tools, support and skills they need:</p> <ul style="list-style-type: none"> • Establish competitive and sustainable Terms and Conditions of service for all colleagues • Improve and develop a Communication Strategy with all stakeholders • Develop a Positive Engagement Strategy for recruitment that targets diverse communities and harder to reach groups • Embed our Recruitment and Retention processes, including wellbeing of staff 	<ul style="list-style-type: none"> • 90% Staff satisfaction survey • Support Worker retention: Leaver figures below regional average of 31%
Social Care	<p>We aim to influence and continue to contribute to the shaping of social care reflecting the ever evolving needs of the social care sector:</p> <ul style="list-style-type: none"> • Develop relationships to improve the housing arrangements for our customers • Ongoing review of our offerings to ensure they remain relevant and sustainable • Expand our Shared Lives services for people with mental health needs • Contribute to shaping the landscape through representation on key working groups 	<ul style="list-style-type: none"> • Active participants in sector groups representing 3 key stakeholders
Continuous Improvement	<p>We will continue to develop our organisational culture and working practice to meet the needs of colleagues and customers:</p> <ul style="list-style-type: none"> • Embed organisational culture and modernised working practice to enable the most efficient use of resources • Continue to modernise our Shared Lives service • Explore digital solutions to enhance stakeholder's experience 	<ul style="list-style-type: none"> • Creation of usable KPIs with associated targets for each core business process
Sustainable	<p>We will continue to balance delivery of existing portfolio of offerings with investment in new initiatives:</p> <ul style="list-style-type: none"> • Maintain and develop our fundraising approach • Look for opportunities to develop projects through bids to Grant Trusts • Continue to explore opportunities to increase our services to fee paying customers • Manage our existing resources effectively to maximise efficiency. 	<ul style="list-style-type: none"> • Operating budget surplus

Timeline



Detailed delivery plans, in line with corporate governance will be in place.

Communicating our strategy



- Cascade through refreshed Communications and Meeting structure
- Executive Update Meeting
- CEO Communication
- Formal launch at Annual Workforce Conference
- Operational Delivery Plans and Personal Development Plans (PDR)