

Our Strategy

Our Mission

Every day we strive to enable the people we support to do more than they could the day before.

Our Vision

To be the first choice for people with complex autism and brain injury and everyone who supports them.

Firm Foundations

- Embrace Personalisation
- Become an Employer of Choice
- Develop and maintain high quality, safe services in the right locations
- Maintain financial viability
- Create a robust and effective governance regime

Leading Edge

- Deliver new support models
- Invest in technology, communications and Capable Environments
- Support innovative research and pioneering approaches

Remembering we are a charity

- Develop programmes to amplify the voices of vulnerable people and identify gaps in policy and practice
- Influence in our areas of expertise
- Use fundraising to enhance lives

What does success look like?

A flexible and agile organisation with a sustainable financial position, maximising resources for the benefit of its service users.
Strong organisational values - innovative mindset - robust governance & risk framework
confident, capable and committed staff – modern processes and technology

Our Values

Agile - Resourceful – Courageous – Connected – Heart

Our Strategy

2019 -22

Our ambition is that service users have great lives in great services

Our aim is to achieve a minimum regulatory quality standard of 'Good' for all services

Autism & Learning Disabilities

- Move to smaller housing solutions
- Implement a social-care led model with Positive Behaviour Support
- Create Capable Environments using Assistive Technology
- Personalisation to underpin service offerings

Brain Injury

- Continue to refine and improve our services
- Care and support will be based on three clear pathways:
 - Restorative
 - Compensatory
 - Complex needs
- New flagship hospital to replace York House in 2022

Physical Disabilities

- DT to retain good quality services and review on a case by case basis
- No new services will be built

Education

- Phase 1 will increase the intake to 76 and stabilise the school with a new Head Teacher and governance structure
- Maximise use of existing buildings and space
- Any phase 2 expansion will be reviewed following phase 1 in 2021

Finance & Property

- Continue to own buildings and ensure they are fit for purpose
- Invest in refurbishments where needed
- Expand Supported Living provision with Registered Providers
- Financial target is notional return against rent (c£2.4m)

Zones of Influence

- Review our geographic spread
- Review services located outside of the defined zones of influence and consider proposals to divest or invest in growth
- Consider impact of ZOI strategy on costs, revenue and surplus

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