



Strategy for 2020-2025

Summary

We have identified the following strategic priorities:

- Strive for continued achievement of very high standards of care, support and development across our services.
- Consolidate and promote the value of residential care for those who benefit from it.
- Examine ways in which Scotts can help to meet the increasing demand for high quality independent living accommodation with appropriate support.
- Complete the transformation of the Development Centre to support more than 100 students with a broader range of disabilities to have fun, to acquire the practical skills necessary to build inter-personal relationships, to enjoy everyday life in the community and to enhance their well-being.
- Improve communication with our stakeholders
- Ensure that our outstanding facilities and infrastructure are well maintained.
- Optimise our fee income, including from hiring our facilities to the local community, and ensure that our working practices are as cost-effective as possible.
- Build closer relationships with other charities or similar bodies where possible to help identify synergies and improve efficiencies

To address them we will work to achieve the following objectives:

- Maintain and optimize our care & safeguarding standards, supported by an Internal Audit programme, the Care and Safeguarding Committee and engaged Trustee oversight.
- Develop our people through on the job training and experience, external training and support to achieve qualifications.
- Engage with commissioners, regulators and legislators to make the case for our day services and residential care wherever possible.

- Review the options for additional independent living accommodation for 8-15 people.
- Create and implement a marketing plan for the Development Centre, including Open Days, improved links with local schools and medical practices, and offering increased visibility and opportunities for hiring its facilities to the local community.
- Review sessions in the Development Centre, and care matrices in St Peters Row and Oaks and Willows to ensure they are appropriate, supportive of person-centered care and financially viable.
- Invest in technology to support and enhance Training, HR & Admin, MIS and Audit Processes.
- Actively engage with each category of our stakeholders to keep them better informed and to receive and act upon their feedback
- Be active in working with other charities for mutual benefit.

To attain these, we will:

- Raise sufficient funds to cover any capital projects.
- Continue to develop our Community engagement (Hall/Barn Hire) and fundraising activities
- Maintain and develop relationships with National & Regional Trusts & Foundations, in preparation for future large appeals
- Develop and initiate a succession plan for Friends of Scotts
- Ensure our staff and volunteers are recruited, trained and developed to meet the objectives of the plan.
- Work closely with local government to mitigate the threat posed by funding cuts.
- Designate one of our trustees to take specific responsibility for improved engagement with our stakeholders
- Network with statutory bodies, other providers and umbrella organisations in order to enhance our service.
- Develop partnerships with other organisations where this will help us to achieve our objectives.

1. Care & Safeguarding Standards

We will continue to monitor our effectiveness closely using our current mechanisms and others which become necessary. At present a designated Trustee oversees each service and frequently meets with our residents, tenants, staff and students, discusses their experiences with them, records their feedback and makes recommendations to our senior managers. We also hold regular forums where any issues can be discussed, from health and safety to plans for future holidays and trips out.

St Peter's Row and the Supporting Independence Service are subject to stringent statutory reviews which provide opportunities to improve our service. The Care Quality Commission inspected St Peter's Row on 23rd August 2017 and Oaks and Willows on 28th June 2017, and commended our good quality care. The full reports are available on the CQC website www.cqc.org.uk. We will continue to ensure that staff learning and development needs are regularly reviewed, and addressed by both internal and external training.

St Peter's Row

Scotts aims to provide a high level of service, meeting the standards we are required to meet by the regulator – the CQC – and in our contracts with Kent County Council and other Local Authorities.

The charity will continue to monitor and evaluate the service closely, and promote its value in the mix of service provision for people with learning disabilities.

Supporting Independence Service

In line with our strategic objectives we will endeavour to provide a high level of service. We have achieved excellent results, supporting people to achieve things they could never have imagined were possible for them. We will continue to examine ways in which we can improve the service.

Development Centre

Our Development Centre works with people's abilities and strengths rather than their limitations. We provide an environment where our people feel secure, accepted, and encouraged to express themselves and recognise their own achievements – from public performance to writing their own name for the first time.

Our major project – DC2020 – has seen over £750,000 raised and invested in a full renovation and improvement of the facilities. A new Life Skills centre was created, based in The Barn, and The Hall was extended and new facilities added, such as the

Changing Places lavatory (only the second in Tonbridge) and a lift installed to make the whole building fully accessible.

The increased floor space will allow us to create spaces for another 30-40 people – a 50% increase – which will see us operate around 22,500 people sessions per year by 2025. The new facilities, coupled with improved core skills on the part of our staff, will enable us to cater for people with a broader range of disabilities.

Our challenge for the future is to manage the growth in a way that ensures Scotts retains its friendly and homely atmosphere, and to continue to provide a person centred service in which fun may be had, confidence increased, friendships made and valuable life skills learnt and improved.

2. Projects

Provision of Supported Living

Many adults with a learning disability wish to live more independent lives in their own homes with support as necessary rather than in residential care or a shared house. UK Government policy is to provide greater choice and independence for people with a learning disability, including a choice of where and how they live. There is an acknowledged demand for this type of accommodation in the Tonbridge area and Kent County Council would like to see increased provision of independent supported living in Kent. Our plans are in line with their strategy.

Objective: To consider options to accommodate an additional 8-15 people who wish to live in their own flat in West Kent or East Sussex and need support to achieve this.

Our plans

In keeping with our values we wish to provide choice, a sense of community and the personalised support people need to develop and maintain both practical skills and self-assurance. For some people this will offer a path from residential care via shared housing to supported independent living. Whilst CQC policy-currently favours individual rather than shared accommodation, we will need to monitor any changes carefully and react appropriately over the period of the plan.

Outcome

Tenants who wish to live more independently will have their own comfortable, non-institutional place to live and the support they need to lead a fulfilling life.

3. Facilities Improvements

Approximate capital cost: £60,000 per year

Our attractive, well-maintained surroundings play an important role in ensuring the homelike environment that is central to our work.

Objective: To ensure our high-quality environment is maintained to a standard that meets the needs of the people who use our service and reflects the original aims of Jill Scott in providing a calm, picturesque and natural environment.

Our plans

During the period of this plan we will:

- Further improve accessibility for people with physical disabilities.
- Invest in IT to provide a better service for residents and students; streamline administrative processes; and improve communication with service users, staff and external stakeholders. We will continue to develop the website and our online marketing to meet the needs and interests of fundraising audiences in support of our objectives.
- Carry out improvements and refurbishments to the premises, for example replacing the kitchens in Oaks and Willows and purchasing replacement vehicles.

Outcomes

- CQC, health and safety and accessibility standards continue to be met.
- Residents, tenants and students benefit from an improved environment, equipment and facilities.
- Continued efficiency in the administration function.

4. Supporting the Strategy

Working Closely with Local Government

The scale of cuts in social care have been material, and recovery from their impact likely to take some years.

We continue to work with KCC to understand their strategic priorities and to align our work with them as far as possible within our Mission and Values.

Operational Efficiency

We will continue to review the way we provide our services and optimise the funding for which we are eligible, as well as to seek operational efficiencies wherever possible without compromising our Mission and Values. In doing so, we

will ensure the availability of fundraised income for capital projects and ensure we manage costs closely.

This will include examining opportunities to network with similar organisations as outlined below.

Networking

It is essential to understand and to seek to influence government in the appropriate development of care policies for adults with a learning disability. It is also critical to ensure adequate funding for ongoing operational costs during times of economic austerity. Consistent with Scotts' ambition to continue to improve facilities and the learning environment, it is important to observe and network with organisations providing similar services, determining and adopting best practices.

We will continue to ensure an external focus and awareness of the wider LD world:

- Attending networking events and seeking informal networking opportunities.
- Visiting other providers to compare their work with that of Scotts.
- Meeting Kent County Council to discuss their future priorities and understand the funding plans for the period of their next financial plan.
- Seeking the views of service users, parents and others about our relative strengths and weaknesses compared to other local organisations.

Partnership

We will consider partnerships with other organisations to help deliver our strategic aims in the most efficient and cost-effective way. In particular we will consider:

- A shared service arrangement for some back-office functions such as payroll, or shared procurement.
- Partnering with other day service providers to expand and tailor the range of sessions available to service users as well as building on existing arrangements.
- Consider whether we should work with other bodies such as housing associations to help finance an expansion of facilities, which will support greater independence for the people with whom we work.