

## **Our Strategic Priorities**

### **Our Philosophy**

We want everyone who meets us, no matter in what context, to experience our friendly, caring, compassionate philosophy, which runs through our whole organisation. We are a leading housing and care provider in the south-east, flexible and responsive to the needs of people in later life.

### **Our Values**

- **Compassion:** behaving in a manner that treats people with respect and dignity, listening to what they say and responding;
- **Openness:** offering high quality services that are adaptable, flexible and that meet the changing needs of service users in a manner that offers genuine choice;
- **Integrity:** acting at all times in an honest and straightforward way with all those with whom we come into contact;
- **People focussed:** reflecting the ethos inherent in the organisation's philosophy.

### **Our strategic priorities are:**

1. Investing in Care – commitment to the provision of a quality service that meets the needs of the people we support. We will strive to be a person-centred organisation with people at our heart – both the people we serve and people we employ. We will put decision making as close to the people we support as possible, transforming the traditional organisational hierarchy to one that is person centred (read more for text in black which opens in pop up)

To demonstrate this, we will strive to;

- Achieve at least a 'good' Care Quality Commission rating within all of our care services;
- Support older people to live well through the personalisation programme;
- Implement the Kings Fund 'Enhancing the Healing Environment' model focus on an environment that promotes wellbeing, independence and social inclusion;
- Communicate in an open, honest and accurate manner horizontally and vertically across the organisation in accordance with our Duty of Candour;
- Maintain an active commitment to the National Care Forum Quality First Pledge;

- Combat loneliness through meaningful and purposeful occupation and a programme of daily activities.

2. Investing in our Property Assets - Our property assets are an important part of enabling us to deliver services to the people who we support, both now and in the future and it is therefore essential that we have an innovative and forward-thinking strategy in place to manage them. (as before)

To demonstrate this, we will strive to;

- Ensure that our property portfolio is sustainable both in terms of meeting housing/residential care needs and aspirations, also that it is economically viable, as well as 'fit for purpose' across a range of likely financial scenarios;
- Work in partnership with local authorities who commission housing and care services for older people;
- Have well maintained, good quality homes which meet regulatory, health and safety and legislative requirements.

The implementation of this strategic plan supports the continuation of a journey of change. It reflects the recognition of a need for the organisation to realign its property portfolio, to meet the changing needs of the market.

3. Investing in our Workforce - Our workforce will continue to be our greatest asset. To thrive in a competitive sector, our strategy will improve our effectiveness to value our workforce and recognise achievement. (as before)

The organisational development strategy is our key document, which draws together all that we will do to attract, retain, reward and develop our staff. Our aim is to have a healthy organisational culture, sustainable and capable employees, working in an integrated manner where leadership and management is values based, efficient and effective

We strive to;

- Implement a continued programme of coaching, mentoring, learning and development;
- Develop a well-trained workforce;
- Continue to invest in our in-house Academy programme, which offers the opportunity for career development.

4. Delivering Value for Money - Our Value for Money (VFM) strategy confirms the actions that we will take to achieve an understanding of how our services compare with others.

In delivering our strategic priorities, we will consider the VFM implications throughout. This means that in some cases we may increase spend to achieve a positive outcome. The introduction of a new integrated housing management and property repairs system is an example of one such 'invest to save' project, where the increased use of technology will modernise our existing practices and offer a more efficient service.

We have identified performance indicators that will demonstrate that we are delivering VFM. We will use these to bench mark our performance against that of other comparable organisations. These will inform our annual assessment of whether we are achieving VFM in the delivery of our strategic objectives, published within our statutory accounts. (as before)

As well as understanding how our services compare with others, we will aim to improve VFM in our own services by;

- Reducing the cost of our resources through effective procurement;
- Attracting more external resources to enable us to deliver more/improve quality;
- Achieving future savings through investing to save where we can;
- Improving service quality through investment in our people.

5. Investing in IT - We will invest in our information technology to enable us to achieve our strategic priorities, both now and into the future. (as before)

We aim to ensure the provision of information technology that;

Is fit for purpose and responsive to the needs of the business;

- Supports our future growth;
- Supports our drive for greater VFM;
- Is integrated across the organisation.

Key IT priorities for completion over the five years of this strategic plan will include;

- The replacement of the organisation's existing finance and rent accounting systems;
- The implementation of a new integrated housing management and property repair system;
- Making better use of electronic communications.