



The Richmond Fellowship
Scotland

The Richmond Fellowship Scotland Strategic Plan 2024-2027

Information for staff colleagues

Introductions from our Chair and CEO

Welcome to the 2024 to 2027 strategy which continues our quest for improving the lives for the People We Support and for those who need our support going forward. Our outgoing strategy achieved much and there is a lot to be proud of here. We have seen purposeful backing of our Fun Value with significant investments going into free luxury holiday chalets offerings, creation of a Fun Team and Fun Achiever posts, continuing with our innovative Outcomes are Fun Participatory Funding initiative, continuing with our service driven fun activities approach.....and there has been more.

Within our outgoing strategy we faced an unprecedented Covid-19 crisis, a Cost of Living Crisis and an energy crisis. Not through luck but through successive directional strategies we were able to cope with these crises. We responded to the Cost-of-Living Crisis by paying our frontline Staff Colleagues and Senior Support Workers sector leading rates of pay. We need to further profile this – why work anywhere else is our question?

Sector issues endure and the old spectre of Local Authority funding pressures returns. The next few years will be challenging from a funding perspective. We have faced this in the past and know that

growing our services results in meeting more need but also sustains our financial viability. This enables us to invest in the likes of our sector leading Learning and Development, Pay rates, innovation and quest for “Making improvements”.

The hidden lives of people still living in Hospitals (often in locked facilities) and those who are transitioning from arbitrary age barriers without adequate service provision remain a concern. Many have behaviours of concern and need compassionate and skilled support – we are good at this and will continue to be sector leading in order to make an impactful difference.

We belong to a wider system: “The Planet” and need to consider and plan for how we can engage on the journey to net zero carbon use.

Our Six Goal Strategy will be an important focus for our future and the People We Support. We recommend it to you and look forward to achieving, believing this is what we need to do and what we can do!



Stephen McCaffrey
Chair



Austen Smyth
CEO



The Richmond Fellowship
Scotland

Mission & Values

Our Values

What we ARE

- 😊 **Personalised**
- 🎯 **Outcomes Focused**
- 🤝 **Respectful**
- 💡 **Imaginative**
- 🗨️ **Problem Solving**
- 🏷️ **Cost Effective**

Our Mission

What we DO

Develop and deliver the best personal supports that listen to what you want and achieve what matters to you.

We Make Improvements

Your Outcomes

So YOU can

- | | | |
|---------------------------|-------------------------|-------------------------|
| 🏆 Achieve Things | 👍 Be Responsible | ❤️ Feel Good |
| 🔗 Make Connections | 🧑 Have Fun | ☮️ Be Safe |
| ✅ Stay Well | 🌱 Get Involved | 🕒 Lead Your Life |

We recognise the complexities of people's lives, the challenges they face and the contributions and worth they bring. We believe everyone is unique and entitled to a fulfilling and meaning life.

Our Strategic Plan 2024 – 2027

Every three years we undertake to set the key strategic goals we aim to achieve for the coming three year period. We are happy to present The Richmond Fellowship Scotland's Strategic Plan for the years 2024 – 2027.

Our strap line theme of “Making Improvements” resonates throughout our plan. We hold dear to the ethos that as an organisation we cannot afford to stand still but must aim, across all areas, to do better and make improvements.

The Strategic Plan is built on feedback from surveys completed by supported individuals and staff and is mindful of the regulatory, technological and economic environment in which the organisation finds itself.

The Strategy for the next three years will not necessarily remain static. The environment within which we work may change and new challenges may present themselves. We will therefore be flexible depending on any unfolding environment in which we find ourselves.

The Plan itself has six Goals and each goal is supported by a schedule of what the organisation believes it needs to do to achieve those goals. The then schedule is supported by a set of practical projects. Each goal is led by an Executive Director who will be responsible for allocating the resources required to meet that goal.

The six Strategic Goals set for the three year period 2024 -2027 are as follows:

Goal 1 - To support people to live their best lives.

Goal 2 - To remain the provider of choice through the diversity of our care portfolio and the quality of our services.

Goal 3 - To recruit and retain a staff group that meets not only current service demands but that will enable future growth.

Goal 4 - We will continue to grow our levels of care provision in Scotland not only to benefit more vulnerable people but to ensure financial security for the organisation as a whole.

Goal 5 - Increase sustainability and viability of TRFS through the efficient and effective deployment of its resources.

Goal 6 - Reduce the Organisation's environmental impact.

We will now look at each Goal in turn.

Goal 1 - To support people to live their best lives.

Goal 1 puts the people we support, quite rightly, first. The lowest scoring answers on the annual 'How Well Are We Doing survey' and the feedback from supported people in relation to this plan showed that the people we support want most of all to be valued, have the opportunity to participate in their communities and to live a life that is more fun, adventurous, satisfying and overall better lived. This goal therefore looks at how supported people can be better connected to communities and families and how they can be helped to achieve outcomes that are important to them.

Goal 2 - To remain the provider of choice through the diversity of our care portfolio and the quality of our services.

While the people we support are our main stakeholders Goal 2 reflects our relationships with our other stakeholders e.g. families, Local Authorities and the Care Inspectorate.

The Richmond Fellowship Scotland currently enjoys the position of being the largest third sector provider of Social Care in Scotland and that is a position we wish to retain. We will evidence our versatility, value and quality to our other stakeholders through our diversity of care provision, our specialisms, and our strong regulatory compliance and in so doing we aim to be the provider of choice for care and support provision across the country.

Goal 3 - To recruit and retain a staff group that meets not only current service demands but that will enable future growth.

Goal 3 is orientated towards our staff group. We recognise that our greatest challenge over the last few years has been our ability to recruit, and more importantly retain our staff complement. We understand and see the pressures this puts staff teams under to ensure the people we support receive their packages of support. Our goal in terms of retention and recruitment is twofold: firstly, to put measures in place that stems the loss of existing members of staff and keeps them with TRFS and secondly, to improve our sourcing and recruitment processes. Positive outcomes from these two pieces of work will ensure that not only do we have a staff contingent to meet existing demand but that we have the resources to take on new support and care provisions. We currently hold a Gold Investor's in People Award, and it is our ambition and aim, within the coming Strategic Plan period, to see this elevated to its highest level, a Platinum award.

Goal 4 - We will continue to grow our levels of support and care provision in Scotland not only to benefit more vulnerable people but to ensure financial security for the organisation as a whole.

Goal 4 is our drive to grow our service provision. Our Goals are inter linked and our

ability to grow will be dependent on our ability to deliver the other Goals within this Plan. Growth in our service provision means that we are reaching a wider group of vulnerable people in our society and that in turn reflects that our services are valued and wanted. Our ability to grow and the fact that we do grow means that we can and have put in place the resources required to deliver those additional services. In addition, growth provides the opportunity for advancement, personal development and a secure career. We recognise that growth comes with financial benefits such as stability and continued financial viability and that it allows us to be more creative in our dealings with our Local authority partners.

Goal 5 - Increase sustainability and viability of TRFS through the efficient and effective deployment of its resources.

Goal 5 looks at our processes and the use of TRFS resources. It is incumbent upon us to ensure that the resources of the Richmond Fellowship are deployed effectively, efficiently and economically in the delivery of our services. We will strive in the next three years to improve our processes and reduce duplication of effort through better integration of our systems and digitalisation. We will continue and complete the upgrade of our IT infrastructure that began in the last Strategic Plan period. We will look to move closer to a paperless office which is both environmentally and financially beneficial to the organisation.

Goal 6 - Reduce the Organisations environmental impact .

Goal 6 is a recognition of our environmental responsibilities. We understand that as an organisation we have an impact on our environment and that we have a duty to mitigate as far as possible that impact. Of the estimated 4,400 tonnes of CO2 equivalent generated by TRFS, 3,200 tonnes CO2 equivalent is generated by staff being in,

coming to or going home from work. As an organisation our aim in Goal 6 is to become more environmentally aware and to put in place policies and processes that will see a reduction or mitigation of our carbon footprint. Reductions can be achieved through our procurement routes, digitalisation and the management of our property portfolio. As part of our energy mitigation strategy, we have ambitions to use our own resources to create a project that would see us as a generator of energy using renewable sources. We aim to achieve a Net Zero energy use position.

Goal 1: To support people to live their best lives.

Statement: The People We Support must have the opportunity to be adventurous in their lives, be able to explore and access the resources that are around them and have as much fun as possible.

What we need to do:

- Ensure that the People We Support are active participants in the design of their individualised service.
- Support people to achieve what they see as important for them in their lives.
- Ensure that the people we support have the opportunity to make connections in their communities and enjoy the benefits and resources that their communities can offer them.
- Promote better both physical and mental health well-being through activity and healthy choices.
- Ensure that supported people stay connected to those people who are important in their lives.
- Use technology to enable supported individuals to be connected to their services, their communities and to support them in the achievement of their goals.
- Develop our Mental Health Recovery and Trauma Informed Practice.

Lead Director: Kate Haycock, Executive Director for the Central Region

Key Projects:
Enable People We Support to have more involvement in the design and delivery of services and to be better represented within the TRFS organisation.
Promote the internal resources of the organisation such as the work of the Fun Team and the holiday chalets in North Ayrshire.
Make supported people aware of the community resources available to them.
Explore how technology, digital resources and AI can be used to achieve people's goals and keep them connected to their communities.
Embed into our practice Mental Health Recovery approaches and Trauma Informed Practice.
Adapt Learning and Development courses to suit People We Support
Develop anti-loneliness approaches and shared interest models to promote well-being and interconnectedness.

Goal 2: To remain the provider of choice through the diversity of our care portfolio and the quality of our services.

Statement : We will remain the pre-eminent provider of support and care services through the diversity of our services, evidenced benefit to the people we support and the quality of our services as demonstrated by our Care Inspectorate grades and our own evidence base..

What we need to do:

- Be responsive to the new regulatory environment of the Care Inspectorate.
- Ensure legislative changes are reflected in our work.
- Strengthen shared learning from regulatory and legislative changes across the organisation.
- Promote our expertise in working with people with behaviours of concern.
- Demonstrate our leadership in the field of autism and neurodiversity.
- Improve communications with people who are important in a supported person's life.
- Strengthen the opportunities for stakeholders to engage in our service and support planning processes.
- Ensure the organisation achieves the highest standards in health and safety practice including achieving external accreditation.

Lead Director: Kate Haycock, Executive Director for the Central Region

<u>Key Projects:</u>
Ensure that the TRFS quality framework is aligned with the regulatory framework.
Continue to support and monitor quality framework improvement plans for services.
Develop a 3 year neurodiversity strategy.
Promote our expertise in working with behaviours of concern through a TRFS conference
Continue to develop our organisational relationship with regulators and explore opportunities for joint working and shared learning to create an exchange of ideas/improvements.
Further develop restrictive practice approaches within the organisation to ensure all individuals are able to live lives free from restriction as far as possible.
Roll out Customer service training to build on the concept that complaints are opportunities for "fixing" and for relationship building.
Attain the Health and Safety accreditation "ISO 45001"

Goal 3: To recruit and retain a staff group that meets not only current service demands but that will enable future growth.

Statement: Our ability to maintain and grow our services is predicated on our ability to recruit and retain people who can deliver high quality services to give the People We Support the best opportunity to live fulfilled independent lives; and to ensure that TRFS continues to invest in our staff teams.

What we need to do:

- Recruit to the appropriate staffing levels to deliver our contracted support packages and recruit to achieve growth.
- Ensure HR processes support effective deployment of staff.
- Development of talent pipelines in partnership with Further and Higher Education institutions.
- Develop our employee value proposition to ensure 'best in class'.
- Reduce our staff turnover rates.
- Recognise and reward high performance.
- Implement measures that will help to drive employee engagement.
- Develop a mainstreaming approach to Equality, Diversity and Inclusion.
- Implement necessary organisational development activity to enable TRFS to be in a position to achieve Platinum Investors in People status.

Lead Director: Teresa Dellett, Executive Director for the South Region

Key Projects:
Implement requirements to enable TRFS to recruit internationally and overcome current staffing challenges.
Review of HR processes to ensure these support requirements for staff deployment in a constricted labour pool.
Working in partnership with FE Institutions to establish open ended processes to construct and further develop TRFS talent pipelines.
Development work to enhance employee value proposition.
Implementation and review of HR actions within Turnover Action Plan.
Creation of rolling 1 year Organisational Development action plan for full strategy period.
Creation of action plan for employee recognition with employee involvement.
Enhancement of organisational non-financial reward mechanisms and associated action plan.
Bespoke employee engagement surveys for workforce and associated action plan.
Creation of Equality, Diversity and Inclusion mainstreaming plan with associated actions.
Leveraging existing competency framework to create process to manage high performance.
Continue to be a sector leader Positive Behaviour Support training and delivery organisation

Goal 4: We will continue to grow our levels of care provision in Scotland not only to benefit more vulnerable people but to ensure financial security for the organisation as a whole.

Statement: We believe that through service growth we meet the care needs of more vulnerable people. To achieve this we also need to protect the sustainability and viability of the organisation through growing our revenue base.

What we need to do:

- Continue the work to extend our reach to those in need of our services.
- Benefit from the economies of scale and efficiencies that growth provides in order to sustain the financial viability of our services and the organisation as a whole.
- Provide a return where possible for continued investment and development across the organisation.

Lead Director: Operational Executive Directors

Key Projects:
Develop 'Behaviours of Concern' services, autism and neuro diverse services and be sector leading.
Move away from smaller provisions but consider TRFS reputation when handing back services to Local Authorities.
Better monitor provision "Losses" in services, especially where TRFS have properties, and move quickly to get new referrals.
Work with Commissioning Partners to deliver accommodation based solutions for people in need.
Continue to offer accommodation solutions to Local authorities via partnership working with a Housing Association.

Goal 5: Increase sustainability and viability of TRFS through the efficient and effective deployment of its resources.

Statement: The economic environment in which TRFS operates is set to become more challenging over the coming years and so it is incumbent upon us to ensure that TRFS resources are used effectively and efficiently to ensure that the organisation remains viable and sustainable and still able to meet the demands of our stakeholders.

What we need to do:

- Provide an integrated Information Technology infrastructure that meets the needs of our organisation, reduces duplication and has ease of use.
- Produce a new rostering system.
- Ensure that our staff deployment is effective and efficient and maximises contact times.
- Reduce non-staff costs through review of our supply chain.

Lead Director: Michael Carroll, Executive Director for Finance, Systems and Strategy

<u>Key Projects:</u>
Create a new Management Information system.
Integrate our systems to reduce duplication and promote single entry recording.
Complete the build of the rostering system.
Complete the move to Office 365/SharePoint.
Upgrade HR and Payroll systems and move them to the 'Cloud'.
Review our supplier list for economies and environmental values.
Develop a Learning and Development resource over rota management.

Goal 6: Reduce the Organisation's environmental impact.

Statement: As an organisation we realise that we have an obligation to reduce or mitigate our impact on climate change and therefore the world environment.

What we need to do:

- Look at capital projects that will offset emissions and move TRFS towards carbon neutrality.
- Review our policies to ensure they are as green as possible.
- Reduce the carbon footprint of our property portfolio.
- Digitalise paper based processes.
- Reduce document printing.
- Be more carbon aware of our supply chain.

Lead Director: Michael Carroll, Executive Director for Finance, Systems and Strategy

Key Projects:
Review and update policies.
Create an Environmental policy.
Look at Investment in natural energy generating project.
Build an IT infrastructure and systems that makes reduces the need for paper and printing.
Work with suppliers with strong environmental values.
Develop Learning and Development resources for the People We Support and our Staff over ways to reduce environmental impacts at the individual level

Achieving the Goals and Maintaining the Momentum

Each of the Executive Directors has been given responsibility for the achievement of specific goals. The Executive Directors will efficiently ensure that the required resources are committed by the organisation to ensure the successful completion of the projects and the attainment of goals. The leads for projects will generally be members of the Senior Management Team however contributions to projects are likely to come from all levels and disciplines within the organisation. It will be for the Directorate Team to ensure that the strategic plan maintains momentum and remains a focus within the organisation.

Actions from projects must be purposeful and lead to changes that will impact positively on the supported person and/or the organisation. They must be SMART in approach, i.e. Specific, Measurable, Achievable, Realistic and Time-bound and must avoid the promotion of unnecessary discussions or the elongation of processes which are unproductive and wasteful.

The Senior Management Team (SMT) meetings are held on a quarterly basis and will be solely focused on the achievement of the Strategic Plan. The purpose of these meetings will be to drive forward the agenda of the Strategic Plan and Senior Managers will be required to report, not on passed success, but on future actions to ensure that momentum is maintained.

Reporting on the Progress of the Strategic Plan

The progress of the Strategic Plan will be reported to the Management and Staff of TRFS through a series of meetings and communications. The communication plan is as follows:

1. The Senior Management Team (SMT) meetings will be programmed to take place on a quarterly basis coming in January, April, July and October of each year. As noted above the business of these meetings will be solely around The Strategic Plan and its achievement.
2. Reporting the progress of the Strategic Plan to the TRFS Management Committee will be timed to follow on from SMT meetings and will take place twice a year, in April and November.
3. Staff will receive a quarterly update on the progress of the Strategic Plan through the Engage Staff Newsletter, again following the meeting of the SMT and while feedback is still fresh.
4. The progress of the Strategic Plan will also be published on the TRFS intranet.