

C&SH Strategy 2024-27

Our Purpose

To provide accommodation based support which empowers people to live with confidence, choice and independence.

Strategic aims and core ambitions

PEOPLE

Co-produced support services centred around the people we support promoting independence, growth and choice.

- Growth and record outcomes in co-productions through development of VoiceBox
- Redevelopment of electronic support planning tool
- Outcomes and feedback demonstrating support is delivered in line with Trauma Informed Practice and Psychologically Informed Environment (PIE) approaches
- Services are inclusive

STAFF INVESTMENT AND DEVELOPMENT

Enhance working cultures through values-based recruitment, fair pay, specialist training and refining our wellbeing and recognition offer.

- Reduction in vacancy and turnover rates
- Ambition to achieve Real Living Wage
- Staff are supported from point of induction
- Staff are trained in specialist areas
- Staff feel included and at home at Hightown
- Staff feel valued, appreciated and heard
- Expand and refine wellbeing offer

ACHIEVING EXCELLENCE

Prioritise quality improvements across all channels, environment, systems, processes and approach.

- Improvements made to living environments in line with PIE model
- Impact folders developed to demonstrate excellence and added value
- Feedback from the people we support demonstrates quality of care / support provided
- Continuous improvement shows through internal audit and external inspection ratings

SYSTEMS AND CONTROLS

Smarter approach to governance through targeted responses, uniformed documents and effective communications.

- Strong financial performance
- Implementation of financial analysis Red, Amber, Green (RAG) rating tool
- Strong performance against performance dashboard
- Improved continuity of care and support
- Refreshed communications plan which showcases successes and raises external profile

VIABILITY AND GROWTH

Ensure sustainability of services through pro-active contract management. Focus on disciplined growth where operating margins are sound.

- Ensure financial viability through pro-active, responsive uplift negotiations
- Develop our adult and young peoples homelessness provision across our geographical operating area
- Prioritise business retention and growth opportunities for services where Hightown is the landlord

Outcomes from this strategy

Monitoring

Progress on the delivery & completion of the strategic outcomes will be captured in C&SH's annual Operational Plans