

Creative Support

Four Year Strategic Plan 2016 - 2020



Introduction

Creative Support was established as Manchester Housing Consortium in 1990 and was registered in 1991 as an Industrial and Provident Society with charitable status. We subsequently changed our name to Creative Support to show our commitment to developing creative responses to individual needs. In our first five years we successfully enabled people who had been living in long stay hospitals to move into supported housing, greatly improving their quality of life. By the late 1990's we were providing a wide range of housing, care and support services.

Creative Support now provides person-centred services across England in 65 local authorities, supporting over 5,000 individuals with care and support needs. Our portfolio includes accommodation based services such as residential care, supported housing and extra care as well as a range of floating support and homecare services to service users living in their own homes. We also provide day activities and respite support so that service users, families and carers can enjoy holidays and short breaks.

We currently provide care, support, housing and preventative services for:

- People with a learning disability
- People with mental health needs
- People with dementia
- People with autistic spectrum conditions
- People with acquired brain injuries
- People with sensory and physical disabilities
- People with complex needs, including behaviour which can challenge services
- Young people with care and support needs
- Older people with care and support needs
- People who are homeless or in housing need
- People who have a history of problematic drug or alcohol use
- People who have a history of offending or are at risk of offending

The needs of our service users are diverse and we support people from all ethnic, religious and cultural backgrounds. Over 20% of our service users are from BAME groups and this is reflected in the diversity of our staff and volunteers.

Mission Statement

Creative Support promotes the independence, inclusion and wellbeing of people with support needs. We do this by working with the people we support, their families and partner agencies to deliver innovative, high quality services that meet individual needs and aspirations in a person-centred way.

Our Philosophy and Aims

Creative Support is committed to a person-centred philosophy of service delivery. Key elements are as follows:

- To promote rights, opportunity, choice and wellbeing
- To offer respect and unconditional positive regard to the people we support
- To use an assets and strengths-based approach which builds upon the abilities, resources, preferences and aspirations of service users
- To provide personalised, compassionate care which protects the self-esteem, dignity and safety of the people we support
- To provide active support which promotes the skills and independence of individuals
- To be accountable and committed to providing high quality, safe, evidence-based care and support which achieves positive outcomes
- To promote service user empowerment, involvement and co-production in all aspects of service design, delivery and evaluation
- To facilitate meaningful activities, social opportunities and relationships, build social networks and encourage informal family and peer support, thereby reducing reliance on formal services
- To create pathways towards education, training, volunteering and paid employment
- To enable people to enjoy a valued lifestyle, to be active citizens and be fully included in their communities
- To add social value to all our activities through working in partnership, engaging with communities and contributing to local social, environmental and economic strategies

Opportunity, Choice and Wellbeing

Our Six Strategic Priorities:

1. Excellent customer care and an outstanding quality of service provision (p6 -13)
2. A caring, competent and high quality workforce (p14 - 19)
3. A sustainable future and financial stability (p20 - 23)
4. We add value and maximise Opportunity, Choice and Wellbeing (p24 - 27)
5. We promote our brand and positive profile (p28 - 31)
6. We develop and effectively manage our housing assets (p32 - 35)

1. Excellent customer care and an outstanding quality of service provision



“ The care and attention my mother received from all of the wonderful carers was second to none and we will always appreciate that. It gave us peace of mind to know she was being cared for as if she were a family member and every one of the carers was so sweet to both my parents during their time there, nothing was too much trouble for them.

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Key objective	Actions	Expected outcomes
1.1 Further develop the staff quality initiative called Achieve Q	<ul style="list-style-type: none"> > Introduce and embed Achieve Q, the internal quality campaign to inspire, recognise and celebrate positive staff practice and achievements > Through Achieve Q we will recognise staff and team achievements in seven attributes, awarding standard, silver and gold levels > Achieve Q will inform recruitment, training, supervision, internal processes and governance up to board level to ensure all managers, staff and trustees adhere to the Achieve Q attributes 	<ul style="list-style-type: none"> • A strong and visible culture and commitment to Achieve Q which will demonstrably enhance service quality through the positive attitude and practice of staff • Around 500 individuals and teams will be awarded Achieve Q over a three year period • We will have used Achieve Q to support the achievement and recognition of national and local quality awards and accreditations (such as NAS accreditation)



Aspirational | **C**ompassionate | **H**ardworking | **I**nclusive | **E**ffective | **V**alue Based | **E**mpowering

1. Excellent customer care and an outstanding quality of service provision

Key objective	Actions	Expected outcomes
1.2 Deliver an excellent service user experience	<ul style="list-style-type: none"> > Ensure every employee, team and service understands the needs and preferences of our customers and tailors support to personalised requirements > We will be innovative in our approach to consultation with service users to improve our understanding of their experiences and make corresponding improvements > All Head Office and regional support teams will critically appraise the experience they deliver to service users and introduce improvement plans > Our Complaints, Compliments and Customer Care processes will be further developed and we will seek to embed good practice nationally > Implement and report against a set of agreed KPIs for managing complaints 	<ul style="list-style-type: none"> • We will have a strong culture of valuing and responding to our service users • We will have an improved consultation process that informs future planning of service models • Head Office functions and corporate processes will become more effective and responsive, leading to an increased level of satisfaction from internal and external service users • Regional plans will have improved local service delivery and increased service user satisfaction • We will be able to demonstrate improved management of complaints and a better response to compliments
1.3 To achieve an excellent standard of Information Governance	<ul style="list-style-type: none"> > Implement and monitor annual improvement plans through the Information Governance (IG) Framework > Completion of mandatory IG training and regular awareness programmes for all staff > Provision of clear advice and guidance to service users and staff regarding management of personal and sensitive data > Maintenance of a robust IG management and reporting framework through the IG Committee 	<ul style="list-style-type: none"> • Aim for Level 2 IG Toolkit compliance will be achieved by March 2018 and Level 3 by March 2019 • All staff will apply best practice and principles of IG to support Creative Support activities • Improved IG and associated risk management across the organisation

Key objective	Actions	Expected outcomes
1.4 Provide personalised care and support for all	<ul style="list-style-type: none"> > Person-Centred Plans will be co-produced, living documents which will inform daily practice, as well as, plans for the future > Person-Centred Reviews occur regularly and promote maximum independence and positive outcomes > Implement KPIs to ensure regular reviews take place and that outcomes are collated and celebrated > Strengthen our Positive Behavioural Support (PBS) model to ensure greater visibility and access across the organisation. An additional further senior PBS post will be created > Further promote Creative Support as a provider of bespoke personalised support with a localised and tailored service offered to each individual we support 	<ul style="list-style-type: none"> • We can evidence that we are providing personalised care and support which delivers customer outcomes • We will meet KPIs for Person-Centred Reviews • Services for people who challenge traditional models of support will be demonstrably person-centred utilising the PBS model as required • We will have acquired a strong reputation at a local level as a provider of choice for personalised services, and this will be evidenced through retention of contracts and organic development
1.5 Create a culture of continuous improvement	<ul style="list-style-type: none"> > Build team ownership and leadership to create a culture of continuous improvement > Record and evidence improvements due to innovation and better processes > Promote duty of care, professional accountability and an open culture of reporting concerns > Embed Creative Support's Code RED campaign in the workforce, ensuring that staff are confident to escalate concerns 	<ul style="list-style-type: none"> • An Annual Quality Report will evidence improvements in practice and quality • We will see a reduction in the number of anonymous and external public reports or concerns • We can evidence strong awareness of Code RED across our workforce and volunteer team

1. Excellent customer care and an outstanding quality of service provision

Key Objective	Actions	Expected Outcomes
<p>1.6 Comply with and exceed CQC and commissioner quality expectations</p>	<ul style="list-style-type: none"> > To maintain up to date knowledge of quality standards and to be compliant with these at all times > To strive for outstanding CQC quality ratings and to communicate these achievements to our stakeholders > Senior managers will ensure that the processes in place ensure contract compliance (and that these are owned by all colleagues) > Maintain excellent understanding of the regulatory system and challenge CQC reports when appropriate > Our experienced Quality Team will ensure robust Internal QA > Sustain and build partnership working with CQC and other regulators > Ensure we keep abreast of all intelligence based monitoring > All staff are briefed regarding health and social care policy developments and evidence based best practice > Senior staff to be supplied with handheld devices to enable active research, sharing of information and connectivity > To further develop the use of ECCO cloud-based software as a case recording and management tool 	<ul style="list-style-type: none"> • Over 90% of CQC inspected services will be rated as Good or above • Two services will achieve an outstanding CQC rating • An excellent ongoing corporate relationship will be maintained with CQC • The majority of our community based services will use ECCO • ECCO will be rolled out to a significant cohort of other services • Exemplary practice examples evidenced through case studies, compliments and service user testimonies across our range of client groups and service types

Key objective	Actions	Expected outcomes
1.7 Ensure robust social care governance	<ul style="list-style-type: none"> > Board level involvement to continue to play a key role in our social care governance processes > Ensure frontline service user engagement in all regions through Quality Forums and Board visits > Create a new co-production lead role to enhance service user engagement > Close and effective monitoring of service provision with reports including safeguarding, complaints and incident management > SCG strategic plan to be developed which will address and prevent any themes arising from incidents > Our Duty Manager system and Out of Hours service will continue to ensure seamless quality delivery. Intelligence gained will inform service improvements 	<ul style="list-style-type: none"> • We will experience excellent engagement in our annual theme-based, good practice campaigns • We will have achieved continuous practice improvement which will feature in the Annual Quality Report • Comparable monitoring information will show where prevention initiatives have been effective • Rigorous social care governance processes will be in place with regular Board reports • Weekly Duty Manager reports will have shaped service improvements
1.8 Positive and proactive risk management	<ul style="list-style-type: none"> > Ensure a clear and embedded culture of positive and proactive risk management and prevention based on timely, solution-focused processes > Maintain quarterly Business Strategy and Risk Management meetings for all Executives and Heads of Departments > Audit processes to be identified that test the effectiveness of risk management processes > Trustees to monitor and challenge risk management processes 	<ul style="list-style-type: none"> • We will have created and worked within an up to date and effective Risk Management Plan • We will have a clear culture of strong leadership over key risk areas, with evidenced, relevant and active engagement • Evidence of effective risk governance at Board level, which is consistent with the Strategic Plan

1. Excellent customer care and an outstanding quality of service provision

Key objective	Actions	Expected outcomes
1.9 Promote health and wellbeing	<ul style="list-style-type: none"> > Provide accessible training for staff, volunteers and service users on health promotion and management of long term conditions. This will include undertaking “health chats” and evidence based health interventions > Promote mental health in the workplace and in all services through campaigns, 5-a-Day for mental wellbeing and availability of Mental Health First Aid training > Co-produce and deliver health improvement initiatives > Ensure greater engagement and dialogue with local Councils and CCGs to contribute to local priorities for health 	<ul style="list-style-type: none"> • We will demonstrate active engagement in improving health and wellbeing across the range of client groups and local authority areas • Clear evidence of co-production and service user led health and wellbeing campaigns • We will evidence health improvements for individuals and groups of service users and staff
1.10 Co-production	<ul style="list-style-type: none"> > Appoint a new Co-production Co-ordinator to work across the organisation to help embed co-production in our services and infrastructure > Expand and develop the ‘Experts by Experience’ programme through the SURE (Service User’s Recognising Excellence) role > Involve service users in the development and delivery of services through meaningful engagement opportunities, particularly in our community hubs and social enterprises > Ensure co-production within all recruitment, training, quality inspections, contract reporting and tendering processes 	<ul style="list-style-type: none"> • ‘Experts by Experience’ will have contributed to at least a third of our internal quality inspections • Meaningful co-production and engagement will be evidenced across all service delivery and areas • All recruitment and relevant training course will have included the active involvement and/or the voice of service users



2. A caring, competent and high quality workforce



“

It's been a fantastic opportunity for me to work for this company. I've particularly appreciated the brilliant training that you offer to your employees and can see that your Academy is a positive example of how training should be done.

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Key objective	Actions	Expected outcomes
2.1 Introduce a proactive staff engagement strategy	<ul style="list-style-type: none"> > Focus on getting the induction experience right for new staff by reinforcing core values and expectations and ensuring the Care Certificate is achieved well within timescales > Roll out the Achieve Q initiative with all staff > Consult with staff on a regular basis and ask them to give feedback on the quality of support, induction, training and welfare. Appoint an Employee Engagement Officer to consult with and engage staff > Further promote our excellent programme of benefits > Promote staff potential and record their achievements 	<ul style="list-style-type: none"> • All new staff will feel welcomed into Creative Support and clear about their role • Evidence that employee engagement strategies have improved staff morale and “buy in” to our values • Feedback from staff will have been used to improve our processes
2.2 Recognise and communicate the achievement of staff	<ul style="list-style-type: none"> > Ensure the Achieve Q award programme is widely understood and accessible to all staff > Communicate staff achievements on a regular basis through internal and external media > To develop the staff area of the website and introduce a regular staff bulletin > Introduce a new role to identify, co-ordinate and champion staff achievements and apply for local and national awards 	<ul style="list-style-type: none"> • A strong record and growing legacy of awards and achievements • Staff will demonstrate appreciation and awareness of achievements throughout the company

2. A caring, competent and high quality workforce

Key objective	Actions	Expected outcomes
2.3 Attract, recruit and retain excellent staff	<ul style="list-style-type: none"> > Value and competency based recruitment and selection methods will be used for all staff > Achieve Q values will influence recruitment campaigns > Use a wide range of advertising methods including online platforms, social media, direct mail and local events to attract new staff > Become more local and specific in recruitment strategies > Use Achieve Q to reward and help retain staff > Identify staff retention initiatives that suit the range of workplaces and roles across the company > Increase our use of apprenticeships, volunteers and work-based placements which can transition to permanent employment 	<ul style="list-style-type: none"> • Excellent staff retention figures across age ranges, localities and service types which out-perform our sector average • The turnaround time to process new starters will be no more than four to six weeks • Demonstrate continued reduction in the use of agency staff and expansion of our local teams of high quality bank workers • Evidence that we have actively listened to, responded to and thanked all of our staff • Evidence that increased numbers of apprenticeships, volunteers and practice placements convert to permanent employment
2.4 Effective talent management	<ul style="list-style-type: none"> > Employ and retain the brightest and most caring and productive people > Ensure appraisals are better linked to talent management and career development > Audit the qualification level of senior staff and develop this talent by ensuring all current and potential senior staff have the opportunity to undertake advanced management or practice-related accredited training 	<ul style="list-style-type: none"> • We will have built a demonstrable reputation for being a high quality provider and supportive employer - evidenced through the media, word of mouth and staff surveys • An outstanding record of staff development will be evidenced by the achievement of accredited qualifications

Key objective	Actions	Expected outcomes
2.5 Deliver efficient and effective training and skills development	<ul style="list-style-type: none"> > Fully realise the potential of staff skills development through practice based supervision and an excellent quality learning and development programme > Continue to develop and increase the quality of our internal training programmes > Roll out a practice learning programme to enable professional placements across all disciplines (nursing, social work, OT etc.) 	<ul style="list-style-type: none"> • We will have achieved excellent levels of training attendance, completion and success • Evidence that staff training develops skills which are used for the benefit of the service user and the company • Local evidence of skills development through practice supervision and annual appraisals
2.6 Creative Academy	<ul style="list-style-type: none"> > The strong Creative Academy brand and programmes will be further developed and aligned even more closely to business and quality objectives > Relaunch our approach to staff Personal Development Planning using a refreshed format > Introduce One Page profiles for all staff > Maximise the use of funding and high quality apprenticeship programmes using the Apprenticeship Levy > Become competent in using the digital account to best effect and in managing Ofsted assured programmes 	<ul style="list-style-type: none"> • Exceed the current year on year achievements of Creative Academy through innovation and investment and achievement of quality standards e.g. Ofsted • Our national training team will be widely recognised for their skills and the quality of training provision • An expanded range of high quality courses which respond to sector and business needs • Further development of partnerships with Skills for Care and local training consortia



2. A caring, competent and high quality workforce

Key objective	Actions	Expected outcomes
2.7 Recognition as an excellent employer	<ul style="list-style-type: none"> > Ensure our Human Resource processes are mindful and considerate > Communicate what we do well to develop our reputation as a caring employer > Seek the re-award of our Investors in People status 	<ul style="list-style-type: none"> • We will be recognised as an excellent employer for how we treat people and utilise this approach to attract a future high quality workforce • We will retain and build upon renewed Investors in People accreditation
2.8 Leadership at all levels	<ul style="list-style-type: none"> > Develop and implement competency based leadership and succession planning programmes > Undertake initiatives to enhance skills and knowledge in key areas (such as PBS and health promotion) which add value to our services and can support professional and leadership development 	<ul style="list-style-type: none"> • Effective leadership and development programmes will have underpinned succession planning and career development for all • We will build up a portfolio of resources and toolkits to be used by our developing leaders and managers
2.9 Embed staff competency and performance management	<ul style="list-style-type: none"> > Regularly appraise staff and commend their achievements > Embed performance management practice which is fair, clear and robust, encouraging personal responsibility and duty of care > Provide excellent HR support for managers undertaking performance and welfare processes 	<ul style="list-style-type: none"> • We will demonstrate well-managed, highly valued and fully trained staff and leaders who are clear as to their roles and duty of care and go the extra mile • The quality of leadership will be evidenced in CQC inspections



3. A sustainable future and financial stability



“

Creative Support have helped me to reach my goals, I learnt how to dance recently and passed my exams on the Tango. I was recently filmed and appeared on YouTube.

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Key objective	Actions	Expected outcomes
3.1 Sustainable approach to tendering for new business	<ul style="list-style-type: none"> > Maintain current contracts and increase new business by investing in the Tendering Team > Critically evaluate and learn from tendering outcomes > Work to a clear Tendering Strategy whilst responding effectively to new and organic growth opportunities > Service Directors and senior operational managers to effectively manage contracts and relationships 	<ul style="list-style-type: none"> • We will have followed a responsible and strategic approach to tendering, leading to the successful retention of key contracts and the achievement of vibrant new business
3.2 Local and regional approach to business development and planning	<ul style="list-style-type: none"> > The Business and Service Development Team will continue to provide high levels of support and innovation to new services and developments in our regions > Assure quality of service delivery from the outset of a new service, in line with the contract and service specification > Each region will develop a two to three year Business Plan with their local staff and service users using the six strategic objectives > Develop positive local relationships which will enable dialogue towards developing consortium bids and partnerships 	<ul style="list-style-type: none"> • We will have a reputation for effective contract mobilisation and delivery • Regional and local Business Plans will be visible and will have produced auditable outcomes, with high levels of employee awareness and engagement • There will be a strong, localised culture of building new business, evidenced by organic growth • We will have successfully used partnership approaches for tendering and development

3. A sustainable future and financial stability

Key objective	Actions	Expected outcomes
3.3 Invest in our core business infrastructure	<ul style="list-style-type: none"> > All Head Office Teams will work to a mission statement, a customer care commitment and a Business Plan > Relocate our Head Office to more attractive, efficient and cost-effective premises in Stockport > Build a warm, welcoming culture of inclusion and co-production at Head Office and across our Regional Offices for our customers > Undertake national and local efficiency audits and savings plans > Review and better co-ordinate local support roles and functions 	<ul style="list-style-type: none"> • We will have efficient business processes that are run, developed and governed by informed managers, staff and board members • We will achieve annual saving targets and business efficiency plans • Our Head Office and Regional Offices will be recognised for delivering excellent customer care and will demonstrate visible co-production
3.4 Enhance awareness and capability around business management	<ul style="list-style-type: none"> > Raise business knowledge, understanding and awareness across the organisation to ensure that staff understand changing commissioning priorities, new market demands and the continued impact of public spending austerity measures > Develop the Board of Trustees culture and expertise to encourage critical challenge to costs/benefits and service models, whilst supporting innovation > Achieve financial stability through ensuring full cost recovery or generation of surpluses from all business activities > Reduce financial risk through effective budget planning, accurate costing of delivery models, effective management of expenditure and access to diverse funding streams 	<ul style="list-style-type: none"> • Our workforce and Board will demonstrate enthusiasm and a strong understanding of our approach to sustainable business development and business efficiency • Our Board will demonstrate informed strategic direction and support for our continued development and financial stability • A high priority will have been given to effective financial planning, reporting and management, demonstrated by continued viability and sustainability



4. We add value and maximise Opportunity, Choice and Wellbeing



“

This support group has been, and still is, a life line for myself and my circumstances. Helping me build my confidence, achieve my goals and plan for future goals. All staff members are very professional, approachable and most importantly friendly.

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Key objective	Actions	Expected outcomes
<p>4.1 Volunteering, peer support and placements are an integral part of service delivery</p>	<ul style="list-style-type: none"> > Implement and uphold the standards of Investors in Volunteering and develop an outstanding volunteer programme > Ensure volunteering is developed as an integral strand within all local Business Plans and service delivery > Regional development officers will prioritise and support the recruitment and active involvement of volunteers, ‘Experts by Experience’ and peer supporters > Maintain and develop the central Volunteering Support Team to ensure standards are met and support is provided > Maximise the number and effectiveness of external placements of students, interns and people seeking professional work experience to add value to services, through the new Placement Co-ordinator post > Use diverse ways of attracting new volunteers and skills into the company, and ensure service users are matched with volunteers who can best support them > To continue offering interesting, meaningful and mutually beneficial volunteer placements within local communities > To enable our volunteers to reach their full potential by providing ongoing support and training and to actively recognise their contribution to Creative Support 	<ul style="list-style-type: none"> • We will have achieved, retained and built upon the Investors in Volunteering award • We will have a strong, diverse and vibrant volunteer community of over 200 volunteers, peer supporters and ‘Experts by Experience’ at any one time, working to add value to services and to achieve Creative Support’s goals • We will have effectively utilised over 150 interns and people on placements over a three year period • We will retain enthusiastic and passionate volunteers for longer periods of time

4. We add value and maximise Opportunity, Choice and Wellbeing

Key objective	Actions	Expected outcomes
4.2 Active involvement in the voluntary sector	<ul style="list-style-type: none"> > Embrace and utilise regional and local links and partnerships that can enhance the quality and effectiveness of how we work > Undertake local mapping to increase staff awareness of resources and opportunities for individuals in their local communities > Scope out opportunities to deliver innovative service models and better services collaboratively with third sector partners > Identify and implement opportunities for effective partnerships and joint-working with third sector and local community-based organisations 	<ul style="list-style-type: none"> • We will have an established network of partners and alliances across the different sectors of work, campaigns and work streams • We will have increased our membership of third sector organisations and alliances • We will have created specific partnerships and consortia where appropriate • We will be able to demonstrate that partnerships have created opportunity, choice and added wellbeing
4.3 Focused work on co-production	<ul style="list-style-type: none"> > Increase co-production with service users and volunteers across all business areas to improve our offer and visibility > Increase peer-led and peer support activities, celebrating this through our national marketing campaigns > Continue to develop new ways to co-produce activities and service and gain the best outcomes > Launch and develop the SURE (Service Users Recognising Excellence) role > Ensure a bright future for our Breakthrough Service by involving our members in planning and implementing the Relocation Strategy 	<ul style="list-style-type: none"> • Every aspect of Creative Support business and service delivery will have been reviewed and refreshed to include co-production wherever possible • Co-production will be embedded into practice nationally and locally • Added value initiatives will be evident in all regions, demonstrating co-production and community engagement

Key objective	Actions	Expected outcomes
4.4 New ways of raising funds and engaging supporters to add value	<ul style="list-style-type: none"> > Improve use of social media and digital platforms to raise funds and use approaches such as crowdfunding > Create sister charities using the “Friends of..” model to create opportunities for community engagement and fundraising to add value to Creative Support services > Successfully apply for grant funding and donations from charitable trusts and local businesses > Access donations, legacies and funds from individuals and members and increase active engagement with donors > Support our customers to access new funding streams which will enable them to develop user-led initiatives and projects that improve their local community > We will reintroduce a grant programme which will follow business campaigns 	<ul style="list-style-type: none"> • We will have raised over £500,000 in additional funding for Creative Support services and activities over four years • We will have created at least two sister charities which support local services • We will have created a database of over 200 active external supporters and members • We will have supported three community groups to apply for external funding and set-up their own community initiative
4.5 Creating and supporting social businesses and micro enterprises	<ul style="list-style-type: none"> > Help to build local social enterprises and service user-led micro-businesses > Identify buildings and other assets, such as meeting rooms and training facilities, which can be made available to service users and community partners at nil or reduced cost > Use local community and service user-led businesses and social enterprises whenever possible when purchasing goods and services 	<ul style="list-style-type: none"> • We will have created and supported at least three local enterprises • Our resources will effectively be used by local community groups • We will demonstrate extensive use of local small businesses, tradespeople and micro enterprises in our purchasing

5. We promote our brand and positive profile



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I had such a fantastic day, everyone was smiling and dancing! I really enjoyed myself and I'm glad I came along.

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Key objective	Actions	Expected outcomes
5.1 Promote a consistent, visible and co-produced brand	<ul style="list-style-type: none"> > Scope out best branding and marketing practice to ensure a strong brand with increased visibility and market presence > Create a new branding tool kit for consistent use across the company > Build service user and volunteer involvement into the planning of all national and local creative and marketing activities > Continue to publish four co-produced editions of Creative Life magazine a year > Promote the excellent work of our internal film unit to increase awareness of Creative Support’s brand and activities and to embed our film output in a wide range of media and other areas of the business > Promote and market the Space Centre as a state-of-the art provider of sensory experiences and added value, working with the “Friends of Space” 	<ul style="list-style-type: none"> • Creative Support will have a strong national and local presence and a recognisable and respected brand • We will have demonstrably increased the number of service users and volunteers actively contributing to creative output and marketing activities • We will be widely recognised for our use of co-produced films, photography and marketing materials • The Space Centre will have been further developed and will be widely admired

5. We promote our brand and positive profile

Key objective	Actions	Expected outcomes
5.2 Create and launch a new website	<ul style="list-style-type: none"> > Redesign our website to ensure that it is attractive, accessible and easy to navigate, meeting the information and communication needs of our service users, staff and stakeholders > Use high quality external consultants to work collaboratively with us to develop the new website > Introduce mechanisms for capturing stories and images and uploading these to the website on a daily basis to promote a fresh and consistent narrative of person-centred practice and outcomes > Recruit a new member of staff with journalism and copy writing skills to generate content and increase involvement from our service users and supporters 	<ul style="list-style-type: none"> • We will have an excellent and well used website which promotes a recognisable brand • The website will be continuously refreshed so that it is the 'go to' place for staff, service users and all stakeholders
5.3 Make better use of social media	<ul style="list-style-type: none"> > More intelligent, organic and timely use of social media to promote Creative Support's visibility and reputation and to actively engage supporters > Recruit a dedicated staff member to gather stories and generate newsworthy comments, mobilising our supporters to help build our presence and campaigns 	<ul style="list-style-type: none"> • We will build and maintain a high level of followers on social media • We will be a well known charity which is recognised for making relevant and informed social media comments and for co-producing our content

Key objective	Actions	Expected outcomes
<p>5.4 Clear strategy for the wider marketing and promotion of our services and achievements</p>	<ul style="list-style-type: none"> > Use Shop 4 Support and other websites to market our services directly to customers and to promote online referrals and sales enquiries > Sponsor, enter and win national and regional awards for housing, care and training and promote these awards internally and externally > Ensure branded sponsorship and co-produced participation in local and external events and promotions to promote our brand > Undertake selective campaigning with partner agencies and membership organisations alongside service users and volunteers > Where beneficial to the company's aims, engage media training and PR consultancy 	<ul style="list-style-type: none"> • We will have been forward thinking and strategic in our use of media and marketing approaches to build service delivery • We will have been successful in a range of local and national awards and built strong awareness of these achievements • We will have had a visible presence in a wide range of co-produced events, promotions and campaigns • We will have been confident in managing media enquiries and promoting positive use of the media
<p>5.5 Our Marketing Team will effectively engage with our service users and all areas of the business</p>	<ul style="list-style-type: none"> > The Marketing Manager will lead the Marketing Team to engage effectively with all areas and functions, including staff and volunteer recruitment, HR and employee engagement, training, property services, tendering, housing and local service development > Access professional marketing, training and consultancy 	<ul style="list-style-type: none"> • The Marketing Team will be acknowledged as having effective relationships and links with all areas of the business and internal and external service users • Marketing will have been represented in all relevant planning and business development processes

6. We develop and effectively manage our housing assets



“

The new windows put into Park Road are absolutely lovely. Everyone has commented on how nice they are and how much warmer the house feels. We are really happy with the interior redecoration which has made the house very bright and homely.

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Key objective	Actions	Expected outcomes
<p>6.1 Continuing to develop our housing stock</p>	<ul style="list-style-type: none"> > Devise a Housing Development and Investment Strategy which will complement the overall Strategic Plan > Access varied sources of capital funding including bank finance, HCA, DOH grants and other funding streams > As an approved HCA Development Partner we will continue to access capital funding for new housing development, participate in the HCA Market Engagement Scheme and other HCA bidding programmes > Carefully assess new housing investment proposals, taking into account strategic relevance, projected demand, financial and opportunity costs of investment, associated revenue streams and investment returns > Identify new housing development partners including reputable private landlords, social investors and RSLs to increase access to development opportunities and capital investment 	<ul style="list-style-type: none"> • Our Housing Portfolio will continue to grow with the development of at least 40 additional new build supported housing units over a three year period

6. We develop and effectively manage our housing assets

Key objective	Actions	Expected outcomes
6.2 Managing our housing stock effectively and maximising our housing revenues	<ul style="list-style-type: none"> > Maximise occupancy of our housing and improve stock management through better promotion of voids and efficient turnaround of re-lets > Complete an annual strategic review of all low demand properties with voids over 15% > Ensure rent collection and tenant arrears are target driven > Introduce new payment and collection methods which are service user friendly and take account of changes in the benefit system > Respond effectively to the changes in payment of rents and service charges for supported housing as of April 2019 > Make improvements to our rent accounting and reporting functions to improve business efficiency 	<ul style="list-style-type: none"> • Voids will average no more than 6% per annum over a three year period • There will be a programme of strategic property disposals which will release capital to repay debt and enable the development of new supported housing assets • We will maximise rent collection with progress being achieved against agreed targets

Key objective	Actions	Expected outcomes
6.3 Effective management of housing assets to ensure properties are well maintained at the most efficient cost	<ul style="list-style-type: none"> > Review planned and proactive housing maintenance strategies to ensure the most efficient and effective procurement and delivery approach > Acquire and implement an asset management database > Embed a more robust approach to managing the quality and maintenance of supported housing assets managed on behalf of partner RSLs, through introducing annual joint property reviews > Further develop the content and use of the maintenance database to provide better repairs reporting > Add an automated gas safety reporting function to the maintenance database 	<ul style="list-style-type: none"> • Properties will be well maintained within agreed budgets, with a planned programme in place for renewals and improvements • There will be an efficient and cost-effective balance of in-house and external contractors • We will be able to demonstrate achievement of targets for reactive and planned maintenance and for compliance with gas safety and other regulatory matters
6.4 Increase the satisfaction and involvement of tenants	<ul style="list-style-type: none"> > Recruit tenant quality checkers (as ‘Experts by Experience’) to take part in audits of our housing schemes, empowering tenants and increasing their voice > Regularly measure tenant satisfaction > Trustees will undertake housing scheme quality visits, meet with tenants and use varied mechanisms for obtaining direct tenant feedback > Meet tenants satisfaction expectations by ensuring that repairs and maintenance completion targets are achieved 	<ul style="list-style-type: none"> • Our tenants will be regularly consulted and responded to • We will evidence increasing awareness of tenants meetings and increased levels of attendance • Feedback and satisfaction data is used to improve housing quality, enhance tenant satisfaction and inform future housing strategies

How did we develop this plan?

The development of this Strategic Plan began in 2016 and included planning with senior staff and the Board of Trustees through workshops and themed consultations. A group of Trustees and Executive Team members formed a core group to oversee the strategic planning process. Key themes were grouped and Head Office staff were encouraged to attend consultation events on the themes and business solutions. Regional sessions were held to promote input and engagement from operational staff and service users across the country.



How will we review our Strategic Plan and communicate our achievements?

- We will hold quarterly business strategy meetings with senior managers to review our progress reporting back to our Board of Trustees
- The Business Development Team will roll out regional workshops to embed our values and grow our business
- Digital communications and social media will be used to ensure quick, easy access to Strategic Plan updates and progress
- The Achieve Q awards will be used to recognise achievements in delivering our Strategic Plan
- Our AGM will provide an overview of our key achievements to our members and stakeholders



*All testimonials and photographs featured in this Business Plan have been supplied to Creative Support. Quotes may not always represent people featured in the photographs.

Opportunity, Choice and Wellbeing

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