



# Care STRATEGY

**2025 – 2028**

# INTRODUCTION

## Our Vision and Mission:

Our vision is of a society where no-one is unfairly disadvantaged because of their past. Our mission is to support people with convictions so that they reintegrate into society, live crime-free and thrive.

## Organisational Vision:

A sustainable and growing Christian organisation that is known and trusted, delivering life-changing services, where all our people are equipped and empowered to give of their best.

## Our Values:

- Christ-like
- Responsible
- Genuine
- Respectful
- Visionary

## Trust Strategic Objectives:

**Core Strength** - To ensure we stay true and strengthen our core mission (creating sustainable transformation in client's lives) our values and ethos in all we do. To retain and enhance Christ at the centre of our work. To be nationally known and locally loved both as a trusted partner and an excellent employer to our people.

**Growth** – We are committed to developing and growing current models of delivery that we know change lives and are financially viable. We will strengthen the financial foundation to allow growth and maintain safe reserves. And we will work at becoming nationally known and locally loved within our target audiences.

**High Performing Culture** – We will continue to develop and modernise internal processes, systems, procedures, and structures to ensure they are fit for purpose and future proofed. We will also invest in and develop our leaders. And finally, ensure we align closely the forecasting and actual performance outcomes.

# AIMS and OBJECTIVES

## **Aims:**

To be the partner of choice for providing personalised specialised care and support for those with a forensic history, by delivering a high-quality service that offers value for money and make us unique against competitors.

## **Objectives:**

1. A healthy referral base for care services
2. Models of care
3. Marketing
4. Client risk management

## **Recent Progress:**

In the past 2 years we have made significant progress on the care strategy objectives. We have psychologist input in all our care services and their input now goes beyond simply offering psychology sessions to certain clients. The marketing has consistently increased the number of care referrals we receive monthly and have a comprehensive referrer database that is used for targeted marketing. We have a clear set of intervention models staff can use, and these are based on best practise, and we have developed 'staff hubs' so staff have access to documentation to help them deliver interventions.

# OBJECTIVE 1: A HEALTHY REFERRAL BASE

## WE WILL

- Develop a plan of support for setting up and re-rolling care services

## WE WILL ACHIEVE THIS BY

- Working with the Development Team to develop & implement frameworks for re-rolling and setting up services

## MEASURES OF SUCCESS

- A suite of frameworks that are fully costed is in place by December 2025

# OBJECTIVE 2: MODELS OF CARE

## WE WILL

- Ensure that client intervention paperwork reflects the Positive Behaviour Support (PBS) and the Good Lives Models
- Identify the possibility of opening a dedicated Learning Disability service
- Develop a multi-disciplinary team (MDT) approach in care services
- Support all care services to achieve the Enabling Environments Award

## WE WILL ACHIEVE THIS BY

- Undertake a review of the client paperwork and develop PBS paperwork that compliments the current paperwork
- Ensure staff are trained in the use of PBS
- Model a learning disability service for one of our current services
- Investigate the use of student Occupational Therapists, Mental Health Nurses and Social workers to build the MDT concept
- Allocating 2 staff from the Care Team (Risk Manager and 1 Social Care Manager) to lead on implementing Enabling Environments in care services

## MEASURES OF SUCCESS

- Placement breakdown reduces by 10% over 2 years.
- The number of behavioural incidents reduce by 10% over 2 years and this can be directly linked to the use of PBS.
- A fully costed workable learning disability accommodation model is in place by 2025
- All care services adopt a multi disciplinary team approach, with a minimum of 1 student in place by 2027
- All care services achieve Enabling Environments award by 2027

## OBJECTIVE 3: MARKETING

### WE WILL

- Referrals can be made directly via our website
- Undertake regular analysis of referral data to ensure that marketing is impacting positively on referral numbers

### WE WILL ACHIEVE THIS BY

- Work with the Head of Digital Engagement to update the referrers section of the website
- Present referral analysis data at care team meetings for review

### MEASURES OF SUCCESS

- Referral numbers average 15-20 per month for at least 18 months
- The number of referrers we work with increases by 10% of 2024 numbers by 2027
- There is a 10% increase in the number of referrers who access our website from 2024 numbers

## OBJECTIVE 4: CLIENT RISK MANAGEMENT

### WE WILL

- Be a provider of choice for the Ministry of Justice when managing complex clients
- Ensure that we are able to continue to provide adequate risk management support to services alongside the potential growth in Independent Approved Premises (IAP)

### WE WILL ACHIEVE THIS BY

- Preparing a detailed bid for the complex needs contract when the Ministry of Justice release the bid information
- Working with the Operations Team to determine how best we can meet the risk management needs of an increased number of IAPs

### MEASURES OF SUCCESS

- The Ministry of Justice complex needs contract is secured for a further 3 years post 2024
- Recall rates remain the same as 2024 figures

# TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 1: A healthy referral base</b>				
Working with the Development Team to develop & implement frameworks for re-rolling and setting up services				
<b>Objective 2: Models of care</b>				
Undertake a review of the client paperwork and develop PBS paperwork that compliments the current paperwork				
Ensure staff are trained in the use of PBS				
Model a learning disability service for one of our current services				
Investigate the use of student Occupational Therapists, Mental Health Nurses and Social workers to build the MDT concept				
Allocate 2 staff from the Care Team (Risk Manager and 1 Social Care Manager) to lead on implementing Enabling Environments in care services				

# Timetable

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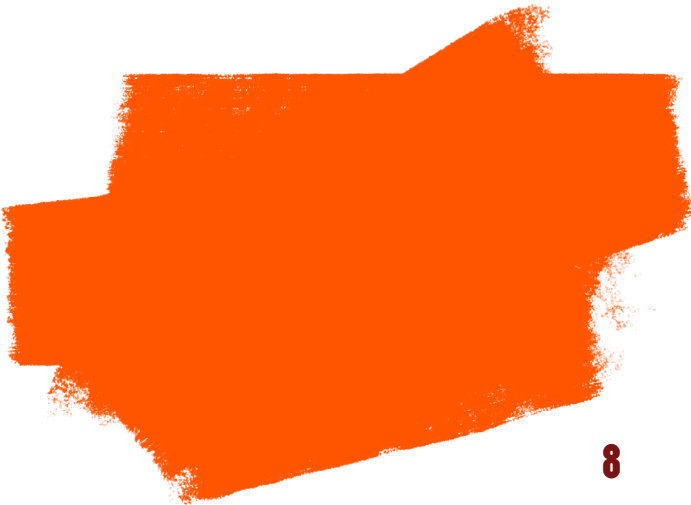
<b>Objective 3: Marketing</b>				
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Work with the Head of Digital Engagement to update the referrers section of the website so that applications can be made directly on the website				
Present referral analysis data at care team meetings for review				

	2025	2026	2027	2028
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<b>Objective 4: Client Risk Management</b>				
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Prepare a detailed bid for the complex needs contract when the Ministry of Justice release the bid information				
Work with the Operations Team to determine how best we can meet the risk management needs of an increased number of IAPs				





# RISKS and RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none"><li>• A healthy referral base for care services</li><li>• Models of care</li><li>• Marketing</li><li>• Client risk management</li></ul>	<ul style="list-style-type: none"><li>• Care Team</li><li>• Care Team</li><li>• Care Services</li><li>• Care Team</li><li>• Client Risk Manager</li><li>• Care Services</li></ul>	<ul style="list-style-type: none"><li>• The Trust fails to retain a healthy referrals pipeline, resulting in loss of income</li><li>• The Trust fails to remain relevant to commissioners resulting in loss of income</li><li>• The Trust fails to create relevant marketing material, resulting in loss of income</li><li>• Risk management is not meeting the needs of clients and results in a serious offence potentially shutting a service</li></ul>