



# OVERARCHING 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 create sustainable regular legacy growth using current service models as templates.
- To secure sufficient funding to fulfil both growth ambitions and capital investment into current service delivery models'
- To continue to grow and develop our high performing culture within the organisation.
- Develop our Christian approach embedding our values in all we do.

## **Objectives:**

- At least one legacy development each year.
- To identify and secure investment opportunities that will fund our strategic aspirations
- To continue to develop and grow our high performing culture

# OBJECTIVE 1: AT LEAST ONE LEGACY DEVELOPMENT\* EACH YEAR.

## WE WILL

- We will identify opportunities to secure a suitable legacy building to deliver

## WE WILL ACHIEVE THIS BY

- Securing investment funding in order to fund a new development.
- Identify and secure suitable legacy buildings
- Develop costed models which deliver missional outcomes
- Implement new service

## MEASURES OF SUCCESS

- One legacy development opening each year
- Long term financial viability and missional outcomes

\*Legacy Development – a significant sized building that will provide a base to deliver missional services across future generations, which is versatile enough to enable changing needs and funding to be accommodated.

# OBJECTIVE 2: TO IDENTIFY AND SECURE INVESTMENT OPPORTUNITIES THAT WILL FUND OUR STRATEGIC ASPIRATIONS

## WE WILL

- Identify funding which allows the trust to grow and to fund our strategic aspirations (both growth and capital building spends)

## WE WILL ACHIEVE THIS BY

- Investigating various models of funding capital projects, identifying risks, costs and eligibility.
- Developing financial modelling to show how this will both achieve our aspirations and allow us to remain financially viable. This will also enable us to agree how much and how quickly we can secure funding.
- Developing funding priorities around what is the most important to fund

## MEASURES OF SUCCESS

- A new legacy development fully funded each year
- An asset renewal and disposal programme which is affordable and meets our aspirations.

# OBJECTIVE 3: TO CONTINUE TO DEVELOP AND GROW OUR HIGH PERFORMING CULTURE

## WE WILL

- Have a programme which will identify key areas in which we concentrate our resources to positively affect our high performing culture.

## WE WILL ACHIEVE THIS BY

- Securing feedback from our people (staff, volunteers and clients): to inform our development and growth
- Continue to develop our proficiency in measuring outcomes, learning from both poor and good outcomes to grow and develop.
- We will ensure we understand the risks and eliminate or mitigate them.
- Using proven methodologies in the sectors in which we work.

## MEASURES OF SUCCESS

- Our performance indicators will improve.
- Improved satisfaction levels from our people (staff, volunteers and clients)
- Less adverse risk incidents

# TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
<b>Objective 1: At least one legacy development each year</b>				
Securing investment funding in order to fund a new development				
Identify and secure suitable legacy buildings				
Develop costed models which deliver missional outcomes				
Implement new service				

	2025	2026	2027	2028
<b>Objective 2: To identify and secure investment opportunities that will fund our strategic aspirations</b>				
Achieve this by investigating various models of funding capital projects, identifying risks, costs and eligibility				
We will develop financial modelling to show how this will both achieve our aspirations and allow us to remain financially viable. This will also enable us to agree how much and how quickly in terms of securing investment				
Develop funding priorities around what is most important to fund				

# TimeTable

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 3: To continue to develop and grow our high performing culture				
Secure feedback from our people				
Review and develop our KPI's and PI's				
Review risk management				
Review methodologies used in the sector (assess whether suitable for adoption)				



# RISKS and RESOURCES

OBJECTIVE	RESOURCE	RISK
<ul style="list-style-type: none"><li>• Legacy Development</li><li>• Investment opportunities</li><li>• High performing culture</li></ul>	<ul style="list-style-type: none"><li>• Director of Quality and Care</li><li>• Head of Development</li><li>• Development Manager</li><li>• Capital costs and start-up costs</li><li>• Director of Finance and Business Services</li><li>• Head of Finance</li><li>• Other directors</li><li>• Head of development</li><li>• All Directors, all heads of and managers</li></ul>	<ul style="list-style-type: none"><li>• The Trust over-commits itself in terms of financial investment and runs short of cash</li><li>• That a new development costs more than initially envisaged.</li><li>• Growth will increase on going costs such as payroll and cash reserves needs to be increased to meet this increasing demand</li><li>• Inability to meet higher levels of regulatory oversight and more detailed covenants</li><li>• Lack of sufficient Resources needed to deliver higher performing culture</li><li>• Trust is unable to meet the aspiration for growth</li></ul>