



QUALITY 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 provide consistently high quality, safe and effective services that recognises the value of each individual and develops environments where clients thrive through the delivery of accessible, personalised and evidence-based practice.

Objectives:

1. Safe Services
2. Responsive Services
3. Effective Services
4. Well Led Services
5. Caring Services

Progress to Date:

In the last 2 years we have made progress in developing a full audit process, and a quality improvement process.

We have reviewed and enhanced the Deprivation of Liberty Safeguards process and reviewed and updated the client intervention paperwork. We have also embedded the lessons learnt processes into incident management.

OBJECTIVE 1: SAFE SERVICES

WE WILL

- Provide Services that are safely delivered by staff who have the right skills and knowledge
- Continue and extend the process of quality inspections in accommodation services

WE WILL ACHIEVE THIS BY

- Working with the Learning and Development and Operations Departments to review the national training plan ensuring it meets current need
- Including Supported Housing services in the quality inspection process, based on supported housing inspection requirements

MEASURES OF SUCCESS

- All Regulated services receive or maintain a minimum of 'Good' in the safe domain
- A programme of quality inspections is completed annually and sees a year on year improvement of quality scores, with all services achieving a good rating by 2028

OBJECTIVE 2: RESPONSIVE SERVICES

WE WILL

- Ensure that safety data is reported to clients in a way that is accessible and informative
- Have a suite of relevant, up to date policies and procedures that support staff to undertake their roles competently, working within legislative, contractual and best practice guidelines

WE WILL ACHIEVE THIS BY

- Developing a process of information sharing with clients that is led by clients
- Developing a clear policy and procedure management, review and governance process
- Training all policy and procedure owners on the process including the use of Xoralia
- Review how clients can be meaningfully involved in the policy and procedure review process
- Implement regular policy and procedure review meetings to track compliance

MEASURES OF SUCCESS

- Client surveys show an improved satisfaction with information shared with them, with 90% of clients satisfied by 2027
- All policies and procedures are in date and compliant with legislative, contractual and best practise guidelines
- Clients co-produce policies and procedures that are relevant to them by 2028

OBJECTIVE 3: EFFECTIVE SERVICES

WE WILL

- Benchmark our services against similar organisations
- Include clients with lived experience as subject experts when undertaking quality visits

WE WILL ACHIEVE THIS BY

- Join appropriate benchmarking groups
- Develop a process guide for clients who wish to be part of the quality visits team
- Undertake training with clients who wish to become part of the quality visits team

MEASURES OF SUCCESS

- Registered services achieve minimum of 'good' in the effective domain
- Non-registered services achieve compliance ratings in Local Authority reviews by 2028
- KPI's are benchmarked against external as well as internal statistics

OBJECTIVE 4: WELL LED SERVICES

WE WILL

- Equip managers and senior managers to take ownership of quality in their area
- Ensure that manager audits review quality as well as compliance

WE WILL ACHIEVE THIS BY

- Share quality heat map with service managers
- Introduce quality meetings with Regional Managers focusing on quality PIs
- Introduce quality meetings with services based on heat map, audit outcomes and quality visits

MEASURES OF SUCCESS

- Registered services achieve good or above in Care Quality Commission assessments
- Non-registered services achieve compliance ratings in Local Authority reviews

OBJECTIVE 5: CARING SERVICES

WE WILL

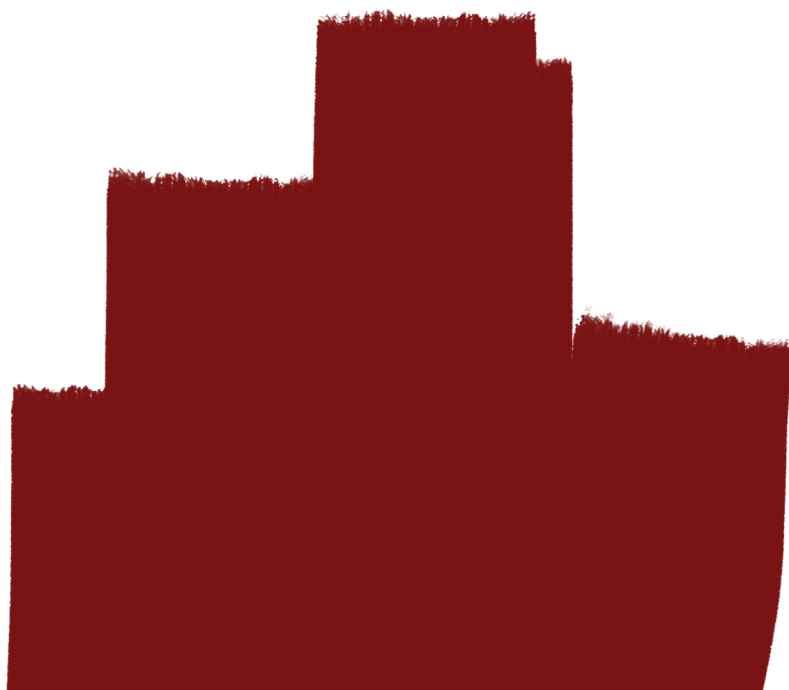
- Actively work to ensure we have a culture that is an open learning culture across all services and departments
- Ensure supported housing plans are outcome focused and promote people's independence

WE WILL ACHIEVE THIS BY

- Working with the Human Resources Department to develop a tool kit for services and departments, that identifies open learning cultures
- Developing a review process and training to support supported housing staff to deliver outcome focused support in supported housing services

MEASURES OF SUCCESS

- External commissioners are satisfied with the evidence we provide regarding outcome focused support
- Audits evidence we use outcome focused support in supported housing services



TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 1: Safe Services				
Working with the Learning and Development and Operations Departments to review the national training plan ensuring it meets current need	■			
Including Supported Housing services in the quality inspection process, based on supported housing inspection requirements	■			
Objective 2: Responsive Services				
Developing a process of information sharing with clients that is led by clients	■	■		
Developing a clear policy and procedure management, review and governance process		■		
Training all policy and procedure owners on the process including the use of Xoralia		■		
Review how clients can be meaningfully involved in the policy and procedure review process			■	
Implement regular policy and procedure review meetings to track compliance	■			

TIMETABLE

Some work streams will evolve from year one as follows:

	2025	2026	2027	2028
Objective 3: Effective Services				
Join appropriate benchmarking groups	■	■		
Develop a process guide for clients who wish to be part of the quality visits team		■		
Undertake training with clients who wish to become part of the quality visits team		■		
Objective 4: Well led Services				
Share quality heat map with service managers	■			
Introduce quality meetings with Regional Managers focusing on quality PIs	■			
Introduce quality meetings with services based on heat map, audit outcomes and quality visits	■	■		
Objective 5: Caring Services				
Work with the Human Resources Department to develop a tool kit for services and departments, that identifies open learning cultures		■		
Develop a review process and training to support supported housing staff to deliver outcome focused support in supported housing services		■		



RISKS AND RESOURCES

OBJECTIVE

- Safe Services
- Responsive Services
- Effective Services
- Well Led Services
- Caring Services

RESOURCE

- Quality Team
- L&D Team
- Head of Housing
- Director of Care & Quality
- Quality Team
- Quality Team
- Quality Team
- Regional Managers
- Service Managers
- Quality Team
- HR Department

RISK

- Failure to provide adequate training and support to staff may result in poor service delivery
- A poor policy and procedure management system may result in the Trust not meeting legislative and contractual obligations
- Poor cultures may result in poor or oppressive cultures in services