

Our Active Plan **2023/6**

Resilient, determined & **Louder**

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Our **new** plan for the next three years

Active Prospects provides high-quality impactful supported living, residential and community services, activities and employment, for people with learning disabilities and autistic people often with complex needs, and those with physical and mental health needs across Southeast England. We support **over 200 people** each year with a staff team of 400 people, and a highly committed group of Trustees, Coproduction leads, volunteers, funders and supporters.

This summarised Strategic Plan highlights the key steps we will take to reach our vision. It has been drawn up with input from our Staff, People we Support, Trustees as well as feedback from wider stakeholders.

We revisit our strategic plan annually to make sure we are focused on the right priorities and that we are highly adaptive to an increasingly changing uncertain world. It is also available in an easy read version.

We are ambitious for people, staff, and organisation to be our best and we are so proud of the energy, commitment and achievements that are made by everyone, not least through the Covid-19 pandemic and now the ongoing significant pressures on Social Care. We are passionate about the power of great care to transform lives.

Everyone at Active Prospects has contributed to transforming our organisation to become one of the highest quality, most responsive, creative, and values-based provider in the Southeast.



Chris Poole
Chair of the Board



Maria Mills
Chief Executive

Our why

Our mission and purpose is to enable people to lead **aspiring** lives – words carefully chosen as people shape their own lives and we facilitate what matters to them, both ordinary and extraordinary.



We enable people to do the ordinary things that we all do – chose what to wear, eat, sleep, go out, meet friends, have loving relationships, look after our health and wellbeing, do something meaningful such as learn a new skills volunteer or have a job, have a tenancy, do our household chores, and so on.

We also enable people to dream big and do extraordinary things and support to make this happen – go on a big holiday, lead a campaign or project, change something in their community, do something for the first time that they have always wanted to do, climb a mountain, go to festival, and so on.

Our vision

'Active Prospects to be regionally and nationally impactful through enabling people to improve their health and wellbeing.

Our Active Plan 2023/6

Resilient, determined & Louder

Our vision

'Active Prospects to be regionally and nationally impactful thorough enabling people to improve their health and wellbeing.

Our why

Our mission and purpose is to enable people to lead aspiring lives

A Good Organisation

Leaner, sustainable and resilient, enabled by digital systems, with a foundation of Equity Diversity and Inclusion.

A Louder Voice

Supporting people to have a strong impactful voice in shaping their health and wellbeing locally and nationally.

A Creative Approach

Investing in innovation, increasing our fundraising, and working in deeper collaboration.

An Aspiring Life

Enabling people to lead ordinary and extraordinary lives with equitable health and wellbeing outcomes.

An Employer of Choice

Sector Leading employee engagement, learning and wellbeing, enabling our staff to flourish.

Our key strategic objectives

Living our values

Our pillars

Quality First
Co-production
Entrepreneurial
Being Resilient

Problem Solving
Equity, Diversity
& Inclusion
Collaboration

Aspiring

We are ambitious for our people and ourselves.

Caring

We care about people and their wellbeing, acting with kindness and empathy.

Trusting

We act with integrity, and are open, honest and transparent.

Inclusive

We actively promote Equity, Diversity and Inclusion in all we do.

Vocal

We amplify the rights of people to have a good life with equitable health and wellbeing outcomes.

Ethical

We work with integrity, uphold good governance principles and act sustainably.

An introduction to Active Prospects

We focus on three key things – quality, impact, and co-production

Working together is central to our purpose of enabling people to lead aspiring lives, establishing quality standards and approaches, with a drive to keep learning, improving, and innovating.

Active Prospects has increased its quality ratings through this period of growth, investing heavily in staff training, clinical leadership, coaching and quality assurance. All our services are rated as good by CQC, with half having outstanding domains.

Our **co-produced outcome model** evaluates how people are meeting their aspirational goals. We are driven to enable people to live their best lives and to have a full range of choices and opportunities, leading the lives they want and achieving the things that matter to them.



We have become a **regional leader** in enabling people, often with complex needs and behaviours of concern, to leave hospital to live in bespoke homes in their community. We have supported 48 people to do this in the last two years (outperforming many national providers) and saving the public purse **over £2 million** each year.

We deliver a **68% reduction** in people's significant behaviours of concern through our specialist support programmes with a **94% success rate** for placements for people leaving hospital after two years.

Recognising our expertise and delivery track record, several local authority commissioners have approached us to extend our offer into new areas and help more people.

We are making happen with new services in West Sussex and Brighton & Hove being delivered in 2023 and more planned over the next three years with further reach planned across the Southeast.

Active Prospects has an **unwavering commitment to co-production**, giving people a voice at the very heart of their organisation. Our award-winning co-production body of people we support, the Pro-Active Community, is a user-led organisation which plays an important role shaping health and wellbeing services, as well as peer-led social activities and inclusion, community involvement and being active citizens.

94%

success rate in placements
for people leaving hospital
after two years

68%

reduction in people's
significant behaviours
of concern

Key impact of our work currently

We have won National Awards in Social Enterprise, Workforce Development, Employee Wellbeing, Covid Leadership and Positive Behaviour Support highlighting our sector leading innovation and creativity.

We achieved a Great Place to Work Large Employer Rating for our sector leading employee engagement with a national award for our wellbeing approaches.

Over the last 5 years we have secured £12 million of new NHS Capital Grant

To develop much needed new homes for people leaving hospital in their own communities, recognising our leading regional role in the successor to the Transforming Care programme. We are extending our offer in Sussex with new specialist services in East Sussex and Brighton and Hove.

We have supported 50 people that would come under the former Transforming Care Cohort over the last three years with a 94% service sustainability success rate.

Our complex needs offers includes those with behaviours of concern, forensic histories, autism and mental health, and those with profound and multiple learning disability.



100% of our CQC regulated services are rated overall as ‘Good’ with a half achieving ‘Outstanding’ ratings in individual domains.

When Family and friends were asked if they would recommend Active Prospects to a friend 96% of the respondents said they would. As part of our annual surveys we found that 100% of the people we support felt that their service was caring or very caring.



We have embraced digital working and have fully rolled out Sekoia our digital care management system to all services enabling enhancements to the management and service delivery information, and practice support with the people we support.

Our digital transformation project continues to take forward smarter working systems across all areas of our business and use of assistive technology to support timely management and quality standards and analytical depth to understanding our people’s needs and aspirations and impactful support.



We develop 20 new homes each year for people with learning disabilities and autism.



We have extended our innovative **Active Living** programme of online activity sessions, which focus on health, wellbeing, learning new skills and active citizenship.

We deliver an **Aspiring Prospects programme**, commissioned by Surrey County Council, which supports young people aged 17-24 with a learning disability and/or autism to gain the skills and experience they need to access paid or voluntary work, and have achieved mainstream funding.

We support the **Pro-Active Community**, now an independent charity we support, is leading the way in supporting peoples voice and meaningful coproduction input to addressing health and wellbeing inequalities including best practice in tackling obesity, access to birthing support, and accessible adaptive primary care and health screening.

We continue to deliver our **Equity, Diversity, and Inclusion Strategy**. So far, we have delivered enhanced mandatory EDI training for all of our staff and trustees; promoted and celebrated specific awareness days and events (e.g., Pride and Black History Month); became a Disability Confident Leader, sponsored 6 staff to undertake the Skills for Care Move on Up programme focused on aspiring leaders from ethically minoritised groups.

Our diversity pay gap reports show a positive gender outcome and improving ethnicity pay gap – with improving representation throughout our pay profiles.

**We raise over
£250k each year**

through our fundraising and income generation initiatives adding deep value to deliver impactful support and support innovation and new initiatives.

We **borrow and leverage** our resources to meet our objectives. We have used our social funding from Social & Sustainable Capital (SASC) to open new services in West Sussex and Surrey and new mortgage finance arrangement with Barclays in a major partnership deal across our wide property portfolio.

We have grown from a turnover of £6.9 million in March 2016 to a projected turnover of £16 million for the year to March 2024,

based on confirmed developments, and onto **£18 million** the year after, doubling the numbers of people we support and continuing to add greater depth to our specialisms and offers to deliver our purpose.

Our Active Values

Our Active Values have been developed with our staff teams and the people we support. We integrate these values into everything we do.

By living out our values and using them as our guiding principles in everything we do, we can ensure that we provide the highest possible quality of support to the people using our services.



Our Underlying Pillars to **deliver** our Active Plan



Quality First

We believe in quality first as the foundation to our success and that of our people. We invest in robust quality assurance giving us feedback and analytical reviews across all our areas, and where we can be most impactful. We identify, address, and learn from our mistakes and from things that are not working, adapting and evolving shared best practice. We create and innovate.



Coproduction

We work side-by-side with the People We Support—our award-winning approach to co-production with the people we support is one of our strengths and this centres everything we do and continues to drive us forward. Our people shape their care, what matters in supporting their wellbeing, and enabling inclusive communities. They advocate for system-wide improvements to address health and wellbeing inequalities as Experts by Experience.



Problem-solving

We will always strive to make things work and overcome difficulties and challenges together. If there are gaps in services or needs not being met we seek to address this. We are inspired by everyone throughout the organisation and great practice everywhere.



Entrepreneurial

We invest in the development of our people, our staff and our homes to be the best we can. We invest in our future and look at ways to generate income to deliver our objectives, to meet the aspirations of people we support and to enhance our communities.



Collaboration

As an active part of the Voluntary Community and Social Enterprise Sector both locally and nationally we join forces to support an equal say in strategic discussions and to support and drive best practice approaches, so everyone can live well, healthy and fulfilled lives.



Equity Diversity and Inclusion

We believe in a fair just equal world and play an active part in tackling discrimination and disadvantage. We aim to create inclusive and accepting communities, where everyone can play a full and valued role.



Being resilient

It is tough working in social care and being reliant on publicly-funded services, and made even tougher by a Cost of Living crisis. We do it because we believe in the power of great care to transform people's lives and widen opportunities. We are caring and supportive as colleagues. We pay above the real living wage and campaign for fair wages for care staff as skilled employees.

Our Key Strategic Objectives



A Louder Voice

Supporting people to have a strong impactful voice in shaping their health and wellbeing locally and nationally.



An Aspiring Life

Enabling people to lead ordinary and extraordinary lives with equitable health and wellbeing outcomes.



An Employer of Choice

Sector Leading employee engagement, learning and wellbeing, enabling our staff to flourish.



A Creative Approach

Investing in innovation, increasing our fundraising, and working in deeper collaboration.



A Good Organisation

Leaner, sustainable and resilient, enabled by digital systems, with a foundation of Equity Diversity and Inclusion.



A Louder Voice

Supporting people to have a strong impactful voice in shaping their health and wellbeing locally and nationally.

- + To continue to build our coproduction work and range of impactful projects and programmes alongside The Pro-Active Community and experts by experience
- + To increase the visibility and reach of our Voice work through regional and national events and programmes, showcasing collaborative work alongside key influencing bodies each year
- + To further progress our work on developing and sharing best practice to support healthy weight and lifestyles with people with a learning disability in Surrey and other Integrated Care Systems
- + To further build relationships with universities and research bodies to deliver expert by experience informed and evidence-based work to addressing health inequalities
- + To further accredit our coproduction work and competencies of our experts by experience



An Aspiring Life

Enabling people to lead ordinary and extraordinary lives with equitable health and wellbeing outcomes.

- + To position our offer and expertise as a complex care provider from September 2023
- + To launch our Aspiring Lives care and support model and outcome framework by June 2023, with qualitative progression analysed every 6 months
- + To update our strategies and best practice development with linked training, for supporting older people, autistic people, health condition management, forensic support, people with mental needs, and complex care within a detailed delivery plan from September 2023
- + To continue to be a leading provider of services to people requiring intensive support leaving hospital – and both consolidating and extending our reach in the South East with 20 new homes coming into management each year
- + To pilot innovative new services that address unmet needs including support for autistic people with mental health needs, support for people with complex needs and further application of assistive technology
- + To support people's financial wellbeing through the cost-of-living crisis and enable people to live their best life possible



An Employer of Choice

Sector Leading employee engagement, learning and wellbeing, enabling our staff to flourish.

- + To lead collaborative sector and place-based work development projects to attract people to work and develop in our sector, with fair rates of pay, within a framework agreed by October 2023
- + To ensure our Inclusive Wellbeing Committee develops and drives an updated Strategy for 2023-6 to support staff wellbeing and resilience from June 2023
- + To continue to offer comprehensive workforce development for all our roles and experts by experience with updated opportunities promoted every 6 months
- + To develop and deliver new coaching approaches for managers linked to practice-based competencies from January 2024
- + To maintain a Great Places to Work Large Organisations position and drive continuous improvement in our staff engagement, wellbeing and retention
- + To place our culture and values at the heart of our organisation, with ongoing programmes supporting their involvement, and being embedded in all we do



A Creative Approach

Investing in innovation, increasing our fundraising, and working in deeper collaboration.

- + To support our culture of innovation throughout Active Prospects with a new framework developed by October 2023
- + To attract £500k a year new funding through fundraising and partnerships
- + To position further on sector alliances and partnerships with an updated strategy by September 2023
- + To update our positioning with Commissioners across the South East with an updated plan produced from September 2023
- + To further develop our learning and employment offer for young people and the people we support with an updated offer by December 2023
- + To update our marketing strategy to support our new strategic objectives by September 2023



A Good Organisation

Leaner, sustainable and resilient, enabled by digital systems, with a foundation of Equity Diversity and Inclusion.

- + To provide high quality safe home environments with housing support, working towards delivery of our ambitious sustainability goals
- + To continue to deliver a programme of system reviews and development focused on impactful digital investment and leaner processes
- + To update our EDI strategy and action plans by December 2023, continuing to drive our sector leading work in this area
- + To maintain our continued viability through dynamic management of our business and the challenges facing us including effective procurement and cost management, and sustainable funding negotiations
- + To continue to develop our risk management including policy changes to exempt rents, social care funding reforms, and continued cost of living and high inflation.
- + To look at our borrowing and partnership strategies from April 2024 so that we may continue to develop more homes
- + To support and develop our governance to support our Plan, including piloting a Chair Advisor/Co Chair who is an expert by experience from June 2023, and reviewing our formalised coproduction structures with the people we support

Workstreams

To support delivery of our Active Plan goals and cross organisational working we have a number of strategic workstreams which involve working alongside people we support, work colleagues and external partners to deliver key projects.

- + Career Pathways for All
- + Aspiring Lives and Outcomes
- + ACTIVE Culture
- + Creating More Opportunities
- + Digital Transformation
- + Wellbeing and Resilience
- + Become Outstanding
- + Campaigning for change
- + Ethical Sustainable Equitable
- + Stay Robust, Survive and Thrive

Annual Plans and KPIs

To support delivery of our Active Plan all teams and services have an annual plan of key actions to support delivery of relevant strategic objectives and local/departmental priorities.

KPIs are collected in measurable areas linked to the plan and reported monthly. All staff are linked to Active Plan with an annual review and individual objectives.

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We are a Community Benefit Society (26618R) with charitable status.

