

Our Active Plan **2024-7**

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 south-east England.

We support **over 300 people** each year with a staff team of 450 people, and a highly committed group of Trustees, experts by experience leads, volunteers, funders, and supporters.

Our Why (our mission and purpose) is people leading **aspiring** lives.

Words carefully chosen as people shape their own lives and we facilitate what matters to them, both ordinary and extraordinary. To enable this to happen we also aim for our staff colleagues to also lead aspiring lives, to be the best we can to fulfil this purpose and support our own potential.

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

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

We are ambitious for our people, staff and organisation to be the best we can. We are so proud of the energy, commitment and achievements that are made by everyone, not least through the recent Covid-19 pandemic and ongoing significant pressures on Social Care due to decades of public underfunding and procurement focused on price, and we salute everyone's outstanding achievements. We invest in staff's development, wellbeing, belonging and engagement so that we can all be our full selves and grow our capability and impact together. 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. We have grown from a turnover of £6.9 million in March 2016 to a projected turnover of **£19million** for the year to March 2025 (based on confirmed developments) and onto **£21 million** the year after. We have doubled the number of people we support and continue to add greater depth to our specialisms and offers to deliver our purpose and enable more people to lead aspiring lives.

Our vision is for Active Prospects to become regionally and nationally impactful for working with people to deliver **equity** in health and wellbeing.

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 and 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 adapt to an increasingly changing world. It is also available in an easy read version.

Our Active Plan 2024-7

Resilient, determined & Louder

Our vision

is for Active Prospects to become regionally and nationally impactful for working with people to deliver equity in health and wellbeing.

Our pillars

- ✓ A focus on quality and outcomes
- ✓ Working side-by-side with our customers
- ✓ Being resilient
- ✓ Problem-solving
- ✓ Focus on improvement
- ✓ Creative
- ✓ Collaborative
- ✓ Entrepreneurial

A Resilient Sustainable Equitable Organisation

Leaner, smarter and more sustainable working, enabled by digital systems and a foundation of Belonging Diversity Equity and Inclusion.

An Employer of Choice

Sector-leading employee engagement, development, belonging and wellbeing, enabling colleagues to also lead aspiring lives to be the best we can.

A Louder Voice

People having a strong impactful voice in shaping their health and wellbeing locally and nationally.

Our why

Our mission and purpose is people leading aspiring lives.

Words carefully chosen as people shape their own lives and we facilitate what matters to them, both ordinary and extraordinary.

A Creative Approach

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

An Aspiring Life

People leading ordinary and extraordinary lives with equitable health and wellbeing outcomes.

Our key strategic objectives

Living our values

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 equity.

Working together is central to our purpose people to leading aspiring lives, establishing quality standards and approaches, with a drive to keep learning, improving, and innovating. We have increased our 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 the CQC (Care Quality Commission), with half having outstanding domains.

Our recently refreshed jointly created outcome model **enables people to identify** 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 their lives 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 three 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% of placements for people leaving hospital still in place after two years.

Recognising our expertise and record of accomplishment, several local authority commissioners have approached us to extend our offer into new areas and help more people, which we are making happen with new services in West Sussex and Brighton & Hove opening in 2024. Part of our work over the next three years is considering how we reach further across the south-east and continuing to deliver the right new homes people want.

Active Prospects has an unwavering commitment to jointly working with people, driving towards equity at the very heart of our organisation. Our award-winning body of people we support, the Pro-Active Community, is now an independent, user-led charity which plays a significant role shaping health and wellbeing services, as well as peer-led social activities and inclusion, community involvement and being active citizens.

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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.

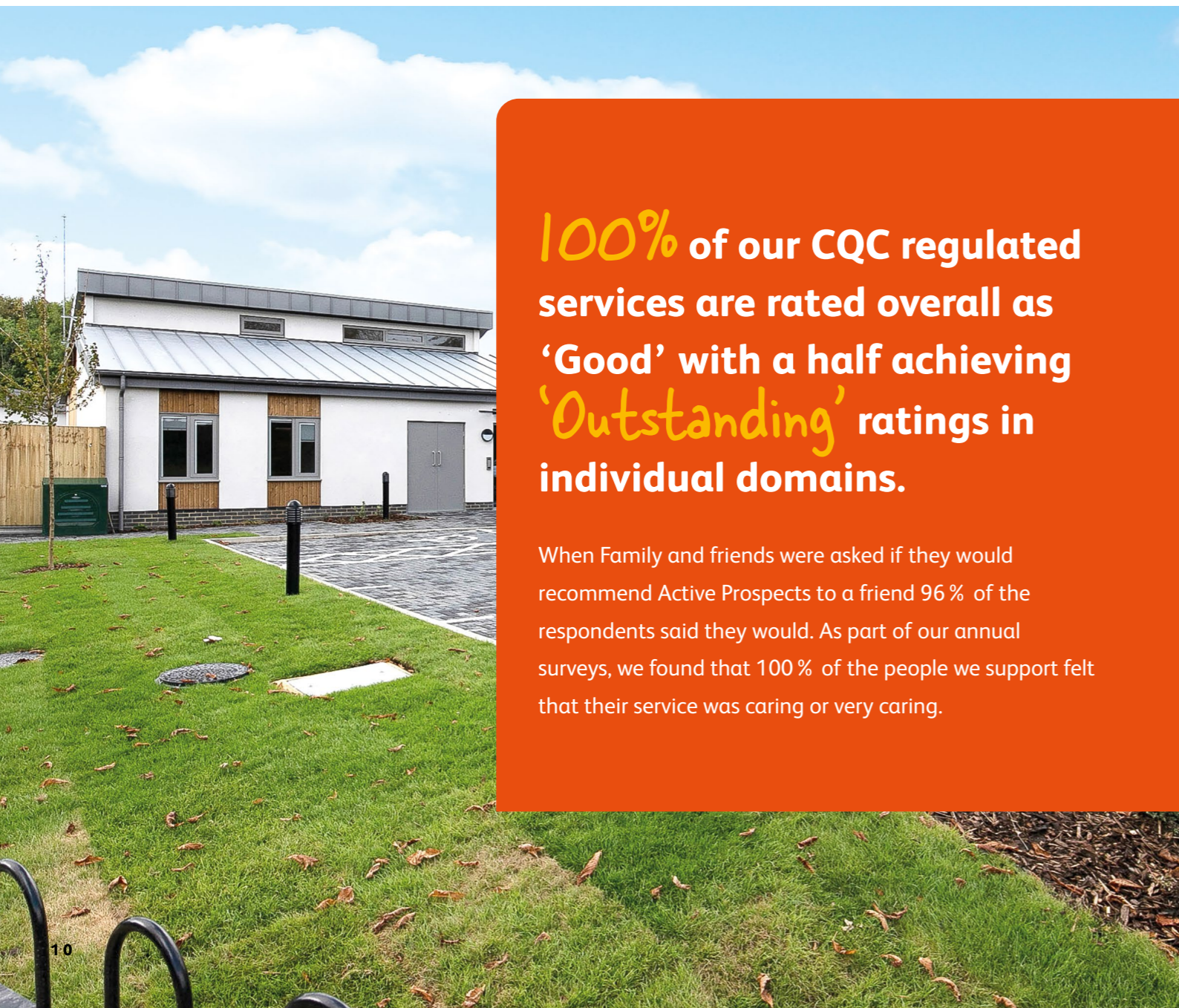
We achieved Great Place to Work Large Employer certification for our sector-leading employee engagement and were the highest ranking social care organisation in the national large employers category and named in the Top UK employers for women and our wellbeing approaches.

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

Used 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 West Sussex and Brighton and Hove.

We have supported **48 people** who would come under the former **Transforming Care Cohort** over the last three years with a 94% service sustainability success rate.

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



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 rolled out digital care management and rota management systems within all our places.

This has enhanced the management and service delivery information we hold, which in turn has improved practice and support for people. Our digital transformation programme continues to take forward SMART-er working systems and assistive technology to support timely management and quality standards, as well as analytical depth to understanding our people's needs and aspirations and impactful support.



We develop 10-15 new homes for people with learning disabilities and/or autistic people each year.

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 agreed a new mortgage finance arrangement with Barclays across our wide property portfolio.

We support the Pro-Active Community, now an independent charity, to lead the way in supporting people's voice and meaningful co-production 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 deliver the 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.

We raised **over £600k** last year through our fundraising and income generation initiatives, helping us to deliver innovative, impactful support and new initiatives.

Currently we are leading on the grant funded Care Talent Collective, a collaboration of seven organisations delivering fast track careers in our sectors, the roll out of Oliver McGowan Mandatory Training in Surrey and a wellbeing coaches and social prescribing programme for Autistic People with mental health needs.

We continue to deliver our **Belonging, Diversity, Equity and Inclusion Strategy.**

So far, we have delivered enhanced mandatory EDI training for all staff and trustees; promoted and celebrated specific awareness days and events (e.g., Pride and Black History Month); become 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 actions to improve our ethnicity pay gap – with improving representation throughout our pay profiles.



Our Active Values

These 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.



What makes Active Prospects unique?

We are local – we invest significantly in local people and communities and have a deep community anchor, playing an active part within the VCSE (Voluntary, Community and Social Enterprise) sector to enable citizens to shape their health and wellbeing, working collaboratively to support improvement and change.

We are responsive – we do everything we can to provide the right support at the right time, with locally-based senior managers integral to individuals' care, offering rapid decision-making, and ensuring deeply person-centred service design.

We are creative – we create solutions, making things happen through innovation, drive, and compassion.

We are people-led – we are leading the way nationally on enabling people to shape our organisation and services together and to join up voices with others to improve opportunities and experiences.

We are successful – we support people to lead aspiring lives and have a record of accomplishment of delivering transformative outcomes with people with complex needs and behaviours of concern to live successfully in their communities. We measure our outcomes and impact, demonstrating elevated levels of achievement and continuous improvement.

Our underlying pillars to deliver our Active Plan



A focus on quality and outcomes – we have significantly enhanced the quality of our provision over the last five years as this is absolutely the foundation to our success and that of our people. We invest in people’s development and our values and approaches continue to drive improvement.



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, but we do it because we believe in the power of great care to transform people’s lives and widen opportunities and caring and supporting each other as colleagues.

We have prioritised becoming a Real Living Wage employer and campaigning for fair wages for care staff as skilled employees.



Working side-by-side with our customers – 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 and organisation what matters in supporting their wellbeing and advocating for inclusive communities.



Problem-solving – we will always strive to make things work and overcome difficulties and challenges together. We are inspired by everyone throughout the organisation.



Creative – we do not stand still: we constantly look for new ways to provide better care and innovate to help people to lead aspiring lives.



Focus on improvement – we invest in robust quality assurance giving us feedback and analytical reviews across all our areas. We identify, address, and learn from our mistakes and from things that are not working, adapting shared best practice.



Collaborative – as an active part of the VCSE (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.



Entrepreneurial – we invest in our future and look at ways to generate income to deliver our objectives, meet the aspirations of people we support and enhance our communities.

Our key strategic objectives

Given the scale of the challenges over the next three years, alongside our ambition to be regionally and nationally impactful - we will be focusing on the following themes:

✓ A Louder Voice

People having a strong impactful voice in shaping their health and wellbeing locally and nationally.

✓ An Aspiring Life

People leading ordinary and extraordinary lives with equitable health and wellbeing outcomes.

✓ An Employer of Choice

Sector-leading employee engagement, development, belonging and wellbeing, enabling colleagues to also lead aspiring lives to be the best we can.

✓ A Creative Innovative Approach

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

✓ A Resilient Sustainable Equitable Organisation

Leaner, smarter and more sustainable working, enabled by digital systems and a foundation of Belonging Diversity Equity and Inclusion.



A Louder Voice

A Louder Voice People having a strong impactful voice in shaping their health and wellbeing locally and nationally.

- + To continue to build our co-design 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 joined-up collaborative work with key influencing bodies each year.
- + To develop and structure our advocacy and buddying approaches.
- + To further progress our leading work in 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 build further relationships with universities and research bodies to deliver expert by experience and evidence-based work to addressing health inequalities and contribute to System Leadership in these areas.
- + To further invest in and develop a substantial pool of experts by experience to be partners in quality assurance, research and training initiatives across our geographical areas.
- + To position and use our representative voice as system and sector leaders to advocate for the rights of the people we serve, that our staff as recognised and rewarded as skilled employees, and that the wider political and social environment supports our common purpose.



An Aspiring Life

An Aspiring Life People leading ordinary and extraordinary lives with equitable health and wellbeing outcomes.

- + To further position our offer and expertise as a complex care provider and successfully establish new services in Brighton and Sussex.
- + To launch our Aspiring Lives care and support model and outcome framework by June 2024, with qualitative progression analysed every 6 months, including web-based App and life skills tools.
- + To introduce new quality assurance approaches that continues to ensure feedback and collaborative improvement drive quality standards.
- + To update our strategies and best practice and risk development with linked training, for supporting older people, autistic people, health condition management, people with forensic support, people with mental needs, those who self-harm, and complex care, as part of a detailed delivery plan from September 2024.
- + To continue to be a leading provider of services to people requiring intensive support leaving hospital – consolidating and extending our reach in the south-east through 10-15 new homes coming into management each year with new approaches developed to fund this from March 2025.
- + To successfully deliver 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 continue to support financial wellbeing and enable people to live their best life possible.
- + To develop a move-on strategy with people including looking at longer-term resilience support.



An Employer of Choice

Sector-leading employee engagement, development, belonging and wellbeing, enabling colleagues to also lead aspiring lives to be the best we can.

- + To continue to lead collaborative sector and place-based work development projects to attract people to work and develop in our sector, including fair rates of pay.
- + To ensure our Inclusive Wellbeing Committee delivers our wellbeing strategy with work programmes and initiatives to support staff wellbeing and resilience.
- + 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 2025.
- + To retain top 100 Great Places to Work Large Organisations position and drive continuous improvement in our staff engagement, wellbeing and retention.
- + To further enhance our communication channels to connect, include and engage our staff and people.
- + To place our culture and values at the heart of our organisation, with ongoing programmes to support their evolution and embed them in everything we do.



A Creative Approach

Investing in innovation, increasing our fundraising, and working in partnership.

- + To support our culture of innovation throughout Active Prospects with a new framework from April 2024, and ongoing income generation and investment to deliver new approaches and services.
- + To further evolve and deliver approaches to sector-wide collaborative training and workforce development including roll out of Oliver McGowan Mandatory Training and accelerated career pathways.
- + 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 2024.
- + To update our positioning with Commissioners in the south-east from April 2024 with an updated plan produced from September 2024 and deliver further consolidation in newer areas.
- + To further develop our learning and employment offer for young people and the people we support with an updated offer by September 2024.
- + To update our marketing strategy to support our new strategic objectives by September 2024.



A Resilient Sustainable Equitable Organisation

Leaner, smarter and more sustainable working, further enabled by digital systems and our foundation of Belonging, Diversity Equity and Inclusion.

- + To provide high-quality safe home environments and housing support, working towards delivery of our ambitious sustainability goals and improvement/replacement of older stock.
- + To continue to deliver a programme of system reviews and development focused on impactful digital infrastructure, investment and governance, and leaner processes.
- + To deliver our Belonging Diversity, Equity and Inclusion strategy and action plans, 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 reviews and cost management, further development of our risk management and internal controls frameworks, and sustainable funding negotiations.
- + To continue to develop our risk management approaches including policy changes to exempt rents, social care funding and reform, and continued funding pressures.
- + To look at our borrowing and regulatory strategy from April 2025 so that we may continue to develop more homes as well as through partnership arrangements.
- + To support and develop our governance to support our Plan, including enhancing expert by experience representation from September 2024 at Board level and enhanced engagement structures.

Workstreams

To support delivery of our Active Plan goals and cross organisational working we have several strategic workstreams which involve working alongside people we support, work colleagues and external partners.

- + Career Pathways for All
- + Aspiring Lives and Outcomes
- + ACTIVE Culture
- + Fundraising and income generation
- + Digital Transformation
- + Wellbeing and Resilience
- + Campaigning for change
- + Delivering sustainability
- + Belonging diversity equity and inclusion

Annual Plans, KPIs (Key Performance Indicators) and Annual Reviews

To support delivery of our Active Plan all teams and services have an annual plan of key actions. KPIs are collected in measurable areas linked 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.



People leading [aspiring lives](#)