



Plymouth Highbury Trust Strategy Document

This document outlines the strategic plan for Plymouth Highbury Trust (PHT) and Plymouth Support Living (PSL). The plan is agreed and signed by all current and future sitting trustees, as well as senior managers and project - programme leads. A further document in the shape of a business plan will also be developed and signed up to will highlight the implementation of activities and initiatives to reach the strategic goals set below.

The document will follow a high-level structure.

1. Current 'as is' state;
2. identification of goals;
3. plan to hit the goals;
4. review & conclusion.

Background

Plymouth Highbury Trust was formed in 1956 under the name of Plymouth Mencap Society and was then affiliated to National Mencap. The thirty founding members were parents of children with a learning disability. The Society started out as a self-help and support group striving to improve the services available for people with a learning disability living in the City of Plymouth.

The Society's membership increased considerably over the ensuing years and a lasting fellowship developed between members that still stands today.

In October 2005 the decision was reached to de-affiliate from National Mencap. We took this opportunity to change our name to the Plymouth Highbury Trust and along with many other Charities we also became a Company Limited by Guarantee. The Trust is now an independent Charity, which is governed by both Charity and Company Law and the Chairperson, and the Committee loyal and dedicated trustees.

The trustees of Plymouth Highbury Trust regularly hold board meetings to strategically discuss matters concerning the Trust and the services we provide. Our organisation currently employs a staff team in excess of 50 people, who along with our 70 Volunteers provide a diverse range of quality services and social events for over 500 people with a learning disability living in the City of Plymouth.

Executive Summary

The document below highlights the strategy for Plymouth Highbury Trust (PHT) and Plymouth Supported Living (PSL). The strategy is designed to focus on the 4 key areas, People, Growth, Sustainability and Visibility & Awareness. For the last 68 years Plymouth Highbury Trust has grown from an independent charity to having multiple of services which affect 100s of people on a weekly basis with partnerships with a variety of organisations. This has only happened due to the ongoing support and leadership from trustees as well as the staff and guidance from the community and the employed services (Westcott & HR Bright Peninsular).

This strategy takes advantage of years of strong leadership and the ability to acquire a stable and significant financial backing. The strategy highlights that key areas of focus (charity visibility) it also highlights the need to diversify and not be too reliant on one or two main incomes, this is done by growing the already successful projects but also identifying key projects that hit our demographic of clients that we feel can impact and fulfil our mission and vision statement.

The strategy and plan laid out below and on additional documentation is to provide a flourishing, visible and financial stable trust to continue to provide excellent much needed care and a safe space to people in the community who have learning difficulties.

Mission Statement

Our mission is to ensure that individuals with learning disabilities gain the support, care, experiences and the opportunity to live their lives to the full.

Vision Statement

To support people with learning difficulties and their associated support network throughout life, to challenge and change the possibilities for them, with them.

PSL and PHT Core Values

People	Client Focused	Support	Exceed Expectations
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Current Programs & Projects

Projects / Activities of Work	Project Detail
Highbury Social Club	<p>The Social club is an evening club for people with varying degrees of learning disabilities. The club is run twice a week, Tuesday and Friday evenings between the hours of 6.15pm and 8.30pm. This is due to Covid Cleaning at the end of the evening.</p> <p>There are currently over 140 members, some attend once a week and others may attend both evenings. On average 70 to 100 people attend each evening. Due to Covid this has been reduced to between 65 and 75. People who are able can attend on their own; however, anyone who needs additional help will need to be accompanied by a carer.</p> <p>The club is run by four staff members and our invaluable volunteers ensuring a safe and welcoming environment for everyone.</p> <p>The evening consists of a disco which starts about 6.45, The Staff take in turns be the DJ for the week.</p>
Orbit Social Club	<p>The Orbit club is a day club for people with varying degrees of learning disabilities. The club is run twice a week, Monday and Thursday between the hours of 10.30am and 2.30pm. The Club is at the Crownhill family centre, near the Crownhill police station. Crownhill Fort Rd, Plymouth PL6 5BX</p> <p>There are 4 staff who work in the club, volunteers are also encouraged to join, currently we have only one volunteer, who assist in helping with the day-to-day activities.</p> <p>While some members are independent and are able to come on their own, others may require additional assistance or care and will need to be accompanied by a helper or carer.</p> <p>The reason for this is simple; a large part of the Orbit staff duties is to entertain the members, which is what makes this club so special; its entertainment value.</p>
Community Support	<p>Our Community Support Service helps support our clients through personal development, life skills training and confidence building to develop and promote an awareness of individual ability and self-achievement.</p> <p>We have strong links with a number of organisations across the city of Plymouth and work closely with them to provide a holistic approach to supporting individuals to achieve their maximum potential.</p>
Specialist Parent Advocacy	<p>Our Specialist Parent Advocates work with parents with a learning disability whose children are subject to Child Protection Plans or Child Care Proceedings.</p> <p>This means:</p> <ul style="list-style-type: none"> • Making sure that parents understand the concerns of the local authority. • Making sure that information is accessible to the parents. • Making sure parents have a fair opportunity to address the concerns on the Child Protection Plan. • That parents can access support appropriate to their needs. • That professionals are making reasonable adjustments when working with parents. • Supporting parents at meetings to have their say and to express their point of view. • Supporting parents at court hearings during care proceedings.
Volunteering	<p>We have many exciting opportunities for anyone who would like to make a real difference in someone's life. We are always looking for passionate and dedicated individuals to join our team. Our volunteers make a difference in so many different ways. The provision of ongoing emotional and practical support for a parent with a learning disability should never be underestimated.</p> <p>From advocating for a parent in meetings, making sure they have a voice, and understand all the information being shared to supporting a parent who has experienced the difficult trauma of losing their children, and are at risk of being left to cope on their own.</p> <p>By having a volunteer, parents have a much better chance at being able to navigate difficult processes about their children and treated fairly throughout.</p> <p>What will you gain from volunteering with us?</p>

	<ul style="list-style-type: none"> • Training, supervision & development. • A chance to step out of your comfort zone. • Interpersonal communication skills. • Insightful experience within a social care setting. • Opportunity to make a real difference to someone's life. • Teamwork skills with an amazing team! • Planning & organization • Problem Solving • Reflection • Positive attributes
Support Groups	<p>Parent Consultation Group We hold consultation groups with parents, and consider them to be the experts when it comes to suggesting how things can be changed.</p> <p>Parent Experts Our parents can get involved in exciting opportunities like becoming part of our consultation groups.</p> <p>We think the parents involved with the project are the experts on knowing how to best support a parent with a learning disability.</p> <p>This is why we get together with them to ask them their ideas.</p> <p>Parents can use their experiences to make services better, and to hopefully make things easier for other parents in the future.</p> <p>Support for Birth Parents Support for parents whose children have been adopted or placed into long-term foster care.</p>
WISER	Women in Safe and Empowering Relationships. A service for women in Plymouth with learning disabilities or borderline learning disabilities who are affected by Domestic Abuse.

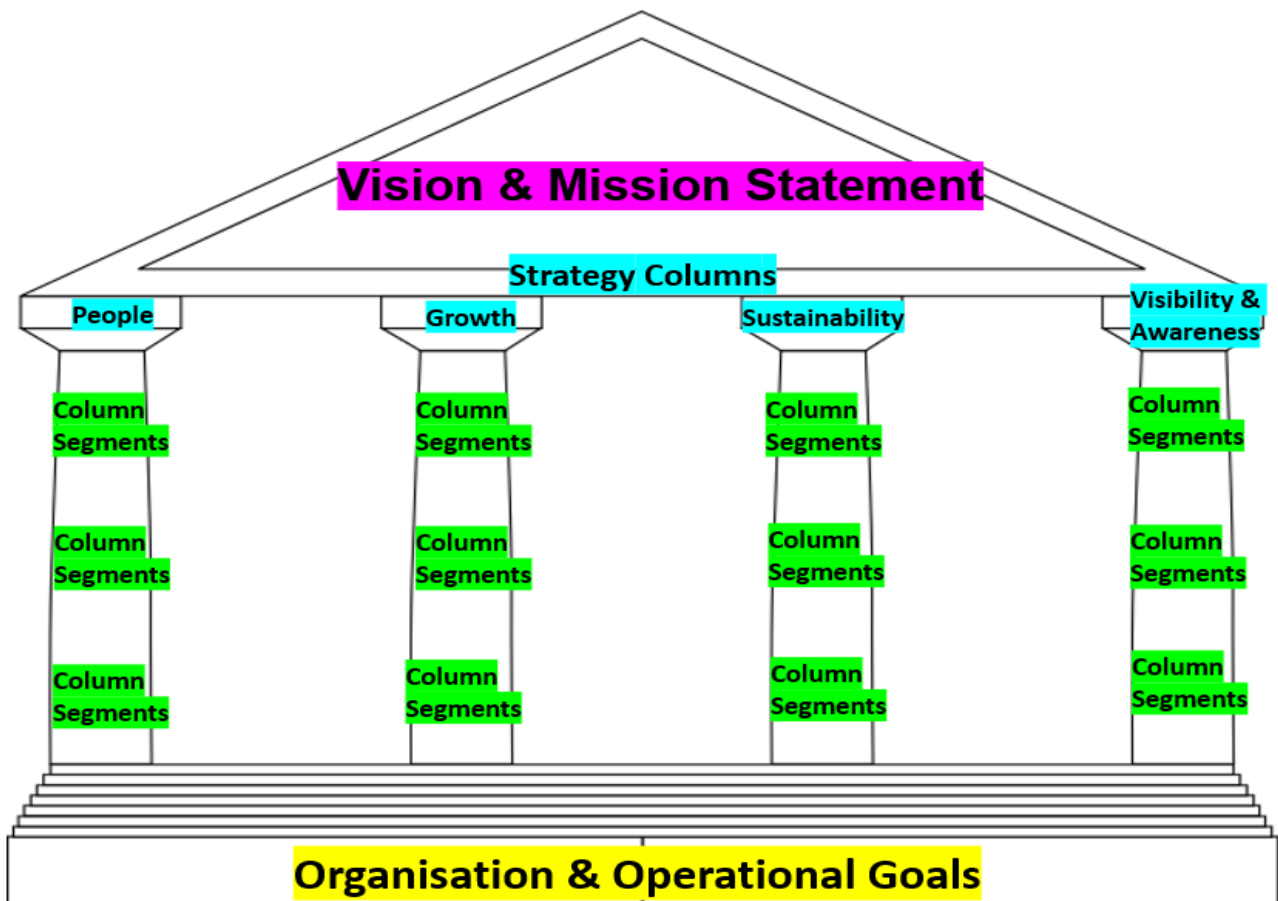
Organisation SWOT Analysis (PSL & PHT) – Trust Analysis

Strengths	Weakness
<ul style="list-style-type: none"> • Staff & people. • We have a group of interconnecting services in 1 place. • Trustee support. • Strong relationship with clients. • Person centred (culture) • Reputation within the network we operate within and engage with. (Clients, funders, etc). • Diversity within workforce / resource. • Staff retention. • The property / building itself (no borrowing, no debt leveraged against it). • Client focused attitude to decisions and operations. • We fill in the gaps where centralised services (council, government, etc) cannot / do not provide. • High level of service satisfaction. • Self-awareness and openness of senior leaders and trustees. 	<ul style="list-style-type: none"> • Funding diversity and reliance of council and lottery funding. • Building is old and we fit round the building. (Building not hitting requirements). • Marketing options / experience and knowledge. (Social media, brand awareness, etc) • Experience in partnership with other charities. • Staff sickness is often high or higher than industry standard. • No in house HR representative. • Staffing. • Trustee communication
Opportunities	Threats
<ul style="list-style-type: none"> • Openness to buying additional or new properties to expand PSL reach. • Service needs and requirement. • Services could be expanded. • 2 years' worth of investment into current premisses. • One of the only learning disability specific charities within Plymouth and Devon. 	<ul style="list-style-type: none"> • Large amount of contractual renewal within the next few years • Government policy changes. • Charities are ahead of us and could be seen as better funding options. • Growing competition for certain contracts.

Initial SWOT analysis was completed with current trustee board and senior leadership team (SLT). A entire workshop was completed. After this each individual area and project completed their own SWOT to allow a full organisation input and feedback loop. This ensured a full business input into the strategy.

Goals and Objectives

People	Growth	Sustainability	Visibility and Awareness
<ul style="list-style-type: none"> • Basic Needs and Safety. • Health and Well-being. • Social and Emotional Well-being. • Welfare and Happiness. • Work Environment. • Team Collaboration. • Client-Centred Services. • Customer Focus and Quality. • Core Values and Principles. 	<ul style="list-style-type: none"> • Service Offerings. • Service Development. • Quality of Life and Opportunities. • Financial Stability and Growth. 	<ul style="list-style-type: none"> • Organisational Management. • Resource and Support Infrastructure. • Diverse Care Provision. • Advocacy and Location-specific Services. • External Factors and Challenges. • Values and Excellence. • Advocacy and Support. 	<ul style="list-style-type: none"> • External Relations and Visibility. • Collaboration with outside partners / organisations. • Voice for clients. • Impacting current and future regulations.



Strategy Columns	Column Segments	Organisation & Operational Goals
People	Clients	Increasing client satisfaction in service delivery.
	Employed Resources (Including Volunteers)	Increasing staff satisfaction in role and working environment.
	Funders	Increasing funders satisfaction with delivery of funded projects.
Growth	Diversification	A reliance on a single organisation funding can't contribute to more than 25% of PHT income.
	Expanding services	Actively expand services where opportunities are available.
	Finance management	Stabilisation & predictable operational margins and investment portfolio.
Sustainability	Contract extensions and long-term funding	Secure long term new contracts and funding opportunities.
	Long term partnerships	Secure long-term partnerships with commercial and charity organisation within Plymouth and Devon.
	Continuous Improvements	Enable technology and ongoing continuous improvements.
Visibility & Awareness	Partnership & collaboration	Develop partnerships and collaboration with charities, community and corporate organisations.
	Branding Recognition	Increase brand recognition across Devon.
	L&D awareness	Activity raises awareness of L&D challenges to support a better life and way of living for people with L&D.

Specific goal targets will be stipulated within business plan and when an understanding of a baseline is set.*

Example below:

Strategy Columns	Column Segments	Organisation & Operational Goals	Baseline (Current As is State)	Specific Target aligned to strategy
People	Clients	Increasing client satisfaction in service delivery.	Survey completed on all clients currently using our services. Based on the questions asked and analysis completed we are currently hitting **% satisfaction rate.	<p>S – To increase the satisfaction rate by 3% per year. This will be done by doing (X,Y,Z)</p> <p>M – This will be measured by yearly surveying out clients.</p> <p>A – Yes as we the trustees have investment financial support but also SLT have taken this as an internal KPI.</p> <p>R – Alignment to strategy and operational targets.</p> <p>T - 3% increase per year.</p>

Business / Implementation Plan: to be created with support from Martyn, Stuart and the wider trust organisation. The business / implementation plan will cover the following areas.

- Detailed action plan to hit the '*organisational & operational goals*' stated above. These actions will likely form internal KPI's.
- Internal monitoring and reporting of actions.
- Budget and associated responsible person.
- Review periods.

Review

Evaluation:

- Yearly reviews and impact assessments will guide adjustments to our strategy, ensuring alignment with our mission. Teach review will align with the yearly AGM to close out the financial and operational year. The next review l'll be in 2025.
- Trustee meetings which have a two monthly periodicity will also have a meeting structure that evaluates and address areas within the strategy to continuing and monitor progression against our short-, medium- and long-term future.

Conclusion

Summary:

The Plymouth Highbury Trust's strategy aims to empower individuals with disabilities, foster inclusivity, and secure the resources necessary to achieve our mission and vision in Plymouth and wider Devon. Not only that, to continue to be a long lasting and growing facility that is a stable in the community and is subject matter expert within Plymouth and Devon (the voice) of supporting people with learning difficulties throughout their life to challenge and change the possibilities for them with them.