



## **Strategic Plan 2017- 2021**

### **Who we are and what we do**

The Thomas More Project is a charity which supports people to live the life they choose and to flourish. We are committed to providing the best possible support and to improving and developing our services now and in the future. We provide homes that enable people to live as independently as they can.

We are coming from a place of strength. We have a skilled and stable staff team who provide good quality, caring and respectful support. We have experience providing residential care homes for people with learning disabilities since 1982 which have always had a 'Good' CQC rating. Since launching our supported living services in 2014 we have seen our service users make huge gains towards their identified goals.

We have an effective and committed board of trustees, and good relationships with our stakeholders and families. We have systems and processes which have served us well and are evolving and developing.

We are working hard to increase our agility, improve our organisational health and wellbeing, review and improve our services and update our systems, as well as planning for future growth and development of the organisation.

This strategic plan sets out our main priorities over the next five years.

### **Vision**

People with disabilities are equally able to reach their potential as integrated members of society

### **Mission**

Enabling individuals with disabilities to flourish.

Supporting choices, developing skills, meeting needs.

### **Values**

The four values underpinning our organisation are Wellbeing, Excellence, Inclusivity and Collaboration. For more information on what these values mean to us see below.

### **Wellbeing**

- We provide person-centred support

- We acknowledge people's strengths and abilities and support them to identify and achieve their goals.
- We encourage healthy minds and bodies by
  - Being active, eating well
  - accessing health and other services,
  - engaging in activities which are absorbing and have meaning,
  - enabling choice and participation,
  - promoting independence and enablement
- We offer physical comfort, intellectual stimulation and spiritual wellbeing
- We encourage a full social life by
  - developing and maintaining relationships with family and friends;
  - Participating in the community and accessing resources
- We promote safety, dignity and respect - being caring, responsive and sensitive to privacy
- We provide homely and friendly environments

### **Excellence**

- We strive for excellence and continual improvement
- We aim to be a healthy organisation, good employer with good governance
- We promote learning and development for our people

### **Inclusion**

- We support inclusion by recognising the richness of diversity, promoting respect and equality and upholding the diversity, values and rights of the people we support, our staff, volunteers, and families.

### **Collaboration**

- We encourage a collaborative approach by working closely in partnership as a staff team and with the people we support, families and professionals.

### **Our strategic priorities**

Our four strategic priorities are excellent services and continuous improvement, organisational wellbeing, developing our services and planning our future.

Each priority is underpinned by a number of goals, and supported by our values. Together, these will help us deliver our mission and work towards achieving our vision.

Vision: People with disabilities are equally able to reach their potential as integrated members of society

Mission: Enabling individuals with disabilities to flourish. Supporting choices, developing skills, meeting needs

### Strategic Priorities

Excellent Services  
continuous improvement

Providing excellent services and continuously improving the support we offer people.

Leadership throughout the organisation

Good landlord, well maintained buildings, facilities and equipment

Organisational Wellbeing

A good place to work: Skilled and motivated staff, HR management, training and development, leadership through.

Systems, quality assurance and regulatory compliance: review, planning, implementation

Communication: Improving external communication

Finance and fundraising  
Financial sustainability, robust management, analysis and planning

Governance and the Board: Effective & efficient. Appropriate skills

Collaboration: Stakeholders and partnerships

Developing our services

Developing financial and operational model to offer 'Supporting people in their own homes,

Developing financial, operational and partnership model to increase supported living

Adapting Falldon Way to meet needs over next 5-8 years

Planning our future

Strategic planning and implementation for the medium to long-term for Falldon Way

Review and planning of Longmead Avenue/ supported Living and identifying opportunities.

Goals

Values: Wellbeing Excellence Collaboration Inclusivity

## **1. Excellent services and continuous improvement**

### **Providing excellent support and services which support people to flourish, and continually improve.**

Articulating our vision, mission and values has been important to us and the focus now moves to communicating and embedding this through reviewing and improving our practice.

We have always had a CQC rating of 'Good' and ensuring we remain 'Good' and work to continually improve with the aim of achieving 'Outstanding' underpins our work.

This priority includes continuing to embed 'learning' as a central value. This means learning for staff, learning for service users and learning for the whole organisation. We recognise that everyone who is part of our organisation brings skills and abilities, and we want to enable everyone to bring these to the fore. This means increasing opportunities for leadership at all levels of the organisation, enabling, encouraging and rewarding staff to innovate and improve our services.

## **2. Organisational wellbeing**

### **TMP is a sustainable and high performing organisation capable of supporting innovation and growth.**

We need to ensure our contracts, pay packages, training and development and promotion structures support us to have a skilled and motivated staff team, with low staff turnover.

We work with in tight financial constraints and operate in a prudent and business-like manner. We ensure that we have effective financial management, control, analysis and pricing in the short term, and planning to ensure financial viability in the longer term. We need to increase our fundraising to support our service overall.

Our leadership team and the board must identify and actively manage risks, make reasoned and effective decisions ensuring the appropriate skills and knowledge is in place to deliver our services and ensure legal compliance now and in the future.

Our systems and processes need to enable us to operate and use staff time effectively, and provide a robust foundation for delivering excellent services.

Our communications need to effectively deliver our messages to our target audiences, and to hear their feedback and encourage dialogue, participation and partnership working. Improving our external communications in particular our on-line presence is critical.

## **3. Developing our services**

### **Developing and diversifying our services to meet people's needs**

Thomas More was set up by families of people with learning disabilities, to meet an unmet need in the community. Meeting the needs of people continues to be central to our work. We will work with Bristol City Council and other local councils to enable us to help to meet the support needs of people. This may include extending our supported living offering, setting up services to deliver support to access the community for people living in their own homes, or potentially widening our services to support more diverse client groups.

In terms of Fallodon Way, we need to improve our facilities over the next 5-8 years whilst longer term strategic planning is underway. This will include looking at accessibility in the building and improving the garden.

#### **4. Planning our future**

##### **Ensuring our services and homes enable people flourish in the medium to long term**

Planning and preparing for the future will involve both planning for our current services and service users over the short to medium term, as well as considering the longer term. Strategic planning for our longer term future in the changing environment is essential and will involve partnerships with other organisations and with those we support and their families.

##### **Our services and homes**

###### **Falldon Way – Residential care home**

We can support 11 adults at our Falldon Way residential care home in Henleaze, Bristol. Our residents have private bedrooms and share bathrooms, lounges, kitchen, dining room and garden. We are situated in a level area of the city within easy reach of amenities and green space. Our residents are supported individually and as a group within the home and to access the community.

###### **Longmead Avenue – Supported living**

Provides a shared home for 3 people to live independently. Each tenant has an assured short-hold tenancy agreement, a private bedroom, and shared kitchen-dining room, living room and bathrooms. There is a spare bedroom which could be used as a guest room or for sleep-in staff if this is required to support any of the tenants. Our tenants are supported individually by our support workers to achieve their goals. Tenants are able to change their support provider if they wish to, whilst remaining tenants in this home.

##### **Our partnerships**

People are part of families and communities, and the support and home that Thomas More provides is just one part of their lives. On an individual level, we work in partnership with our service users and their families and friends, and the wider community and professionals who are involved in supporting them as appropriate.

On an organisational level, we work with a range of stakeholders and partners to deliver the best services to our clients. Our key partnerships including Knightstone Housing Association, our landlord at Falldon Way, local councils who pay for our services in particular Bristol City Council, partner organisations who deliver other services that our service users access, volunteers who directly engage with our service users or who support us in an advisory capacity or as board members, and the wider network of care providers that we collaborate with.