

Objective 1. To grow our business by agreed parameters over the next 3 years; to reaffirm our USP's and agree how we maintain these as we expand. Secure new sources of income while sustaining and improving current business partnerships.

Actions

- Diversify the source of funding income streams, reducing the reliance on single source of funding to < 80%
- Create an expansion plan which identifies and realises new opportunities (non LCC) and delivers the minimum of 20% of total participation of budget
- Capitalise on current 'Other' income streams ie Private Works, Housing Associations, BITMO
- Continue to work closely with key strategic stakeholders to grow our relationship, maximise potential new income and to become the provider of choice whenever new opportunities arise
- Agree formal feedback mechanisms with all stakeholders to measure and discuss our performance against agreed KPIs. Utilise outcomes to further improve services
- Deliver the Homeplus retender, including information on how the service can be improved including efficiencies that minimise extra costs

Objective 2. Achieve financial stability via a baseline break even budget (which should aim to cover a portion of the pension deficit) whilst ensuring value for money across all processes

Actions

- Devise yearly financial budgets based on firm business plans
 - All departments to create and achieve business plans that support the delivery of financial stability and growth
 - Senior managers to demonstrate full understanding of monthly department plan results. Carry out assessments of achievements or underperformance and adjust actions and focus accordingly –
 - Ensure that all staff understand their role in contributing to the bigger picture by regular communications of results
 - Measure results across all departments to assess whether efficiencies achieved are as expected
- Introduce methodologies that facilitate improved reporting and analysis within key cost centres including Homeplus, Technical department, H&S, Data Compliance and IT, Security , HR procedures and Cost Control/Procurement
- Mitigate dependency on single income source streams through strategically targeted expansion of services or departments

Objective 3. To be an effective and efficient charitable organisation and to be the first point of contact for new and existing clients. To be clear about the benefits of our work and to use our beneficiaries' feedback to continually adjust and improve our services

Actions

- Achieve KPI's and stakeholder targets by close measurement of achievements; reacting quickly when results are lower than expected

- Continue to conduct process assessments throughout organisation, identifying improvement opportunities and reducing inefficient practices
- Carry out a full assessment of the Homeplus offer and the processes currently in place. Include improvements to current procedures/services and suggestions for new ones within the tender document
- Use of promotional activity and marketing via the website, social media, face to face event attendance, outreach work and the use of promotional material to deliver an increase in referrals and the number of households supported on an annual basis
- Use targeted Marketing comms to reinforce good work done by C&R- to stakeholders, trustees and other 3rd Sector organisations
- Future proof the processes that underpin our ability to deliver on all current objectives and enable sustained growth of the organisation, eg expand the training matrix to cover all Homeplus activities and cross train staff to reduce 'silo working', to improve agility and reduce headcount
- Further development of current client communication and feedback methodologies and expand new methods of contacting clients, concentrating on increasing the amount of face to face, telephone and online feedback
- Continue to work towards and adhere to the various quality marks that are relevant to C&R ie CHAS, Constructionline, Pride in Care, LCC Quality Management Framework

Objective 4.To value all staff, volunteers and Trustees and ensure a skilled high quality and diverse team

Actions

- Share the Mission, Business Strategy and Objectives with all staff and update on progress at all staff meetings.
- Use a variety of communication methods to regularly share information with staff, to include them in decision making, planning, to receive feedback and to enable them to input in face to face meetings
- Implement technical team organisational changes to enable expansion of the technical department remit
- Identify and address reliance on staff legacy knowledge of the current IT and other systems by targeted retraining and employment of external specialised contracts
- Expansion of the current training matrix to ensure that all staff are fully trained and have responsibility of their own development.
- Plan for investment in staff training and development- supported by use of free training courses where possible
- Ensure that we have a skilled, stable and engaged workforce who understand our goals by following the agreed 1-1 review and appraisal process
- Raise the energy level of each team by holding regular team meetings, events and sessions that are inclusive and engaging

Business KPI's

Indicators of success of the strategy – to be reported quarterly

1.The number of clients/households that we support and the financial benefits and well- being value we add to each client

- Technical departments- specific targets for numbers of projects and value achieved. Case Studies on at least 10% of clients to be collated
- Homeplus- all KPI's achieved. Agreed number of planned direct customer interactions(post service) achieved via both written and verbal means. Feedback acted upon, processes adjusted where feedback has indicated that a change is necessary.

2.Achievement of budget and actions to be taken if budget not achieved

3.Level of proposed new business realised

4.Level of internal training/development carried out vs the agreed target

5.Marketing- Projected level of marketing activity achieved including client satisfaction measures

Next Steps Jan-March 23

- Agree content of Strategy
- Create individual plans for each team- Tech/Homeplus/Finance/Other
- Incorporate business objectives within each department plan
- Meet with team to agree their own and their teams objectives and how they support the delivery of the above strategy
- Agree personal development needed to support achievement
- Create KPI reporting dashboard
- Each SMART department plan should:-
 - Ensure that each objective has a method of measuring success
 - Agree a final end goal for each objective with milestones or stages of progression within the agreed timeframe
 - Identify actions needed to achieve each objective- what/who/ when
 - Agree mitigating actions if targets are not being achieved
 - Confirm who is responsible for each element of the objective.
 - Discuss and agree what training or other intervention is needed in order to support success

Department 1-1 meetings will take place between each manager and staff member to review progress on both department and personal objectives