

People, Relationships and Connections

Our big ideas and plans 2025 - 2028







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Welcome and Thank you





Welcome to our big plan for 2025 to 2028.

This is about Encompass Care and our plans and ideas for the next 3 years. This is called the Encompass Strategy. The first part of this is the Easy Read version. You can read more details at the end.



Thank you to everyone who helped us with this. The things you have said and your ideas are really important.



Thank you for filling in the forms we gave out, for answering questions when we came to visit you at home and for telling us what you think at meetings like Encompass Voices.

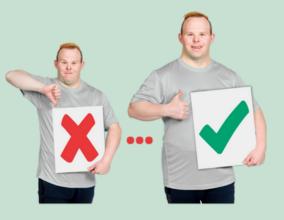


Thank you for the Christmas wishes you gave us which we put on our wonderful Christmas Tree at Head Office.

A message from the Leadership Team



The last 3 years have sometimes been hard. There have been changes to staff at Head Office. We have worked hard to make sure we make things better.



We are very happy that staff, people we support and their families all tell us that things have got better.

You told us that we could do more to make things even better.



You told us what is important to you. That helps us to know how to make sure that people are at the centre of everything we do.

To make sure we do this well we must involve people we support in decisions about their care and about the organisation.



Thank you again for telling us what you think.

Over the next 3 years we want you to be a big part of what we do.



Please keep telling us what you think.

Please keep getting involved in meetings and talking to us.

Please keep telling us your great ideas.

Thank you



Tracey



Lisa



Mark



Marianne



Donna









What is important to Encompass Care? Our Mission, Vision and Values



Our mission is about why Encompass Care is here. It is about what we would like to do.

People told us that our mission statement should say more about what we want to do so we have written a new one.

Vision



Our vision tells us how we will do what we aim to do. It is a short sentence that can be used on things that we write and that is easy to remember. People said we do not need to change it.

Values



Our values are the important things that are part of everything we do. People told us that we do not need to change these.

Our Mission

Encompass Care creates meaningful support journeys and opportunities for people with learning disabilities and mental health needs



This means that we support people with learning disabilities and mental health needs to live good lives and try new things.

We work together to shape how Encompass Care operates so that people are happy in their roles, the support is led by the people receiving it and that we believe in what we set out to do.



This means that staff and people we support work together. We make sure that staff are happy at work and people are involved in planning their support.

Our Mission

By embedding the true ethos of co-production we can focus on what is important to people as individuals.



This means that we involve people in everything we do and in decisions we make.
We listen to what is important to people.

Our Vision

Pioneering support in an accessible and inclusive community.



This means that when we support people we will have new ideas and try new things. We are all part of a community that includes everyone.









Our Values



Honesty

We tell the truth.



Inclusivity

We include everyone in the things we do and in the community.



Kindness

We are kind and caring.



Dignity

We treat people well and show them respect.



Integrity

We do what we say we will do and keep our promises.









People, Relationships and Connections: Our plans for 2025 to 2028



We listened to what people said and then we wrote this big plan.

We will make sure that everyone has a say in how Encompass Care is run.



We will make sure that people we support can lead their own support.



We will make sure that staff are happy.



We will always make sure that our support is good, even when we have less money than we would like to spend



People

We will make sure that people always come first. Support will be led by people we support and staff will feel valued in their jobs.



We will have a People Committee. They will listen to what people we support tell us through Encompass Voices, and they will listen to what staff tell us through a new group called a workforce forum.



We will have lots of different ways for people to tell us what they think about decisions we make. This will include surveys, meetings and visits.



We will not use jargon. We will make sure that things we write are available in different versions so that everyone can understand.



We will use volunteers so that we can do extra things that make life better for people we support.











We will try new ideas so that our support is really special. This is sometimes called doing things "out of the box". We will write plans to make sure we do things well.

We will make sure that people are fully involved in writing and checking their support plans and will train staff to do this well.

We will make sure that people who work for us get the training and support they need to do their job well, be happy at work, stay healthy and well, and be involved in decisions.

We will make sure that people we support who are not able to make their own decisions are fully included and treated equally.

Some people we support use their actions and behaviour to tell us what they want and how they feel. We will make sure that they are treated equally and fully included.

Relationships

We will work with people to make sure our services are good and get even better.



We will have a member of our Board who has support needs. We will make sure that board papers are available in an easy to read format.



We will improve the way we work together and communicate within Encompass Care.



We will make sure that new staff have a good induction so that they can do their job well.



We will work with local groups, town councils and businesses to make sure that people we support are more involved in local communities.



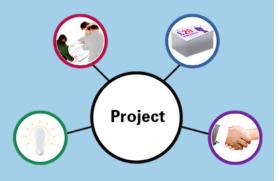
As a charity we will work with other groups and services to make things better for people with learning disabilities and mental health needs in the local area.



We will work with our funders to make sure we are providing services that are needed and to try new ways of supporting people when we don't have as much money as we would like.



We will set up new systems and plans to make sure we work together well and offer really good services to people.



We will make sure we plan new projects well so that we can check we are doing what we said we would do.



We will improve the way we collect information about how things are going so that we can run services well

Connections

We will make links between people to make sure our services are accessible and include everyone.



We will work with other organisations that support people to run good services together.



We will meet with other organisations to tell them what we do, and to raise money for Encompass Care.



We will work with Housing Associations to make sure the homes of people we support are looked after well.

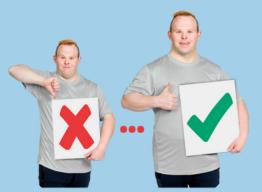


We will make sure that we involve people we support in everything that affects them. This is called coproduction.

"Nothing about us without us"



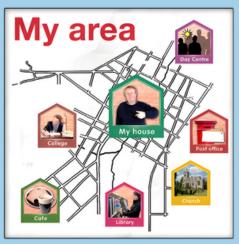
Co-production will be part of everything we do. This includes support planning, documents, ideas and decisions made at Head Office.



We will improve the way we organise things so that our departments work better together and make services better together.



Our new team of trainers will train our own staff and people from other organisations. This will include the Oliver McGowan Training and Sex and Relationships Training



We will support local businesses so that we are part of our local community.

Thank you for reading our plans!

This is the end of the Easy Read section. Carry on reading for more details about what we will do. You can read more about these plans and the things people told us on our website www.encompasscare.org.uk











Full Report

Encompass Care
Business Strategy
2025-2028



Executive Summary

Please accept our warmest welcome to the finalised Encompass Care Business Strategy 2025 – 2028, People, Relationships & Connections. This final cut would not have been possible without everyone's valuable input from the questionnaires, service visits, strategy drop-in session, Encompass Voices and of course your Christmas wishes for Encompass that adorned our wonderful Christmas Tree from our Annual General Meeting.

It goes without saying that as the 2022-2025 strategy draws to a close, we have experienced significant change but have achieved so much. The last few years have been challenging for many reasons nationally such as Covid and the National Staffing Crisis and more locally with a complete change in our own Leadership Team and funding challenges which meant our costs were high, our services were understaffed, and we needed to invest time in our governance reach as we returned to being present in our services.

It has been clear to see from the engagement and feedback from our workforce, the people we support, families and external partners how we have improved and that everyone's hard work has so positively contributed to our growth and development. Your feedback also tells us that whilst we have improved significantly, there is more work to be done to become more accessible, more people focused & more visible as a charity.

Most vitally, you have all told us what is important to you all individually as People. We firmly believe that for Encompass to be successful as a charity, to enhance the quality of our support, to grow and develop and to continue to create revenue that allows us to invest in our services we must ensure we place the people at the center of what we do. To do this well we must effectively monitor and review areas for development and improvements across our service provision. We must consistently engage with the workforce, understand the needs and challenges of the local demographic and political horizon and most importantly we need to genuinely involve the people we support, not just in the direction of their care and support packages but in strategic conversations and leadership decisions.

We are so grateful to you all for being so forthcoming and we want you to be a continuing part of our future successes. As we go forward into the next 3-year strategy, we invite you to be an integral part of our journey. Keep talking to us, keep completing the feedback, keep providing support that goes beyond the day to day, keep having the great ideas and innovations and join us as we focus on People, Relationships & Connections.

Thank You all once again,

Tracey, Lisa, Mark, Marianne & Donna

Looking back to Look forward

Corporate Objectives by 2025 – have we achieved these?

Encompass Care to be a valued, reputable, and recognised Charity Support Provider of choice. Investing in Quality Assurance and exercising continuous service improvement through co-production and self-directed support.

Encompass Care to be financially sustainable, grow revenue, focus on customer and performance management, and create incentives which will increase our standing in a competitive market.

Encompass Care to lead the way, increase our presence in the wider community, with a clear purpose. Use our new identity to attract and retain the best people, consistently meeting the expectations of the people we support, commissioners and regulators.

What have we achieved?

- · Co-Production & Engagement Officers
- People using services telling us what is working well and what they would like to be improved
- Encompass Voices advisory group coproduced with people using Encompass Services to inform how we operate
- Regular monitoring of services
- Increased presence in services from the CEO, Executive Leadership Team, and Board members
- Ops restructure, as of 1st October 2024
 Service Managers, Area Team Leaders and Team Leaders all in place
- Increased communication
- Increased positive reputation
- Financial sustainability
- Increased community presence
- Better relations with DC, QA approach by DC with all services being monitored
- Relationship with CQC
- Training compliance and face to face sessions
- Train The Trainer
- Financial controls and transparency
- Sickness / absence and ER management

What have we not achieved?

- Growth
- Currently sustaining services if rooms become vacant
- Policies and Procedure benchmarking review
- Collation of data in one place
- No intranet
- Stable administrative support
- Inductions consistency in approach
- Outreach service has reduced in size
- Support plan development /review to be more inclusive and co-produced
- Charity status and community recognition.
- Social media recruitment and consistent messaging being available across platforms, not always forward thinking.

With your feedback above we can confidently say we have achieved what we set out to do in 2022 with some areas that continue to be further developed in 2025-2028.

Themes, Priorities, risks & Outcomes Key Themes

What are we doing well?

- Engagement officers
- Community presence is increasing
- improved communication
- Streamlining systems and processes
- Developing team members (internal progression)
- Living and working to our values.
 They're not just words
- Financial status controlling costs
- Modernising
- Strong workforce with positive feedback from people receiving support
- People say they feel safe

What sets us apart?

- Innovation
- Values
- Standards of support and care
- Loyalty of staff
- Commitment to develop staff and offer development opportunities
- Monitoring systems
- Transparency
- Services reports safeguarding, reputation, leadership etc.
- Self-built internal systems to report
- Relationship with stakeholders
- Support people in end of life, complex needs etc. – adapt service delivery

What are our good qualities?



Enthusiasm

Resilience

Honestandopen, team spirit, no ego's

Ability to adapt and develop

Always striving to do better

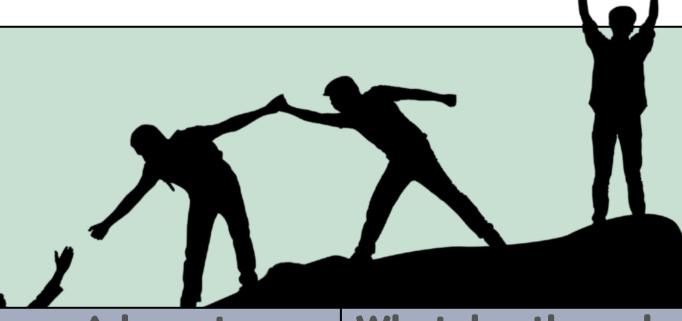
Here for the right reasons, length of service, treat people well and they stay.



Themes, Priorities, risks & Outcomes <u>Key Priorities</u>

What do we need to improve?

- Areas of communication; feedback from services, and between departments
- Environment of the properties
- Policies and Procedure benchmarking review
- People forum/committee
- People engagement, being part of decisions. Not being done to
- Self-rostering process
- Understand the market needs, locally and nationally
- Align ourselves with the needs of our funders
- Cross communication and collaborative working (between departments)
- 'Out of the box thinking'
- Proactivity- setting dates/getting organised earlier, doesn't always happen.
- Continuous monitoring-when asking for care plan updates/PDR completion
- Admin team stable and working across the depts.
 Accessible ABP and other sharable documents



Adequate resources?

- Staffing wise in Ops-Yes
- Finance team need part time support when systems in place
- Need drivers & gardeners
- Reliable maintenance

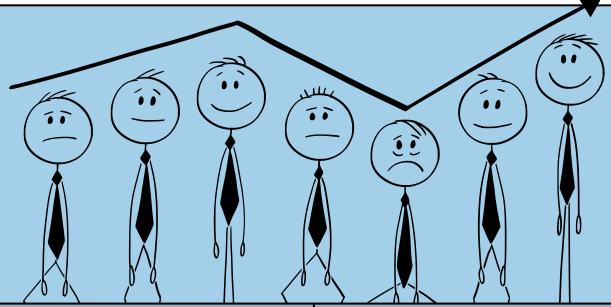
What do others do better?

- Social media content
- Charity aspect
- Employee recognition scheme
- External recognition
- Internal compliments

Themes, Priorities, risks & Outcomes

What are our goals?

- To be respected, have a happy work force, a good community presence, ensure the people we support live a fulfilled life, on their terms.
- · Increase reserves for security, growth for sustainability,
- Increase offering so we are the 'go to' provider
- All support plans to be co-produced and continuously reviewed
- Increase respite
- Re-design our Mental Health Services
- Offer (day) opportunities as a service
- To be the best, evolve services to meet current / future need
- Housing Associations & properties liaison to ensure high quality environments and opportunities for growth
- Innovation keep ahead of everyone else!



Are demands shifting?

- Change in needs for referrals
- Referrals getting younger.
- Current people we support getting older
- More equipment

How do we improve?

- Don't stand still
- To continually review
- Be present
- Only in Dorset?
- Additional income streams
- Embed Co-production in business shaping & leadership

Themes, Priorities, risks & Outcomes

Key Risks

What blockers do we face?

- Funds LA's rates are low; our costs are high with the new Employer National Insurance Contributions; we need new revenue streams without increasing our overheads
- DC like us, but being in one borough comes with risk
- No proven track record in growth so will we be good at it?
- Financially have upfront costs before profit can we afford it?
- Recruitment
- · Quality, attitude and expectations of staff/training
- Standard of interview / expectations from candidate
- Relationships with agencies could be a risk if they have any issues?
- · Additional pressures from LA, no direction confirmed

What factors are outside of our control?

- Finances rates set by council
- Occupancy when people die or leave
- 1:1 hours person led
- Staff attitudes can sometimes not be altered
- Competitors
- Dorset Council Model of commissioning

This information was gathered from the questionnaires, service visits, strategy drop-in session, Encompass Voices and your Christmas wishes for Encompass from our Annual General Meeting.

Mission, Vision and Values

Through the course of our engagement with you all, we asked you to share your thoughts on our Mission, Vision and Values and if they reflect what we do.

Mission

Our Mission Statement is intended to be our Organisations purpose. Whilst it may be a tall order to achieve, it is intended to inspire us all. It was felt in the main part that the Mission Statement, whilst described what we offer in terms of provision well enough, it doesn't describe who we want to be and what we want to do.

Our Mission Then:

Encompass Care supports people with learning disabilities and those facing a period of mental ill health.

We exist to enable and empower people to live their best lives.

Through our work, people we support can achieve true independence, positive wellbeing, and self-worth.

Our Mission Now:

Encompass Care creates meaningful support journeys and opportunities for people with learning disabilities and mental health needs. We work together to shape how Encompass Care operates so that people are happy in their roles, the support is led by the people receiving it and that we believe in what we set out to do. By embedding the true ethos of co-production, we can focus on what is important to people as individuals.

Vision

Our Vision Statement in a broad sense needs to define how we will achieve our Mission Statement. It needs to be succinct and memorable so we can use it on our literature and branding, so people connect it with Encompass Care when they see it. From the feedback received, it was felt that the Vision Statement was appropriate.

Our Vision:

Pioneering support, in an accessible, inclusive community.

Values

Our Values are the key core principles that underpin how we approach every task and interaction. They need to be in alignment with our Mission and Vision and they need to be memorable!

From the feedback received, it was felt the values were a positive reflection of what we strive for every day.

These are more than simply words... they are the principles that guide everything we do:

Honesty • Inclusivity • Kindness •

Dignity • Integrity

We will celebrate success, acknowledge limitations, and constantly strive to learn.

Strategic Plan Building our strategic plan

To build our strategic plan we need to understand our priorities and goals for the future. We need to make sure everyone has a say in how Encompass Care operates, believes in what we set out to do, that people are happy in their roles and the support is led by the people receiving it.

By looking at the Themes, Priorities, Outcomes and Risks where we have

By looking at the Themes, Priorities, Outcomes and Risks where we have taken your feedback and assessed our performance, progress and position, we can define our strategic priorities and align with our business non negotiables: to be a financially viable, trusted provider with a thriving and valued workforce delivering support in full co production with the people receiving it.

Finances will be tight as you know with the political landscape as it is and the changes to our Employer National Insurance Contributions. Growth and increasing our income is a sensible remedy but that cannot be achieved at the expense of quality.

Will we be successful if people aren't part of their own support journey?

Will we be offering high quality support if people aren't having a nice time when they come to work?

Why carry on if the support we offer is lacking in quality?

It is imperative that everyone involved with Encompass Care has a part to play in how we achieve our objectives. This is only possible if they make sense to everyone at every different level of the charity.

By focusing on our theme of People, Relationships & Connections, we believe we can set our goals in alignment with what you have all told us is important to you and collaboratively we can contribute to Encompass Cares' success.



People we support and people we employ...

are their needs any different?



Annual Objectives

People

What?

Create a 'people first' culture where support is led by the people receiving it and people feel valued in their roles.

Why?

To ensure that people's needs are measured equally – to ensure the people using our services feel well supported, valued as people, and included we must place the same importance on ensuring this is the case for our workforce.

How can we get this right?

- People Committee reporting to the Board and gathers the feedback and opinions of people we support and people who work for Encompass through Encompass Voices and a Workforce Forum.
- People Engagement via a variety of methods such as surveys, face to face, visits, drop-in sessions to capture feedback from as many people as possible to be part of decisions that impact them.
- Ensure all of our outputs are jargon free and able to be reproduced in a variety of accessible versions.
- Create a volunteer workforce to compliment the support we offer and to provide the 'extra's' that don't always get included in commissioned support.
- Ensure our Policies and Procedures are relevant and up to date to support people to provide effective and safe support.
- Provide opportunities for people to participate in, that are 'out of the box' and set us apart.

- Continue to monitor our budgets with clarity and transparency so all who contribute to our day-to-day operations understand our challenges and what actions need to be taken to protect and grow our charity's income.
- Develop our working patterns to complement people's wellbeing to increase productivity.
- Provide development and training opportunities to enhance people's skills and provide personal progression.
- Develop our recognition process.
- Provide training and development to create, update and monitor our support plans in co-production with the person receiving support.
- Enhance training and development to provide and review supervisions and Performance Development Reviews (PDRs) in collaboration with team members.
- Create departmental strategies for People Engagement, Co-Production, Recruitment and Marketing to define our culture and continue to attract people to Encompass.
- Remove the barriers of 'othering' where people may lack capacity to make decisions or their preferences and actions are listed as 'behaviours' because it has to be documented in a care plan.

How can we get this wrong?



- By closing down ways that people can speak up and communicate.
- By not planning, monitoring or reviewing our processes.
- By being afraid to take chances.
- By not listening.
- By not learning from areas where we got it wrong.
- · By not valuing people or maximizing their strengths and capabilities.
- By not being honest.

Annual Objectives

Relationships

What?

Engage in meaningful relationships that enhance, maintain and grow the high-quality service that we offer.

Why?

By engaging in relationships that align with our Mission, Vision and Values we can focus our growth and development priorities within our services, our community and that of our funders. This will allow us to prioritise the support we already offer and to streamline our efforts and resources in genuine areas of need.

How can we get this right?

- Service analysis to identify areas for development and areas of strength that can be maximised.
- Board member with support needs and accessible board literature.
- Work with our commissioners to create innovative solutions in a challenging financial climate.
- Create a sequence database for our services and the whole organisation to centralise our performance monitoring and have data-led risk management to allow us to be responsive and keep our standards of quality high.
- Develop our new platforms to allow us to create efficiencies and streamline our outputs.
- Alignourselves with the needs of our funders Market Sustainability and Improvement plans to ensure we can help them to deliver their objectives and we are providing what is needed.

- Cross communication and collaborative working (between departments).
- Proactivity & forward planning.
- Project management Create robust project plans when taking on new initiatives to ensure we can deliver what we commit to.
- Inductions consistency in making sure all new starters have the best possible start and are equipped with everything the need to do their job well.
- Working with local groups and town councils to tailor our campaigns based on need and by giving back to our local community we are recognised as a charity that people wish to support.
- Community based opportunities working with local businesses to provide our service activities so they are equipped to provide the same to other people with similar needs within the community.
- Share resources and local research with other providers and charitable organisations so we can collaborate and provide.
- Show case our relationships and activities on social media and support and promote people that work with us.
- Working collaboratively with other local providers to build opportunities and relationships within the local community.

How can we get this wrong?

- By not getting organised earlier for cyclical tasks or new projects.
- By not operating with integrity
- By not keeping ourselves aware of the current climate or market trends
- By not monitoring our services
- By not monitoring our feedback and engagement
- By not planning, monitoring or reviewing our projects
- By not believing in what we are doing
- By not checking the impact of what we would like to do
- By letting people down

Annual Objectives

Connections

What?

Build connections with our workforce, people using support, families, stakeholders and communities to provide accessible, person - led services that are inclusive and collaborative.

Why?

To provide what people need and want, we need to understand what is important to them, what challenges they have and what their goals are. For people to share this with us we need to create new and strengthen existing connections that embody our Mission, Vision and Values so that they can trust us to do what we say we are going to do, and we can deliver what they have asked for.

How can we get this right?

- Building connections with other providers to create multiagency opportunities that provide quality services that reduce costs.
- Attending local networking groups to raise awareness of what we do and to build connections with local firms and create fundraising and sponsorship opportunities.
- Build on our memberships to enhance knowledge.
- Enhance charity governance.
- Housing Associations The environment of the properties needs to be monitored to ensure all parties are within their agreements and the people living there have clean and safe living environments that suit their needs.

- Co-produced documents, initiatives and leadership decisions.
- Care and support planning inclusively.
- Areas of communication; feedback from services, and between departments.
- Growth in areas we have strength and develop areas to achieve the same standards.
- Understand the market needs, locally and nationally to develop what we offer in line with what people want and need.
- Create a referrals process with strong connections with brokerage to sustain services if rooms become vacant.
- Stable administrative support to compliment interdepartmental working
- Accessible Annual Business Plan and other sharable documents Admin team - stable and working across the depts.
- Collation of data in one place to streamline efficiencies and allow us to be responsive in all areas of operations.
- Training our own workforce to deliver bespoke training both internally and externally such as Sex Relationship Education, Oliver McGowan T2, Makaton - LD and MH focused to support better understanding and connections.
- Building connections with local trades companies and suppliers to give back to support small local businesses, to reduce our carbon footprint and to create savings.

How can we get this wrong? X



- By not being present
- By not operating with integrity
- By not reviewing our progress in all areas
- By not being honest with what we can deliver or when things don't go as planned

What Risks Do We Face?

CQC

Changes to inspection criteria.

Income

Low SLS rates, no confirmed RCH/Respite rates, or Out of County rates.

Expenditure

Growth whilst keeping management overheads down without risk to operational effectiveness.

Key Performance Indicators 25/26

| Thematic Engagement | Quarterly Target |
|---|------------------|
| Annual Reviews for People within 12 Months. | 100% |
| Staff sickness % of total hours. | <5.5%. |
| % Occupiable rooms filled. | >96% |
| % of payroll against income. | 81%. |
| Average quarterly turnover of frontline staff | 2.25% |
| Mandatory training Completed % of workforce. | 95%. |
| Supervisions & Appraisals completed | 95%. |
| Quality Compliance for the Organisation | 90%. |

In Summery

Simply put our annual objectives for 2025-26 are people focussed to increase the quality of what we offer via embedding a culture of co-production and engagement.

This will allow us to tailor our charitable operations, and financial and reputational growth and sustainability. To align this coming years objectives with the longer-term vision through to 2028, our efforts in service improvement, fundraising and enhancing community awareness serves to break down barriers for those requiring support; if its accessible and inclusive for all, it is easier for everyone and in turn there is a lesser reliance on paid support.

In parallel, by hearing what people say about working for us and receiving support, we aim to raise awareness of the challenges people with a learning disability and mental health need face but also the value they bring as equal members of society. We plan to do this by providing person lead, high quality services and showcasing our work through good news sharing, campaigns, ambassadors, and patrons.

Alongside the reputational growth brought about by our service and culture enhancing endeavours, 2025/26 is also a year for financial stability and growth without increasing our overheads. With the recent increases in Employer National Insurance Contributions, increases in National Minimum Wage and the very low local increases provided to us, we must work harder than ever to ensure people are happy with what we offer to ensure they stay with us and we can continue to provide high quality services directed by the people receiving them.

Previous years have required divestment of underperforming services, with the financial challenges faced for the coming year, getting smaller will not provide any remedy for this. We must enhance what we offer and grow our provision without increasing our overheads. Now it is time to play on our strengths and position ourselves as one of the leading support providers in the locality.

This document will be updated with achieved actions, progress and KPIs and reported to board quarterly with key achievements submitted to Committees.

Honesty Inclusivity Kindness Dignity Integrity





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