STRATEGIC PLAN

April 2018 - March 2021

Valley House is a Coventry based charity providing services across Coventry and Warwickshire. We have a dedicated team of over 74 staff and 12 volunteers. We provide specialist, tailored services to over 1000 service users a year. We aim to support individuals and families to gain the confidence to respond confidently to the challenges of life.

We Provide:
- Supported accommodation to individuals and families escaping domestic abuse;
- Supported accommodation to young parents that are unable to live at home or independently;
- Community support for young parents living in the community;
- Community support for individuals that have low level mental health needs;
- Community support for young people who are deemed "high risk, high need";
- A nursery open to the local community, providing Government funded and fee paying places;
- Student placement opportunities for both trainee Social Workers and trainee counsellors.

All of our services work towards achieving sustainable outcomes that we believe support positive change.

Social Connectedness

Health and Wellbeing

Life Skills

Secure Accommodation

Safe and Aware

Genuine opportunities for all, where people can respond confidently to the challenges of life.

Our Background

Thank you to all our service users, staff and trustees who have contributed to the development of this plan. Your involvement has been invaluable in helping us define what we need to do going forward to ensure Valley House can continue to deliver relevant, high quality services.

Back in the late 1970s, the community of Stoke Heath in Coventry saw that some young people from the local area were struggling and getting into trouble.

A group of volunteers came together and came up with the idea that with access to emergency housing, these young people could be supported to make a change. They approached the local council for help and were given a property – 84 Valley Road – and Valley House was born.

Since its beginnings in 1977, Valley House has grown from a single house to an entire organisation offering a range of accommodation and community based services for vulnerable individuals and families across Coventry and Warwickshire.

Vision/Mission/Values

Throughout our 40-year history we have remained true to our original Vision, Mission and Values. With the deepening divide between individuals and communities they remain as relevant today as they did when Valley House was created.

Vision
Genuine opportunities for all, where people can respond confidently to the challenges of life

Mission
To work alongside people to take control of their lives and create their own futures

Values
Respectful
We will seek to understand those we work with and value them. We welcome people of all backgrounds and life experiences.
Focused
Those who use our services drive what we do. We work to deliver quality results and also do what we say we will do.
Innovative
We will continually improve what we do by adopting new ideas and partnerships and by adapting as the world around us changes

Strategic Objectives

Valley House has identified 4 Strategic Objectives that we believe set out a clear direction of travel for the next 3 years. Our Strategic Objectives are underpinned by our Vision, Mission and Values and are aligned to our Theory of Change.

- ∧ Service users experience relevant, innovative services
- ∧ We enable service users to develop insight, skills and confidence to explore and find solutions to the issues they face
- ∧ We will have the right systems, skills, governance and funding model to forge a sustainable future
- ∧ Valley House will endeavour to develop a reputation as a leading provider of services

STRATEGIC OBJECTIVE 1

Service users experience relevant, innovative services
- ∧ We will review all current service delivery models with staff, service users and stakeholders to ensure their relevance and that they are truly innovative
- ∧ We will redesign services that fulfil identified need and in line with our Vision – fitting in with our Theory of Change
- ∧ We will actively pilot interventions where we have limited robust evidence in order to test – allocating our own resources and sourcing external funding where possible
- ∧ We will actively involve service users in the design and delivery of our interventions
- ∧ We will develop a Valley House approach to service user involvement, building on evidence of "what works". This will acknowledge/incorporate/include all service users. This will recognise the importance of difference/diversity
- ∧ We will create learning and development opportunities for our service users, building on their strengths/utilising an asset based approach
- ∧ We will actively seek out partnership working opportunities that enable us to offer effective packages of support

STRATEGIC OBJECTIVE 2

We enable service users to develop insight, skills and confidence to explore and find solutions to the issues they face

- ∧ We will have effective feedback mechanisms and progression measurements in place to ensure service users are developing insight, skills and confidence to explore and find solutions to the issues they face
- ∧ We will have effective mechanisms in place to collect/analyse feedback from external stakeholders that evidences that our interventions support service users to develop insight, skills and confidence to explore and find solutions to the issues they face

STRATEGIC OBJECTIVE 3

We will have the right systems, skills, governance and funding model to forge a sustainable future

- ∧ Our IT system will be effective and flexible, allowing us to fully meet our needs
- ∧ Our governance arrangements will reflect best practice
- ∧ Our funding models will recognise the need to decrease our dependency on Government contracts, creating greater flexibility to meet service user need

STRATEGIC OBJECTIVE 4

Valley House will endeavour to develop a reputation as a leading provider of services

- ∧ We will clearly define and articulate the Valley House Services offer
- ∧ We will map local provision to identify gaps that can link into our offer
- ∧ We will raise the profile of Valley House with external stakeholders
- ∧ We will strive to be the "go to" service in our sector

Conclusion

Valley House is very proud of our work and the positive outcomes we have achieved over the last 40 years. Over the next 3 years we will build on our strengths and increase our standing as a leading provider of services for the most vulnerable.

Strategic Plan 2018-2021
Delivery Plan

OBJECTIVE 1:			
Service users experience relevant, innovative services			
ORGANISATIONAL TARGET	YEAR 1	YEAR 2	YEAR 3
1.1 We will review all current service delivery models with staff, service users and stakeholders to ensure their relevance and that they are truly innovative	1.1.1 Engage all staff in service specific sessions designed to review current service delivery models	As part of Staff Survey we will measure satisfaction with involvement in service re-design	As part of Staff Survey we will measure satisfaction with involvement in service re-design
	1.1.2 Invite service users to be involved in accessible and appropriate forums to contribute to the service reviews	As part of Service User Involvement Implementation Plan we will measure satisfaction with involvement in service redesign	As part of Service User Involvement Implementation Plan we will measure satisfaction with involvement in service redesign
	1.1.3 Canvass key stakeholders to establish how well our services meet service user need	As part of Stakeholder survey we will measure satisfaction with our responsiveness to suggested changes	As part of Stakeholder survey we will include a question in relation to our responsiveness to suggested changes
1.2 We will redesign services that fulfil identified need and in line with our Vision – fitting in with our Theory of Change	1.2.1 Create Year 1 individual service action plans that reflect identified changes needed to ensure that our services are relevant, innovative and clearly reflect our Vision and Theory of Change	Review progress made against Year 1 individual service action plans and where appropriate create Year 2 action plans	Review progress made against Year 2 individual service action plans and where appropriate create Year 3 action plans

1.3 We will actively pilot interventions where we have limited robust evidence in order to test – allocating our own resources and sourcing external funding where possible	1.3.1 Designate an internal fund to support the re-design and piloting of approaches currently not funded (for Year 1) as well as sourcing external funding where possible	Review actual spend of designated internal fund against expected spend and the benefits of this in terms of expected internally set outputs and outcomes	Review actual spend of designated internal fund against expected spend and the benefits of this in terms of expected internally set outputs and outcomes
		Designate an internal fund to support the re-design and piloting of approaches currently not funded (for Year 2) as well as sourcing external funding where possible	Designate an internal fund to support the re-design and piloting of approaches currently not funded (for Year 3) as well as sourcing external funding where possible
1.4 We will actively involve service users in the design and delivery of our interventions	1.4.1 Ensure our Service User Involvement Strategy allows for the involvement of service users in the design and delivery of our services	Review the Service User Involvement Implementation Plan and performance against KPI's	Review the Service User Involvement Implementation Plan and performance against KPI's

1.5 We will develop a Valley House approach to service user involvement, building on evidence of "what works". This will acknowledge, incorporate, include all service users. This will recognise the importance of difference/diversity	1.5.1 Review our approach to service user involvement across all our services	Review the Service User Involvement Implementation Plan and performance against KPI's	Review the Service User Involvement Implementation Plan and performance against KPI's
	1.5.2 Review nationally recognised frameworks in relation to service user involvement		
	1.5.3 Consult staff and service users to adopt/develop a framework that fully reflects the diversity of our service users		
	1.5.4 Develop a Service User Involvement Strategy and Implementation Plan with KPI's and timelines		
1.6 We will create learning and development opportunities for our service users, building on their strengths/utilising an asset based approach	1.6.1 Consult with service users and staff on what learning and development opportunities would support them	Create an Organisational Service User Learning and Development plan, based on the consultation, research and piloting in Year 1	Review the Organisational Service User Learning and Development Plan, based on internal feedback from Year 2 and reviewing any new research in relation to what learning and development opportunities would support our service users
	1.6.2 Review any research in relation to what learning and development opportunities would support our service users		
	1.6.3 Look at options on how to provide identified learning and development opportunities		

	1.6.4 Pilot a cross section of opportunities across services		
1.7 We will actively seek out partnership working opportunities that enable us to offer effective packages of support	1.7.1 Map key strategic and operational partners in relation to the current services we deliver that would ensure we offer effective packages of support	Review and update as appropriate list of key strategic and operational partners identified in Year 1	Review and update as appropriate list of key strategic and operational partners identified in Year 2
	1.7.2 Further develop existing partnerships and create new partnerships based on the mapping exercise	Evaluate partnership working established in Year 1, including feedback internally from staff and service users as well as identified partners	Evaluate partnership working established in Year 2, including feedback internally from staff and service users as well as identified partners
		Share what has worked internally in relation to effective partnership working across all services to embed good practice	Share what has worked internally in relation to effective partnership working across all services to embed good practice
		Clearly identify any barriers to effective partnership working encountered during Year 1 and action plan to mitigate these going forward	Clearly identify any barriers to effective partnership working encountered during Year 2 and action plan to mitigate these going forward

OBJECTIVE 2:			
We enable service users to develop insight, skills and confidence to explore and find solutions to the issues they face			
ORGANISATIONAL TARGET	YEAR 1	YEAR 2	YEAR 3
2.1 We will have effective feedback mechanisms and progression measurements in place to ensure service users are developing insight, skills and confidence to explore and find solutions to the issues they face	2.1.1 Review our current approach to gathering service user feedback in relation to their experience of our services and the tools we currently use to measure service user progression	Review service user feedback usage against Year 1 KPI's and create organisational and/or service specific Quality Improvement Plan(s) as needed	Review service user feedback usage against Year 2 KPI's and create organisational and/or service specific Quality Improvement Plan(s) as needed
	2.1.2 Review nationally recognised frameworks in relation to effectively gathering service user feedback		
	2.1.3 Consult staff and service users to adopt/develop a range of feedback methods that fully reflect the diversity of our service users		
	2.1.4 Roll out the standardised tools developed, with KPIs for individual services in relation to completion		
	2.1.5 Review current approach to measuring progression across all services	Consult staff and service users on accessibility and usefulness of progression tools adopted in Year 1	
	2.1.6 Review nationally recognised progression tools		

	and viability to use across our services		
	2.1.7 Roll out new progression tools to all staff		
2.2 We will have effective mechanisms in place to collect/analyse feedback from external stakeholders that evidences that our interventions support service users to develop insight, skills and confidence to explore and find solutions to the issues they face	2.2.1 Create and distribute a Stakeholder Survey that will allow us to analyse whether our interventions support service users to develop insight, skills and confidence to explore and find solutions to the issues they face	Analyse Stakeholder Survey results and create organisational and/or service specific Quality Improvement Plan(s) as needed	Distribute Stakeholder Survey that will allow us to analyse whether our interventions support service users to develop insight, skills and confidence to explore and find solutions to the issues they face

OBJECTIVE 3: We will have the right systems, skills, governance and funding models to forge a sustainable future			
ORGANISATIONAL TARGET	YEAR 1	YEAR 2	YEAR 3
3.1 Our IT system will be effective and flexible, allowing us to fully meet our needs	3.1.1 Review, with external support, all IT infrastructure and equipment needs and implement reasonable recommendations within ring fenced budget		
	3.1.2 Implement and monitor IT issues log to ensure effective risk management in relation to our IT	Survey staff in relation to the effectiveness of the new IT system and equipment implemented in Year 1	Survey staff in relation to the effectiveness of the new IT system and equipment implemented in Year 1
		Where feasible, we will look to implement further changes as identified through the staff survey	Where feasible, we will look to implement further changes as identified through the staff survey
3.2 Our governance arrangements will reflect best practice	3.2.1 Review any current gaps in relation to good governance	Review the Good Governance action plan and performance against KPI's given in Year 1	Review the Good Governance action plan and performance against KPI's given in Year 2
	3.2.2 Create a Good Governance action plan, with timelines and KPI's that can be monitored	Where appropriate, create a new Good Governance action plan with timelines and KPI's that can be monitored	Where appropriate, create a new Good Governance action plan with timelines and KPI's that can be monitored

3.3 Our funding models will recognise the need to decrease our dependency on Government contracts, creating greater flexibility to meet service user need	<u>3.3.1</u> Explore potential funding models that reflect external funding opportunities	Continue exploring potential funding models that reflect external funding opportunities	Continue exploring potential funding models that reflect external funding opportunities
	<u>3.3.2</u> Create business plans that reflect viable external funding opportunities	Evaluate success of Year 1 business plans and lessons learnt to inform improvements needed	Evaluate success of Year 2 business plans and lessons learnt to inform improvements needed
		Create new business plans that reflect viable external funding opportunities	Create new business plans that reflect viable external funding opportunities
	<u>3.3.3</u> Prioritise and implement business plans	Prioritise and implement business plans	Prioritise and implement business plans

OBJECTIVE 4:			
Valley House will endeavour to develop a reputation as a leading provider of services			
ORGANISATIONAL TARGET	YEAR 1	YEAR 2	YEAR 3
4.1 We will clearly define and articulate the Valley House Services offer	4.1.1 Utilise the review of all current service delivery models with staff and service users to properly define the individual service offers		
	4.1.2 Further develop our website content and leaflets to ensure our offer is easily understood	Further adapt the website and leaflets in line with stakeholder survey results	Review website and leaflets
	4.1.3 Increase our presence on social media, utilising Facebook and Twitter and investigating other potential options	Compare our social media presence from Year 1 to the previous year to ensure an increase	Compare our social media presence from Year 2 to Year 1 to ensure an increase
	4.1.4 Utilise the Stakeholder Survey to assess whether our offer is easily understood	Analyse Stakeholder Survey results to assess whether our offer is easily understood and adapt as needed	
4.2 We will map local provision to identify gaps that can link into our offer	4.2.1 Review local data on need and trends in relation to our service user groups and cross reference this with current provision across the City, thereby identifying gaps in local provision	We will actively market our offer which meets unmet need, to identified funders and commissioners	We will actively market our offer which meets unmet need, to identified funders and commissioners

4.3 We will raise the profile of Valley House with external stakeholders	4.3.1 We will identify the key external stakeholders we wish to raise our profile with and create a Communications Plan to increase our engagement with them. This will include timelines and KPI's	We will evaluate the success of Year 2 Communications Plan and lessons learnt to inform improvements needed, and adapt as needed	We will evaluate the success of Year 2 Communications Plan and lessons learnt to inform improvements needed, and adapt as needed
4.4 We will strive to be the "go to" service in our sector	4.4.1 Where we have been successful or unsuccessful in funding applications, we will request feedback as to why – in order to establish our standing within the sector	Where we have been successful or unsuccessful in funding applications, we will request feedback as to why – in order to establish our standing within the sector	Where we have been successful or unsuccessful in funding applications, we will request feedback as to why – in order to establish our standing within the sector