



**Rose Road**  
Association

Making a positive difference to  
the lives of young disabled people



# Care & Ambition:

Our new 5 year strategy 2023-2028

# Foreword

Supporting those who access our services to thrive and achieve their goals in life.

We are thrilled to announce our new 5 year strategy for 2023-2028, "Care and Ambition," which will guide our growth and enable us to support even more children, young adults and their families across the South Coast.

As a charity that has been serving the community for over 70 years, we remain committed to providing the highest levels of support to those who need us, when they need us, just as we did when we were first formed back in 1952.

We are dedicated to making a positive impact for disabled people and their families in the communities we serve. Our focus is always on the children and young people we support, as well as their families, our staff and our volunteers. We value their input and strive to understand their needs when shaping our services.

Through actively listening, we have been able to maintain our family-centred approach whilst exploring new ways of expanding our reach and services. Despite the challenges of the Covid Pandemic, and as a result of the resilience and commitment of our wonderful staff, we maintained our focus on service delivery and, as a result, are in a strong position to continue raising our standards.

*"It is such a relief to know she is so safe and well looked after at Rose Road. I also get a good night's sleep to rejuvenate and I can totally relax"*

Parent Survey 2022

With our new strategy, we are setting even higher goals for ourselves, including reaching more people, increasing our impact, learning from others and sharing our expertise more widely. We plan to achieve this by investing in our people, developing a deeper understanding of the needs of the people we support, and building stronger partnerships.

Year 1 of the strategy will focus on improving our Quality and Standards, while years 2-5 will focus on growth and development – whilst still maintaining high levels of care and support.

We are grateful for the support of our experienced and dedicated board of trustees, who volunteer to govern our charity. The board has worked closely with the leadership team in developing this new strategy and will continue to work hard to support Rose Road in its delivery.

**Five years from now,** Rose Road will be reaching more children, young adults and their families, delivering the highest levels of quality care and support. We will be working in partnership with a range of providers, local authorities and other professionals to support the needs of the family as a whole – ensuring they are all able to live the life they choose and feel confident in accessing all and any opportunities they wish to access.

We will have opened a second location providing various services including on site day services in multi-use spaces that also offer an opportunity to integrate with local communities in our quest to help create communities where disabled people and their families can thrive, feel a sense of belonging and achieve their aspirations.



# How we developed this strategy

In developing our new strategy "Care and Ambition", we placed a strong emphasis on engaging with and gathering input from key people including families, staff, partner organisations and other stakeholders. This involved conducting face-to-face workshops, hosting meetings, completing surveys, and holding individual consultations. This comprehensive approach provided valuable insights and ensured that the strategy aligns with the needs and aspirations of all stakeholders for years to come.

"Care and Ambition" reflects the key themes that emerged during the strategy development process.



**Care** represents the compassionate and supportive nature of the services we offer. It

encompasses the feeling of being part of a community for those who access our services, the personalised support we provide, and our desire to create a sense of belonging and foster a sense of connection across services.



**Ambition** represents our aspirations for the individuals we support and their families as well as our for our staff and

the organisation as a whole. For the individuals we support, it means providing them with the opportunity to lead the life they choose, and to achieve their goals and aspirations. For our staff, it means fostering a culture of learning and continual professional development, providing opportunities for growth and advancements.



For our organisation, it means striving for ongoing growth and evolutions, to expand our reach and impact, and to continually improve the quality of our services.

Together, "Care" and "Ambition" convey our commitment to providing compassionate and supportive services while also striving for ongoing growth and development for all stakeholders involved.

We would like to extend our gratitude to everyone who took the time to support us in the development of our strategy. Your input was invaluable in shaping the direction of Rose Road in the years to come.

# Vision & Mission Statements

## Our Vision:

A community where disabled people and their families can thrive, feel a sense of belonging and achieve their aspirations.

## Our Purpose:

To make a powerful, positive impact for the lives of the people we support. To be recognised as an adaptive, highly skilled and preferred provider of services to people with disabilities and their families and to be regarded as an organisation driven by care and ambition.

## Our mission:

To empower disabled people and their families, through personalised, high-quality care and support, to lead the life they choose whilst also creating an environment for our staff to grow and develop. We will actively listen to our stakeholders, break down barriers to access, and share our expertise to create a more inclusive society – utilising technology to improve our service provision and user experience.

Our vision and mission statements set out that the people we support are at the heart of what we do and that we will constantly strive to have a tangible positive impact on those people, their families and their communities.

The services we provide will be those which offer the greatest positive impact and provide the greatest opportunity for individual growth.

We recognise that to deliver the greatest impact will require working together with partners and we will be working to strengthen our existing partnerships and forge new partnerships to further our aims. It will also involve us sharing our knowledge and expertise with others for the benefit of those we support.





# Our Values



Our Values describe our personality and define our approach to everything we do as an organisation. With a supporting Framework, which will set out recognised behaviours we must adopt, our values will be put into our everyday practice and provide clear expectations on our staff and for those who work with and support Rose Road.

## **We are Trustworthy**

We build trust with the children, young people and families we support – as well as our partners - by being dependable, reliable, and accountable in all that we do.

## **We are Kind**

We understand, value and respect the unique needs of the people that we support. Providing care and support with kindness, compassion and empathy.

## **We are Open and Honest**

We foster and actively encourage an honest and open-minded culture and are transparent in both our decision making and communication.

## **We are forward thinking**

We are committed to providing the highest quality of care, constantly seeking new collaborative and creative ways to deliver our services – encouraging everyone to be ambitious and achieve their goals.

## **We are professional**

Flexible and agile in our approach, we uphold the highest professional standards to meet the needs of our children, young people, and their families.







## Strategic Aims & Objectives

1. Improving Quality, Standards and Investing our People
2. Expanding our Reach
3. Developing Partnerships

# 1. Improving Quality, Standards & Investing in our People

Rose Road prides itself on delivering high quality services and providing the right care and support to people when they need it most.

This strategic aim reinforces and strengthens the importance Rose Road places on quality and standards as well as its commitment to our amazing staff.

Focussing consistently on getting quality and standards right will minimise error rates, reduce risks, improve confidence and trust, increase staff morale, and most importantly, improve the care and support we provide. Higher standards ultimately result in a higher level of service which delivers the very best for the people we support and engage with – because anything less is not good enough.

This applies to every single person working for, volunteering with or governing the activity of Rose Road. Each of us has an important role. If we are successful in this aim it will ensure we maintain and develop further the trust and confidence of all our stakeholders and beneficiaries.

## To achieve this aim we will:

- Prioritise increasing diversity and inclusion across the organisation by actively seeking out and engaging with underrepresented groups within our communities. We will embrace diverse perspectives and promote inclusivity and develop an environment that empowers innovation and creativity.
- Make Continual Professional Development an organisational focus and will seek to develop our staff across the organisation. Areas will include: leadership training, communication training, medical training, first aid training, health and safety training, infection prevention and control training and much more.
- Make clear the standards of professional behaviour, professional conduct and quality of care expected. We will support individuals and our partners to develop and reach the standard that is expected.
- Invest in digital technology to improve service delivery and promote positive experiences for all.



- Develop a wellbeing strategy to promote and support good physical, mental and financial health.
- Hold each other to account for maintaining these high standards using a strong framework for compliance and performance.
- Ensure that all interactions with anyone we engage with are appropriate and professional and demonstrate our commitment to delivering the high-quality service expected of Rose Road.
- We will focus on quality and standards and a strong alignment with our values when recruiting new staff.



## 2. Expanding our Reach

Rose Road is proud of its history and has been delivering services to disabled children and young adults for more than 70 years. The charity's main base has always been located in Southampton and serves Southampton, Hampshire and neighbouring local authority areas.

Southampton and Hampshire local authorities are the primary commissioners of child and adult respite provision through overnight respite, community outreach and activity schemes, domiciliary care, family services. Rose Road also provides independent advice, support and guidance through local authority contracts across a wider area.

Demand for the supply of services provided by Rose Road is increasing and evidence supports our plans for growth by expanding our existing services and widening our reach.

We are acutely aware that whilst we currently provide our services to a wide range of people, there are still groups within our local communities who don't currently receive the support they need or know how to access it.

This aim will focus on identifying those who need our services and working with them to receive the support they require.

### **We will achieve this aim through:**

- An ambitious plan of seeking new accommodation to expand the number of overnight respite places within our existing contracts and offer respite and day services to more people. The new accommodation and the re-purposing of existing accommodation would be tailored and equipped to provide the best possible environment for the

- people we support to thrive and achieve their aspirations. This would also enable us to tailor our services more appropriately by age band, in particular providing separation between the provision of services to children and adults.
- We will continue to seek out contracts that fit within our vision, mission and values, where we are able to offer a high quality/high impact service.
- We will utilise technology to increase the accessibility of our organisation and improve communication and promotion of Rose Road across the communities we serve.
- We will actively listen to the changing needs of those we support and will adapt and evolve with their needs.





### 3. Developing Partnerships

Rose Road was created on the premise of providing a safe environment for the whole family to come together and meet with other families who experience the same or similar challenges to them; to provide opportunities and experience for disabled children and their siblings and to provide services that didn't exist within their local communities.

Rose Road has, over its seventy-year history, provided this environment and delivered a range of other services to support children, young adults and their families.

Rose Road however recognises that the challenges faced by families are wide ranging and as a result of medical advancements the people we support are living longer, often leading to a more complex set of needs.

In order to provide a sustainable package of care and support to both the individual and their families Rose Road will need to develop partnerships with like-minded organisations who share our ethos of providing high quality and high impact services and who also share our key values.

#### **We will achieve this aim by working with partners who provide:**

- Emotional support to family members. Rose Road is only too aware of the complexities within the family environment for a family with a child or adult with a disability, and the impact this can have on the emotional and mental wellbeing of the entire family unit.
- Financial Support to families. Caring for a disabled child involves additional expenditure and an understanding of the range of financial help available.

The current cost of energy and the cost of living crisis has brought into sharp focus the difficulties experienced by families with disabled children, particularly those who need specialist electrical equipment.

- Physical Support – Rose Road is caring for an increasing number of people with more complex needs. Support will be needed from Partners where particular specialist help is required, for example as the needs of the people we serve grow with age.
- By supporting Research & Development with an intention of improving the quality of life for those we support or that enables organisations like our own to provide higher quality care and support.
- By working in partnership with other providers who are able to compliment and enhance our offering through enrichment opportunities that support our children, young adults and their families in achieving their aspirations.
- By working collaboratively with partners, local authorities and other providers to overcome issues relating to accessibility and transportation



# Strategic Objectives

## Short Term Objectives - Years 1-3

### 1. Deliver a great service:

- Meeting all care packages
- Increase staff retention rates
- Comply with all relevant legislation and maintaining gradings of 'Good' with both Ofsted and CQC
- Improve quality of estate
- Increase adult respite unit by 1 bedroom
- Develop a vehicle strategy which supports strategic objectives
- Develop new services and provisions – including a youth and adult forum
- Increase use of technology to compliment, enhance and improve service delivery
- Develop a range of audit functions to enable great service delivery



### 2. Deliver enhanced choice for our service users:

- Identifying and creating opportunities to enhance our current provision
- Providing structured after school activities
- Creating an activities coordinator role to improve and increase choice for children and young adults accessing our services
- Adapt the sensory provision across the organisation to enable more people to access sensory experiences – and to improve the current sensory space to allow for a more person-centred approach to its use

### 3. Ensure organisational stability:

- Pricing services appropriately to ensure financial stability is achieved and maintained
- Meeting increased fundraised targets
- Increase level of free reserves
- Improve and increase engagement of volunteers
- Identify professional development opportunities for all staff
- Grow our apprenticeship offer
- Development of a community footprint through the use of either retail or hospitality services to increase income as well as community identity





# Strategic Objectives

## Medium Term Objectives - Years 3-5

### 1. Deliver a great service:

- Waiting lists reduced across all services with no one waiting more than 12 months to access provisions
- Rose Road is an employer of choice within the social care sector in Southampton
- Have achieved 'Outstanding' in at least 2 areas from both Ofsted and CQC
- Have developed partnerships to support better adult transition – particularly those who are 40 years old and over
- Have identified and built additional facilities on a second site
- Youth and Adult forums are well attended and play an active part in assessing and improving service delivery
- Estate is well maintained and technology is well utilised across functions
- Audit functions are established as business as usual and feed into various forums (internal and external)



### 2. Deliver enhanced choice for our service users:

- Service availability is consistently strong with robust feedback measures in place
- Strong partnerships in place and providing a wider range of activities and development opportunities
- Supported holidays are part of business as usual

### 3. Ensure organisational stability:

- Fundraising income to be at least 3 times the cost for the fundraising team
- All contract pricing to be achieving full cost recovery
- Volunteer numbers make up at least 30% of the organisation
- Have opened at least 1 community shop or café providing additional income streams as well as opportunities for young adults to work or volunteer and interact with local communities
- Staff retention rates are consistently strong, with attrition rates below 10% per annum, with feedback from staff survey's indicating staff are happy, feel empowered to make appropriate decisions and feel valued by Rose Road
- Financial reserves are at the upper end of our reserves policy





# Thank You

I'm excited for what the next 5 years have in store for all of us at Rose Road and hope that this strategy shows how committed we are to ensuring we continue to grow and evolve to meet the needs of those we were first set up to support.

The staff here are incredible and deserve the investment, time and development this strategy sets out to achieve.

I want everyone involved with Rose Road to feel that same sense of vision, purpose and belonging that I felt as I walked through the doors for the first time.

I want our staff, children, young adults, and their families to know where we're going as an organisation, and how we plan to get there, and most importantly, what that means for them.

This strategy is both challenging and aspirational but ensures we keep people at the centre of everything we do.

I want to thank our staff, trustees, volunteers, families, children and young people for their commitment to helping to pull together our strategy and look forward to continuing to work with you as we work collectively in its delivery.

*Steve Swift*

**CEO**

