Introduction

The following narrative forms the basis of our Strategic Planning for the period 2012-2015. Turning Point Scotland (TPS) exists for the benefit of the people who use its services and their families.

It is important to acknowledge at the outset the achievements of our managers and staff for the high quality services we have developed and the positive outcomes we have achieved for the people who use our services. We reaffirm our vision and the priorities determined by TPS throughout our history, which are based on strong person centred and recovery focussed values.

This plan not only builds on our significant accomplishments during this time but it also extends our aspirations for another three years.

This builds on what we have achieved so far and focuses on where we want to be in 3 years time and how we will get there.

We want to:

1—Strengthen our position as one of the top social care charities in Scotland

2—Strengthen our presence in the communities where we presently work and expand into other areas of the country

3—Continue to be respected as a provider of high quality services, an employer of choice and an effective strategic partner with our funders and collaborators
“TPS provides services for 22 of Scotland’s local authorities”
Our Aims

TPS aims to provide a diverse range of cost effective services, designed to help people become full and active participants in their community. We aim to support people in such a way that their views are considered by those making decisions on the provision of the services they receive. This will enable them to live as independently as possible. We seek to provide person centred and recovery focussed services that help people overcome the challenges they face in their lives and challenge the discrimination and exclusion they experience.

We seek to involve the people who use services in decision making affecting all aspects of their lives. We will provide structures to involve people in influencing the services they receive and organisational decision making. Where appropriate we will also engage with their carers and important others in their lives and involve other stakeholders in service design and ongoing delivery.

We will continue to develop a range of services that meet people’s needs and we will lobby for change and improvement in services and/or policy where necessary.

We will maintain and build on our high quality services and demonstrate value for money. We will seek to access a diverse range of funding streams to ensure ongoing sustainability. We will work in partnership with other organisations who share our goals and we will ensure that the organisation is effectively governed and meets its regulatory requirements.
“TPS services are designed to help people become full and active participants in their community.”
Context

The environment we operate in is rapidly changing: changes in legislation, in practice and the needs and expectations of the people we support. The delivery of social care services, the service system and how services are commissioned and purchased are also undergoing significant changes. These will transform the delivery of health and social care services over the period of this plan. It is important we prepare for this with clear strategic planning and strong and consistent leadership.

We have entered a period of significant austerity and economic uncertainty so the financial climate will also present many challenges. Not-for-profit organisations are not immune from the difficulties that come with the recession.

We need to be clear about which things work best. We need to respond to local need and make best use of resources working in partnership to develop new opportunities that lead to improved life opportunities for the people who use our services.

We remain focused on our ambitious agenda because:

— More people are pushed to the margins of our communities so the need for our support is greater than ever before.

— Where there is challenge there is also opportunity. We have the drive and energy to innovate and to support people overcome the disadvantage and stigma they face.

TPS will prosper during these difficult times and we will do so as a stronger and better organisation.

We must articulate in a clear and confident manner, who we are, what we do, what we stand for, and most of all what we hope to achieve. We must also be clear that other organisations can bring different skills and expertise and enhance the quality of our work. So our future prosperity requires that we work with other agencies in powerful partnerships and joint ventures. This plan is all about moving down this important path.

In order to be successful TPS must get stronger. We are determined to grow our business, at the same time protecting and developing our reputation for high quality services. Only by being a quality provider will we maintain the respect and confidence of those who use our services and convince others that quality remains vital. We will work closely with policymakers and partners to work alongside us in this respect. However, this plan is not simply about getting bigger, it is about ensuring TPS grows and matures as an organisation so that we can reach more people at risk of social exclusion.
“We must articulate in a clear and confident manner: who we are, what we do and what we stand for and most of all what we hope to achieve.”
Challenges and Opportunities

Funding
• Funding is getting increasingly tight. Every local authority and public body is charged with ensuring best value for taxpayers' money. Saving and efficiency targets are being introduced and there is a greater focus on price as well as outcomes and impact.
  • Commissioning and procurement processes are a threat and an opportunity. Some local authorities will use tendering to commission services. Others may also include in-house services in tendering programmes. This presents a potential opportunity for TPS.
  • Staff issues will arise as employers are challenged in their efforts to protect staff pay and conditions in a harsher funding environment. We will need to be more flexible in response to people's needs. We also have the competing pressures of achieving national qualification targets and ensuring positive employee relations.
  • The level of cuts and the increase in competition for funding may result in an increase in partnerships, consortia, and collaboration.
  • The introduction of self directed support will generate a change in market conditions and open up other ways to grow and develop.
  • Purchasing contracts may increasingly be underpinned by payment by result. There is already evidence of this with the introduction of the new national Work Programme.

Regulation
• Care Inspectorate gradings indicate that TPS offers among the best quality provision in Scotland. We need to promote the importance of quality on purchasers of services.
  • The regulation of quality in care and support is likely to change significantly in the next few years. There will be challenges in regulating a diverse “personal care” market.
  • The Care Inspectorate will review the governance arrangements of independent provider organisations. TPS support this approach.
  • There are wider regulatory requirements such as health & safety, charity law and employment law. This may result in pressures on resources.

Service Delivery
• The 'shared services' agenda will be promoted with statutory agencies undertaking more collaborative ventures, including joint purchasing and commissioning. Voluntary sector organisations will also come under pressure to make efficiencies through a 'shared services' agenda.
  • The 're-shaping care' agenda will become more pressing as government, health boards and local authorities seek community and family alternatives to traditional services.
  • There will be a greater focus on the impact of services and demonstrating the outcomes that can be achieved for service users.
  • There is a growing market in relation to personalisation and self directed support. This places particular emphasis on individual budgets to put more control over how resources are spent into the hands of people who need support, and their families.

• There is an increasing emphasis on the preventative agenda and a focus on the integration of health and social care.
• There will be Scottish local government elections in 2012. This could have an impact on local authority priorities.
“The introduction of self directed support will generate a change in market conditions and open up other ways to grow and develop.”
Our Values

Values are at the heart of our work and drive our passion for supporting people to achieve positive and lasting change in their lives. This shapes the culture and personality of the organisation and provides staff with a positive frame of reference. Our values are encompassed within the following areas. This is not an exhaustive list but it is important to clearly set out our values as these help provide the framework we operate within.

Person centredness and recovery
Putting the needs, aspirations and lived experience of people who use services first and actively involving them in our work and decision making.

Choice
Informed choice for people, based on empowerment and inclusion.

Respect
For people’s individuality and understanding of their culture.

Innovation
Looking for new ways of working to support people to achieve and participate as full and active citizens in their community.

Partnership
Working with others who share our values and ethos to achieve improved outcomes for the people we support.

Quality
Providing professional, effective, innovative and accessible services that deliver positive outcomes for people and offer value for money to purchasers.

Investing in people
Providing support to staff and volunteers to develop their roles therefore maximising resources and the capacity to achieve our plans.
“Values are at the heart of our work.”
Principles

• Our services will be progressive, supporting people through the changes they experience in their lives. We will also create the capacity to deliver interventions and supports in response to emerging need.
  • All TPS services will promote positive values and support people in an individual and personalised way.
  • We will work with individuals and groups and in doing so promote citizenship, inclusion and community participation.
• Our services will be both community based and community focussed.
  • We will work to best practice standards in all our activities with a particular emphasis on positive impact, safety, evaluation and workforce development.
  • We will collaborate on service delivery and management where possible to enhance service outcomes and the quality of the experience for people who use our services.
• Our services will be provided and managed by professional and appropriately qualified and trained staff and meet all regulatory requirements in this respect.
  • Outcomes and value for money will be a key measurement of our work.
• All TPS services will have a common brand.
Strategic Focus

It is crucial that we remain focused on our vision and goals. This will require a consistency in message and approach. Our Strategy is influenced by the key issues facing our stakeholders, most importantly the people who use our services. It is therefore important to understand these and be flexible and adaptive in our approach as these will change over time.

TPS seeks to promote the wellbeing and development of the people who use our services in all areas of their lives and where necessary to support their families and carers.

We will strengthen our position as one of Scotland’s leading social care charities by:

• Growing and evolving our existing service options
• Developing new initiatives particularly in response to the personalisation and the preventative care agenda.

Strengthen our presence in the communities where we work and expand into other areas of the country by:

• Responding to appropriate tendering opportunities as they arise
• Developing new services in under-provided communities

Continue to be respected as a provider of high quality services, an employer of choice and an effective strategic partner with our funders by:

• Providing a range of comprehensive workforce development opportunities
• Making our brand widely known as one of Scotland’s best
• Engaging and supporting our purchasers and funders
• Achieving the Recognised for Excellence Quality Scotland award

Our plan is focussed on 3 main strategic areas:

• Sustaining, growing and developing business
• Developing new ways of working
• Improving, learning and building on reputation and profile

This is reflected in more depth in the following section.
Sustaining, Growing and Developing Business

Sustaining Business

We will continue to provide and develop a range of services that meet people's needs. In an increasingly competitive environment, successfully tendering for existing and new services will be vital for TPS's future. This will involve being both pro-active and reactive. The personalisation agenda will provide new opportunities for people to purchase services directly. We will remain competitive and local services will explore a range of ways to maximise their capacity and develop economies of scale.

Specifically we will:
- Retain our diverse portfolio of services where they continue to meet need
- Develop flexible models of service so people have greater choice to purchase services under personalisation and self directed support initiatives
- Continue to actively explore opportunities to extend our services to a wider group of people
- Maximise market reach and awareness through proactive use of existing networks
- Develop leadership and management competency in all management structures across the organisation
- Research and respond to opportunities which present development and growth for existing services

Growing and Developing Business

We need to explore opportunities to develop new services in new and existing markets. We need to seek to take new and innovative service models to the market on a non-commissioned basis. We need to build up strategic relationships in new markets thereby extending our reach.

Specifically we will:
- Identify organisational development funds to initiate and stimulate new services
- Engage with transition planning teams to ensure our services meet future needs for young adults
- Work closely with commissioners and purchasers including NHS Boards to identify service gaps and invest in pilot projects to help secure longer term funding
- Receive wider recognition for innovative and flagship service models thereby providing an opportunity for them to be duplicated elsewhere
- Work with local and national organisations and other representative groups in support of our aims and objectives and influence policy
- Develop operational business plans for each geographic and/or service specialist area we operate within
- Broaden the support we provide for the carers and families of people we support
- Research services for older people with a range of associated issues such as learning disability or mental ill health
- Maximise our financial and intellectual assets
Developing new ways of working

We will explore ways in which we can strengthen the organisation and provide more positive experiences for the people who use our services.

More specifically we will

- Seek to establish stronger collaborations with other organisations who share our values and ethos and who have service synergy including the private sector
- Establish business relationships to support other organisations with central support functions
- Develop social enterprises and build on existing successful brands
- Explore the benefits of developing brokerage type services in response to self directed support initiatives
- Prepare for the opportunities that personalisation and individual budgets will present
- Where appropriate secure grant income to fund time-limited projects to pioneer service models or add value to existing services/contracts
- Promote and market our services more widely with a focus on value for money and outcomes for people
- Generate income through maximising our assets
Improving, learning and building on reputation and profile

We will maintain and build on our high quality services as recognised by external regulators. We will seek to maintain our position as a leading provider of specialist services that are innovative and responsive to need. We will have a culture of continuous improvement and we will consolidate and build upon the quality of service provision by promoting the involvement of those we support.

More specifically we will:

- Regularly consult with people who use our services and their families to determine the key issues for them
- Increase the involvement of people who use our services influencing the strategy and governance of the organisation
- Ensure the involvement of people in the evaluation and audit of services and consultation exercises
- Review internal and external communications and ensure that they are accessible, relevant and maximise brand recognition
- Match or exceed targets in all key result areas
- Achieve the Recognised for Excellence Quality Scotland award
- Ensure robust and effective approaches to outcome measurement
- Undertake a regular review of our corporate and service risk assessment/management
- Seek to maximise the cost and practice benefits of technological solutions
- Allocate sufficient management time for exploring business development opportunities
- Engaging stakeholders to influence policy/agenda

How will this be done?

One of our overarching aims is to ensure we demonstrate effective governance and management as we move forward. We will use our structures to manage effectively and to facilitate good decision making and accountability. We will maintain a skilled and experienced board drawn from public, voluntary and private sectors to build an appropriate skills mix and experience to provide strategic leadership to the organisation.

We will identify appropriate resources to help us achieve our aims. This will involve considered use of our money, our people and our buildings. An annual action plan will be prepared. This will detail our priorities and identify lead officers and timescales.

We will maintain robust business systems and processes to provide high quality management information for performance monitoring and review. We will review the strategy annually and prepare regular reports for consideration and where required approval from the board.

We will monitor the scheme of delegation to allow for appropriate day to day management authority to effect business development within the overall strategic approach. We will maximise our engagement with key stakeholders at all levels including purchasers, people who use our services and staff.

Monitoring and Review

The above provides the framework for managing TPS's operations, service delivery and business objectives. This should assist us in explaining our strategy to key stakeholder groups inside and outside the organisation. This is a fluid and dynamic process and will be subject to change and review as required to reflect the changing circumstances in our environment and the risks and opportunities we are exposed to.

A monitoring and review process is in place. This involves regular reporting on progress to the board. The executive and senior management team coordinate this process and consider:

— Progress on the implementation of the actions identified
— Performance against the objectives set
— A review of our key results and performance against targets set
— Identifying changes in the environment, risks and assumptions which may affect the priorities
— Re-establishing priorities where necessary
Measuring Our Impact

We have identified 10 key result areas to help measure our performance and impact. Annual targets are set for each of these areas. These targets cover different time periods depending on the nature of the result and the factors which affect/influence it. This allows us to track performance and identify trends over time.

The key results are as follows:
- Service User Outcomes
- Service User Involvement
- Staff Turnover Rate
- Staff Perception Measures
- Percentage of TPS services operating in financial surplus. Number of services under financial review
- Net assets and cash balance
- Annual income from charitable activities (turnover)
- Person Centred/Recovery Practice
- Support plans

Financial Management

Strong financial management is essential to ensure stability and growth over the period of the plan. Budgets will be set on an annual basis and monitored accordingly. We will control our central costs as a key part of this process. Measures have been put in place to ensure continued diligent financial management during this period of the plan.

These include:
- Ongoing review and monitoring of the budget
- Monthly management account reporting to the Audit and Risk Assurance Committee
- Management account reporting at each board meeting
- Processes to monitor services under financial pressure
- Cost reduction plans for each service experiencing cuts
- Quarterly meetings between Finance and Resources Manager, Senior Operations Manager and Operations Managers
  - Cost management and control measures for central costs
  - Ongoing monitoring of service contributions towards central costs
  - Finance training provided to managers at key levels
  - Ongoing business efficiency initiatives
TPS provides support to adults with a range of complex needs. We learn from our services and service users and seek to influence social policy.

We support service users across a variety of sectors including:

- Learning disabilities/autism
- Homelessness
- Substance misuse
- Mental health
- Early onset dementia and Huntington’s Disease
- Criminal justice

**Turnover**

Business turnover for the financial year 2010/2011 was £26,393,582. This per service sector as follows:

**Staff numbers**

The following table shows the number of employees at the end of the financial year 2010/2011:

<table>
<thead>
<tr>
<th>EMPLOYEES</th>
<th>FIGURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permanent</td>
<td>1004</td>
</tr>
<tr>
<td>Sessional</td>
<td>250</td>
</tr>
<tr>
<td>Turnover</td>
<td>9%</td>
</tr>
</tbody>
</table>

**Percentage of TPS service users**

FROM 1ST JAN 2010 TO 31ST DEC 2011

- Criminal Justice: 58%
- Homelessness: 3%
- Huntington’s Disease & Early Onset Dementia: 4%
- Learning Disability: 14%
- Mental Health: 4%
- Substance Misuse: 1%

Turning Point Scotland currently offers services across Scotland working in partnerships with agencies like social work, housing associations, Alcohol & Drug Partnerships, NHS, Community Justice Authorities and other voluntary organisations.
## Income

The income received by TPS in the financial 2010/2011 year was:

<table>
<thead>
<tr>
<th>INCOMING RESOURCES</th>
<th>UNRESTRICTED FUNDS</th>
<th>RESTRICTED FUNDS</th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Voluntary income</td>
<td>11,650</td>
<td>408,815</td>
<td>420,465</td>
<td>474,612</td>
</tr>
<tr>
<td>Investment income</td>
<td>21,139</td>
<td>-</td>
<td>21,139</td>
<td>40,119</td>
</tr>
<tr>
<td>Incoming resources from charitable activities</td>
<td>25,951,978</td>
<td>-</td>
<td>25,951,978</td>
<td>25,949,680</td>
</tr>
<tr>
<td>Total incoming resources</td>
<td>25,984,767</td>
<td>408,815</td>
<td>26,393,582</td>
<td>26,464,411</td>
</tr>
</tbody>
</table>
STRATEGIC PLAN
2012/13 - 14/15

MAKING SERVICES
FIT PEOPLE

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