



Strategic Plan 2017 -2022



Who We Are

Centre 404 is working towards a world where people with learning disabilities and their families have the support they need to enjoy the same rights, freedoms, responsibilities, respect, choices and quality of life as people within the wider community.

We aim to contribute to this by providing excellent quality services and by supporting people with learning disabilities and their families to get their voices and views heard.

Centre 404 was founded in 1951 by parents of children with learning disabilities and over the years has built vital services across three main areas: Supported Housing and Independent Living, Clubs and Activities and Support for Family Carers.

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Our Services

Housing Related Support

- Providing 24 hour support to adults with high and complex needs to live as independently as possible in their own homes
- Providing one to one support to adults with a learning disability or autism who live independently in their own home or with parents and carers
- Providing one to one support to people with a Personal Budget

Supporting Families

- Providing case work, advice and information to family carers of children, young people and adults with a learning disability or autism throughout life's transitions
- Providing workshops and social activities for family carers
- Facilitating forums for family carers to be involved in decision making in their Local Authority

Learning and Leisure

- Providing leisure groups and activities for children and young people afterschool, in the evenings and weekends and during school holidays
- Providing social groups and activities in the evenings and weekends for adults with a learning disability or autism
- Providing Day Opportunities for adults with high and complex needs

Volunteers

- Providing volunteer opportunities for people to get involved in community fundraising and events and learning vocational skills; adding value to our work and raising awareness about the issues facing the people we support.



Garden Group Volunteers prepare to go and receive their Volunteer Team of the Year Award from Voluntary Action Islington.



AGM Celebrations 2016

Achievements 2010 – 2016

1. To Provide Services of the Highest Quality Possible

External Quality Accreditation Achieved:

- Advice Quality Standards (AQS) 2012, 2014, 2016
- Investing in Volunteers (IiV) 2013
- UK Investing in Equality and Diversity (UKIED), 2013, 2015, 2017
- Ofsted Registration 2012

We remain registered with the Care Quality Commission (CQC) and maintained an overall Good Rating at inspections in 2012, 2014 and 2015. In addition to this we have signed up to the Social Care Commitment.

We achieved the Linda McEnhill Award in 2014 for providing Outstanding End of Life Care to tenants in our Housing Related Support service.

We conducted extensive research, feedback, and service evaluation with service users, families and stakeholders to ensure that our services and new strategic intentions will continue to meet the needs and choices of the people we support.

We have developed more opportunities for service users and family carers to be involved in decision making at committees, and in recruiting and training our workforce.

We have improved and developed organisational, personnel and service related policies and procedures, introduced a staff handbook, and produced easy read policies for tenants in our housing related support services.



2. To Provide Services that Reflect Demographic Changes

- Set up new flagship accommodation at Leigh Road in Islington for up to 19 tenants with a wide range of needs including high and complex needs.
- Launched two specialists palliative care supported living services for adults with high and complex needs.
- Developed Finding and Matching Service and Group Activities for 110 people with a personal budget.
- Developed a new Older Carers Big Lottery project from 2013 to 2016 reaching 929 older carers.
- Increased our reach to family carers of Black and Minority Ethnic Communities who now represent 70% of families receiving a service from our Supporting Families Team.
- Launched new Day Opportunities for seven adults with high and complex needs.
- Developed new one to one outreach support for children with a learning disability or autism; providing additional respite for families.
- Started working with children from five years and launched our Fun Fridays Group.



Day Opportunities Group



Service users enjoying a Pedal Power Session

3. Develop the Organisation and its Resources

We completed Phase 2 of the Build Our Future Capital Project to open up our centre and make it more accessible. This included:

- Full internal refurbishment and modernisation
- Installation of a disability lift, a new accessible entrance and reception lobby and accessible kitchen facilities
- Refurbished activity spaces, Changing Places Toilet and wet room facilities
- A new garden room extension with improved access to our garden areas

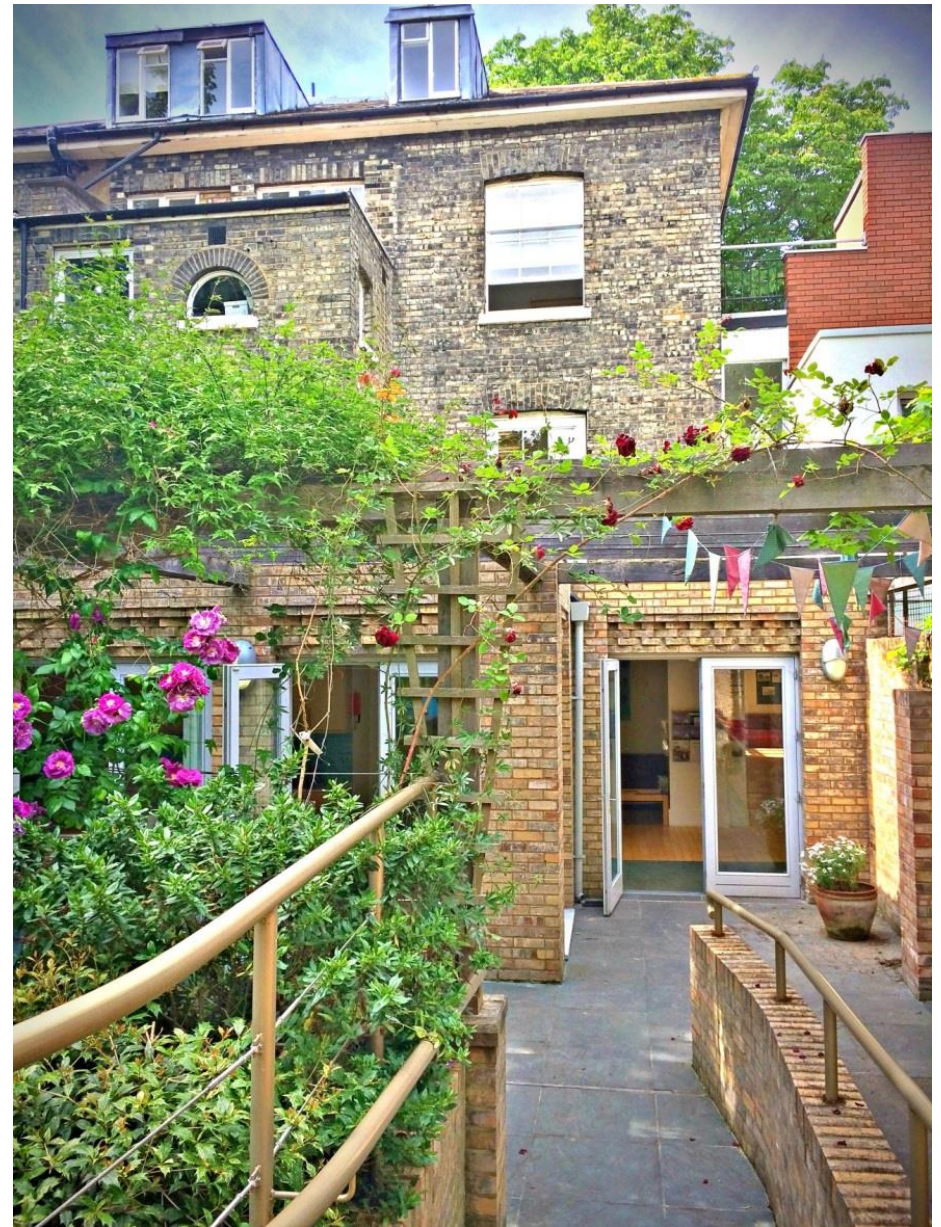
For first time we expanded our reach outside of Islington and offered services across north London in Camden, Haringey and Enfield, with a smaller presence in Hackney, Hammersmith, Westminster and Barnet.

We increased our ability to provide transport services to people attending our groups and activities and fundraised to purchase two new mini buses.

We set up a new Personnel Committee, Recruitment Working Group and IT & Marketing Working Group.

Success with new contracts and additional services meant the organisation grew from around 90 staff to 180 staff. Therefore we also invested in our Central Team resources to increase the infrastructure support to teams and services.

We developed our Information and Marketing resources increasing our online and social presence enabling us to promote our work and increase awareness about the issues facing those we support.



Centre 404 Refurbished Building



Family Carers Workshop



Day Opportunities Arts and Craft Session

Developing Our New Strategy

In 2016/2017 we have consulted with adults and children with learning disabilities, their families and carers, Centre 404 volunteers and staff members, and other external stakeholders to identify what we need to do to develop the right services for the people we support over the next five years.

We put together the feedback from our stakeholders with information and analysis of the external environment. This combined knowledge has underpinned our overarching strategic intentions for 2017-2022. It was important to seek the views from service users and family carers and place this within the context of what's happening locally and nationally to ensure that the services we provide over the coming years will represent the needs and aspirations of the people we support and the overall vision and charitable objectives of the organisation.

We developed this plan so that everyone involved with Centre 404 knows what we need to do to help us get closer to achieving a fairer society for people with a learning disability or autism, and their families.

Linda McGowan
Chief Executive



Strategic Intentions 2017-2022

1. Enabling Choice, Participation and Independence

We support all our beneficiaries to live healthy and fulfilling lives and to achieve their personal goals and ambitions.

Through the provision of high quality person centred support and activities we will work to promote dignity and deliver the best outcomes for children and adults with a learning disability, high and complex needs, or autism through our Housing Related Support and Learning and Leisure Services.

2. Supporting Families and Family Carers

Working holistically with families and carers we will listen to their needs and wishes and offer preventative and pro-active support that improves health and quality of life and that promotes dignity and wellbeing; through all of their life transitions.

We will work to reduce isolation, maximise income, and to enable carers to access essential information, advice and respite from their caring responsibilities.

3. Sustainability and Community Partnerships

We will work to retain our current services and to develop new ways of working that address gaps in provision for our beneficiaries, and that contribute to the prevention strategy of local authorities.

We will develop ways to increase the reach of our services, to build on our partnership work across London boroughs, and to develop innovative and flexible services in response to the changing needs and wishes of the people we support.

4. Investing in Quality and Resources

This 4th Strategic intention underpins all our services and enables us to continue to deliver high quality support and the best outcomes for our beneficiaries.

Our Central Team supports all areas of our service delivery. We will continue our commitment to investing in quality, developing our infrastructure support resources, maintaining a trained and motivated workforce, and developing meaningful volunteer opportunities.

We will remain committed to promoting Equality and Diversity and to ensuring that we are well equipped to deliver professional, inclusive, efficient and adaptable support and services that are reliable and able to respond to internal and external changes and challenges.



Garden Group visit to Kew Garden



Family Carer and Son

1. Enabling Choice, Participation and Independence

We support all our beneficiaries to live healthy and fulfilling lives and to achieve their personal goals and ambitions.

Through the provision of high quality person centred support and activities we will work to promote dignity and deliver the best outcomes for children and adults with a learning disability or autism, high and complex needs, or autism through our Housing Related Support and Learning and Leisure Services.

We Will:

1.1 Improve Health, Fitness and Wellbeing

- Provide a wide range of physical, creative, sensory, and social activities for children, young people and adults across north London.
- Increase the number of pooled Personal Budget Groups that provide opportunities for people to share and develop their skills and talents.
- Hold information events and provide easy read materials around health and wellbeing issues for adults

1.2 Promote Skills for Life

- Offer job readiness support to young people and adults, volunteering opportunities and work related information and training.
- Run sessions for children, young people and adults to raise awareness of online and community safety, and hate/mate crime.

- Support adults to maintain their homes, tenancy and manage their finances

1.3 Promote Choice and Independence

- Support adults to live as independently as possible in their own home and to make safe and healthy choices about the way they live by an arrange of activities that promote health and wellbeing, and by encouraging beneficiaries to take responsibility for their own health and wellbeing.
- Provide Independence Training for children and young people through personal safety awareness activities.
- Promote travel safety for children, young people and adults through travel buddies and group activities.

1.4 Reduce Isolation

- Provide holiday play schemes for children and young people to make friends, develop skills and provide respite for family carers.
- Increase friendship and social networks, and participation in the local community by developing additional evening and weekend activities and events for young people and adults.

1.5 Develop our specialist provision for High and Complex Needs

Continue to build on our expertise in the following areas:

- Intensive interaction and communication
- Positive Behaviour Support and the Transforming Care agenda
- Supporting with mental health, autism, dysphagia, diabetes, dementia and palliative care
- Supporting people through life's transitions

2. Supporting Families and Family Carers

Working holistically with families and family carers we will listen to their needs and wishes to offer preventative and pro-active support that improves health and quality of life and that promotes dignity and wellbeing; through all of their life transitions.

We will work to reduce isolation, maximise income, and to enable family carers to access essential information, advice and respite from their caring responsibilities.

We Will:

2.1 Reduce Poverty and Create Social Networks

- Enable family carers to maximise their income and independence through emotional support and individual case work support.
- Provide community outreach and engagement work to reduce isolation and reach more family carers who are not currently receiving support or services.

2.2 Promote Wellbeing and Quality of Life

- Support family carers to lead fulfilling lives by providing workshops and informal opportunities to access information as well as learn from each other.
- Provide opportunities for family carers to build social networks by attending carers and whole family events and activities during the week, evenings and weekends.

2.3 Involve Family Carers in Decisions and Planning

- Facilitate parent/carers forums where family carers can contribute to the decision making in their Local Authority.
- Engage effectively with professionals to ensure the views of family carers are considered when planning services for their loved ones.
- Involve family carers through representation on our Board and Sub Committees.

2.4 Support Older Carers

- Provide specialist case work support to address the specific needs and challenges faced by older carers by supporting them in planning for the future and end of life.
- Engage with older carers that do not currently receive any support or services in relation to their caring role by developing networks and outreach services.

2.5 Involve Families in Service Delivery

- Recognising family carers as experts, and actively involving them in training and recruiting support staff.
- Offer after school groups, play-schemes and emotional support for siblings of children with a learning disability
- Seek continuous feedback from families and family carers in order to improve day to day service delivery

3. Sustainability and Community Partnerships

We will work to retain our current services while developing new ways of working that address gaps in provision for children and adults with a learning disability and their families.

We will develop ways to increase the reach of our services in order to build on our partnership work across London boroughs, and to develop innovative and flexible services in response to the changing needs and wishes of the people we support.

We will:

3.1 Respond Flexibly to the Needs of the People we Support

- Maintain current areas of service delivery. Continue to seek regular feedback and where there is evidence of need, develop new services to meet identified gaps in provision.
- Ensure our premises remains fit for purpose and able to meet the increasing demand for services; by completing essential refurbishment to the exterior and creating 2 additional group meeting spaces for carer groups and training.

3.2 Expand our Work across more London Boroughs

To address the acute and increasing need for services, we will expand our reach across London in the following areas:

- Supporting adults to live as independently as possible in their own homes.

- Delivering flexible and specialist case work, information and advice services for family carers.
- Providing groups and activities for children and adults after school, at evenings and weekends, and during school holidays.

3.3 Develop Innovative Services

- Develop our one to one support and activity groups for people with a Personal Budget, including opportunities for people to pool budgets to maximise value.
- Provide more day opportunities for adults with high and complex needs.
- Provide and expand specialist outreach support to older carers.
- Offer Individual Support Fund (ISF) provision for people who prefer to have their Personal Budget managed externally.

3.4 Diversify our Income Options

In order to continue to thrive and be well positioned to respond to a changing external environment we will:

- Invest in our capacity to research and secure a more diverse and sustainable range of funding through a mix of charitable grants, contracts, legacies, community fundraising and corporate partnerships.
- Work with other agencies, local authorities, the voluntary and community sector, and businesses to generate funding, raise awareness, deliver more efficient services, and share experience and good practice.
- Explore income generating opportunities such as trading and social enterprise.

Investing in Quality and Resources

This 4th Strategic intention underpins all our services and enables us to continue to deliver high quality support and the best outcomes for our beneficiaries.

Our Central Team supports all areas of our service delivery. We will continue our commitment to investing in quality, developing our infrastructure support resources, maintaining a trained and motivated workforce, and developing meaningful volunteer opportunities.

We will remain committed to promoting Equality and Diversity and to ensuring that we are well equipped to deliver professional, inclusive, efficient and adaptable support and services that are reliable and able to respond to internal and external changes and challenges.

We will continue to invest in:

3.5 Developing our Workforce

- Continuously review our HR management systems and procedures to support and manage our staff.
- Developing values-based recruitment, staff development and training, and seek new ways to motivate staff and retain a positive culture and work environment.
- Promote equality and diversity, listen to feedback from our staff and involve them in developing ideas and solutions in their areas of work.

3.6 Improving our Premises

- Phase 3 Development – Complete essential repair and restoration of our premises and create two additional group meeting spaces for carer groups and training.

3.7 Ensuring Quality and Continuous Improvement

- Maintain current external quality accreditation, and pursue attainment of other awards such as PQASSO, Play England, Driving up Quality in Care and STOMP.

3.8 Providing Volunteer Opportunities

- Maintain and develop current volunteer projects and roles, including the development of volunteer training and monitoring and feedback systems.
- Work to increase and develop new volunteer roles to support adults in our housing related support services.
- Develop ways to attract more volunteers to complete fundraising events and sponsored activities.

3.9 Developing Information Technology

- Ensure we maintain robust financial management systems and procedures.
- Increase and develop our use of information technology to ensure efficient recording, monitoring and reporting of our charitable work and employment activities.
- Develop our use of social media and online resources to promote our work and services to wider range of people.

Implementing Our Strategy

In addition to this overall strategic plan the organisation sets annual operational objectives that contribute to forming detailed schedules of work that will make our plans a reality.

1. Operational Objectives

- Service managers will set annual objectives with their teams and sub committees in line with our strategic intentions and in response to the changing needs of the people we support and the external environment.
- The CEO and Executive Committee will receive progress reports twice a year and will continually review the direction of our work and strategy to ensure that our objectives are aligned with our values and core beliefs.

2. Staff and Infrastructure

- We will continually review and develop our HR systems to ensure that we can effectively support a trained and motivated workforce.
- Staff will contribute to the implementation of operational objectives through their work plans, and feed into the development of services through reflective individual and team practice.
- We will invest in our infrastructure and continue to review our central team resources to ensure that we remain efficient and effective in delivering the organisational strategy.

3. Customer Satisfaction

- We will continue to develop systems to monitor and improve quality and to ensure that we promote a safe, welcoming and inclusive environment for our beneficiaries, staff, volunteers and stakeholders.
- Feedback and evaluation systems are in place that seek regular feedback from our beneficiaries. Analysis of this is used to continually review, develop and improve our services and to make sure they are meeting the needs of the people we support.
- We will celebrate our success through our information and marketing materials and through professional networks. We will respond to and reflect on any critical feedback and communicate clearly and efficiently in response to any complaints.

4. External Environment

- We will continue to build meaningful communities through developing effective professional networks that contribute to the overall sustainability of the sector.
- We will continue to monitor and assess the external environment so that we are well placed to respond to any changes and opportunities that affect our work and the people we support.



Day Opportunity members

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This document is our
Strategic Plan 2017-2022 in
detail.

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Fun Fridays Group enjoying summer play

CENTRE  **404**