

*'helping people survive
crisis and recover
control in their lives'*

Our Strategy 2011 - 2014



What is Sussex Oakleaf?

'Sussex Oakleaf is a social enterprise that delivers services across Sussex working with people who have mental health and/or substance misuse needs, young people and people at risk of homelessness.

We empower people and promote independence by providing recovery-focused supported housing, community wellbeing services, social inclusion, independent living, residential care, care brokerage, peer support, personal assistants, learning and development, information, advice and guidance.

We work in partnership with the people who use our services to provide personalised support.'



The Context:***What lies ahead in the environment we work in?***

One thing is constant in our environment – it is always changing. 2010/11, however, introduced major new directions in policy and delivery. We have a new coalition government who have ambitious plans to cut the national deficit and have introduced dramatic funding cuts to local authorities over these next four years. Reorganisation of the NHS, replacing Primary Care Trusts with GP Consortia, will change some established commissioning relationships and priorities, particularly in mental health provision. Responsibility for Public Health, now recognising mental health and wellbeing, moves to local authorities. There is an increased emphasis on the creation of new social enterprises to deliver more public services and a 'Big Society shift' away from government control to community responsibility, ownership and action. More commitment to Personal Budgets is expressed yet the eligibility and funding for Self Directed Support becomes more restricted – despite the promise of more choice and control. Outcomes and accountability feature across commissioning and delivery intentions as the market becomes more mixed, competitive and expected to be more responsive to individuals.

Sussex Oakleaf has undergone significant change leading up to this. In terms of leadership and governance, we have a relatively new Chair, several new Board members, a new CEO and a fairly new Senior Management Team. Our managers, staff and the people who use our services are more empowered and involved in decision-making. Building on our established and effective presence providing services in West Sussex for more than 15 years, we are now providing services in East Sussex and Brighton and Hove. We have developed new models of service and are remodelling existing services, fully embracing the principles of Recovery – in policy and practice.

The Process:

The inclusive development of our strategy improved understanding and ownership throughout the organisation – from Vision to Values and the impact we want to have. Staff and service users have been involved through informal visits to services, talking with the Oakleaf Consumer Circle (OCC), client and staff surveys/impact assessments, meetings with Managers, the Staff Forum, Learning and Development Forum, and discussions with Commissioners to understand their intentions and forecasting. We constantly monitor national policy/direction and discuss implications with other providers, both locally and nationally.



Key stages began with our Board agreeing the process and timetable for developing the new Strategy, closely followed by a Board / OCC / Senior Managers Away Day to set the strategic context. Service Managers have involved their teams in developing their own vision and business plan which has fed into the strategic plan discussions. Our Annual Staff and Service User Conference (and AGM) included sessions on Outcome-based Strategic Planning (input / feedback leading to Key Performance Indicators). Senior Managers and Service Managers have been refining our outcomes and matching these to our quality assurance and monitoring requirements while ensuring the Board has remained engaged in the process.

Our Mission:

'Helping people survive crisis and recover control in their lives.'

Our Vision:

Influence, Innovation and Partnership: Sussex Oakleaf is a local organisation with a strong national voice. We develop innovative and enterprising responses in a changing and challenging environment. We like to work with other organisations to make things happen – in communities, influencing policy, developing and delivering new services, exploring new ways to work together.

Recovery and Inclusion: We empower people and promote independence by working in partnership with the people who use our services to provide personalised support. We believe that our greatest strengths are the individual partnerships we forge between our employees and the people who use our services; we work within communities to promote inclusive opportunities.

People: We know that our people are our greatest resource, our competitive advantage - the key to our successes in the past, the present and for our future. Sussex Oakleaf is not an organisation that sits back and lets things happen. We generate and utilise energy, enthusiasm and commitment - of the people who work for us and the people we work with. Collectively we will deliver and demonstrate quality outcomes that will not only see us through the immediate economic concerns but will enable us to remain robust, responsive and influential for the years ahead. We are looking forward from a strong position.

Our Values:

Recovery

Sussex Oakleaf is built on mutual respect and the promotion of individual recovery

Service User Partnerships

An equal relationship - learning from each other is essential for our success and future – we listen and you influence the way we work

Community Partnerships

Work with individuals and organisations to share best practice, grow new services and learn from each other

Celebrate Diversity and Difference

Value the contribution of everyone, embrace individuality and difference

Dignity and Respect

Treat all people with dignity and respect

Learning and Reflection

Learn from the past, improve what we do, celebrate our success



Our Impact:

1. Service users are effectively engaged at the top and throughout the organisation and know they make a positive and invaluable contribution to Sussex Oakleaf.
2. Sussex Oakleaf reaches out to the diverse communities and people we work with to recruit for and deliver inclusive services that ensure equitable access based on need.
3. The people who use our services are fully engaged in designing, delivering, reviewing and assessing services to ensure we meet their needs.
4. We attract and develop motivated, appropriately skilled and high performing employees and volunteers.
5. People who use our services, our employees and our volunteers feel confident and enabled to manage risks and take on new challenges.
6. We create and contribute to partnerships that clearly benefit the communities and people we work with.
7. Our Board and Managers work as a team to provide clear and consistent leadership across the organisation, they keep us ahead of the game.
8. We are socially, economically and environmentally sustainable and compliant with regulatory requirements.
9. Our processes are simple and transparent, they enable us to demonstrate the difference we make in peoples' lives.
10. We can demonstrate high quality services delivered consistently throughout Sussex Oakleaf.

Quality Areas:

Service Users are at the Heart of the Organisation

Celebrate Diversity Inclusion and Fair Access

Recognise and Meet Individual Need

Valuing our Staff and Volunteers

A Safe Place to Be

Build Effective and Innovative Partnerships

Effective Leadership and Governance

Efficient Resource Management

Systems Fit for Purpose

Quality for Results

