

Certitude's Forward Plan 2022-25



**Plan Big,
Be Local**



Contents

Foreword	4
Our bold 10-year vision	6
Who we are	8
Our Forward Plan at a glance	10
Our golden threads	12
Our priorities	13
Priority 1 The quality and impact of our support	
Priority 2 Our people, culture and organisational development	
Priority 3 A strong and growing Certitude	
Our key measures	19

Foreword

Certitude has been on a remarkable journey since commencing our previous strategy in 2016. We have more than doubled in size and positively impacted the lives of thousands of people with learning disabilities, autism or mental health needs in London.

Employee engagement is high, satisfaction levels of people we support and families is good, feedback from regulators and commissioners is positive. We have managed our resources carefully allowing us to continue to improve reward, most notably of our lowest paid colleagues and invest in technology and central support services to improve not just what we do but how we do it. Everyone in Certitude should be rightly proud of our achievements.

Certitude has many stories of Covid-19, which shape how we remember the past couple of years and influence the choices we make as we emerge from the crisis. We experienced disruption, loss and grief while witnessing the extraordinary commitment of colleagues,

people we support, families and Communities. People rising to challenges and supporting each other with passion, bravery and love. Focussing on the wellbeing of colleagues, people we support, their families and the communities we work in is at the heart of how we will renew and recover.

The murder of George Floyd and the resurgence of Black Lives Matter was a seminal moment for us all and although at Certitude we had already developed our Diversity and Inclusion strategy there is much more to do to create a culture where everyone feels welcome and can be their whole self at work. People with disabilities and mental health needs are shockingly underrepresented in workforces across the capital and we must do better and be part of the change we want to see.

The financial and regulatory external context within which we work remains challenging and we must be considered and tactical in directing our resources where we can make the greatest difference to the lives of the people and communities we work with.



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Now is the time to look to the future and plan to make our next set of bold ambitions a reality.

Plan Big, Be Local sets out Certitude's Forward Plan for the next few years. It reflects our high ambition for people we support and our colleagues while appreciating it is our attention to local, person centred and strength-based approaches that will deliver that ambition. The Board has agreed three key strategic priority areas of focus to drive our development and the investments that will deliver better outcomes for people we support, their families, our teams, commissioners and partners:

- **The Quality and Impact of Our Support:** People choose us because our local teams are fully focused, creative and well-resourced to help them to achieve long-term, lasting change in the quality of their lives.
- **Our People, Culture and Organisational Development:** People want to work for us because they know that we invest in their development, and we support and trust them to be their best, high-performing selves.
- **A Strong and Growing Certitude:** We are a partner of choice, confident of our long-term sustainability, having invested well in our people, systems and processes. As a digital-first organisation we are agile, proactive and easily able to adapt to our constantly growing and flexing organisation.



We are grateful to the people we support and their families, our teams and external partners who contributed to our thinking and helped us develop this plan. We invite you to continue this journey with us – challenging us and holding us to account to deliver our ambitions with our characteristic values-driven approaches.

Aisling

Aisling Duffy, Chief Executive

Our bold 10-year vision

Over the next 10 years we aim to become the provider, employer, and strategic partner of choice in the local communities where we work.

We are an organisation that plans big, but values being local. Planning big is in our DNA. It's how we develop our best ideas, set our ambitions, and inspire ourselves to action. Being local, is how we ensure that our strategic effort, investment, and organisational design are focused on great local support, designed alongside individuals, families, and communities.

We will only achieve this by being bold and decisive. Based on positive feedback from our internal and external stakeholders, and our Board, we have set four destinations that will drive our decision-making, planning and investment over the next several years.



The best thing about working at Certitude is seeing the impact my work is having on people we support.

(Colleague)



Our 2032 destinations

Provider of choice

High-quality, impactful person-led Certitude support is provided by well-resourced local teams, best-placed to help people and their families to live happier, healthier, and more fulfilled lives. We help people to live, work, and learn in places that they love. We encourage people to set their own goals and aspirations, direct their support, and monitor its effectiveness through access to personalised impact data. People and families contribute their lived expertise at all levels and across all activities in Certitude, helping us to be better-designed, better-led, smarter, and more locally focused on what matters most.

Employer of choice

People want to work for Certitude because we develop people and support them to be their best selves. This has made it easy to recruit and keep the best colleagues. Our organisation is designed around agile, highly motivated teams who have fully embraced the clever, reliable technology that we have in place to help them to work smarter and be more effective. Our leaders are great coaches who sponsor innovation and grow and develop individuals and teams to great performance. We are mission-driven, using intelligent data to focus our efforts. on continuously improving our ability to help people and their families to live great lives.

Strategic partner of choice

Through ambitious and thoughtful strategic growth and innovation, we have been able keep investing wisely and well in the quality of our support and teams. As a result, we have been able to extend our reach to significantly more people and their families. We are the strategic partner of choice for several commissioning areas in and around London who approach us when they need big, tricky issues resolved. This is because we are trusted to deliver transformation efficiently and effectively.

A digital-first organisation

As a digital-first organisation, our people, systems, and processes are agile, proactive and easily able to adapt to our constantly growing and flexing organisation. Through effective investment and implementation, we have embedded digital thinking and design into all aspects of Certitude, including our workspaces. This has enabled fully remote, flexible, and smarter ways of working. It has enabled more efficient and effective ways of providing support to people and their families, as well as managing and developing our core business processes.



My daughter has been in the system for many years and this is the happiest she has ever been. Great staff and a lovely bedroom. She is able to cook for herself and be independent but staff are there to help.

(Family member)



Moving the dial

Achieving our 10-year vision depends on implementing strategies with the highest impact to get us to our destinations.



**Redesigning
how we work**



**Growth &
development plan**



**Digital
transformation
strategy**



**Financial
plan**



**People, culture & organisation
development strategy**

Who we are

Mission

At Certitude we support people to develop new skills, meet new people and live the life they want – so they can bring their own unique brilliance to the world.

Our values

Core to delivering our mission are our values and behaviours. They set the standards that shape the way we grow, lead, recruit, manage, recognise and reward good work.



What makes us different

Brave We stand up for what is right. Not right for the process or system, but what is right for the person. We believe in taking the system on, fighting against anything outdated, and unnecessarily bureaucratic.

Loving Love and bravery are two sides of the same coin. Across our organisation there is a powerful and non-sentimental love. Love for the people we support, the work we do, and the jobs we have. Because this love exists, we are brave enough to challenge and do what is right.

Unconventional We embrace unconventionality. We believe in having the confidence to not follow the crowd, and to find different ways to do things. To live life means everyone is welcome, everyone has something to offer, and everyone is in.

London Plus This is in our DNA. Not just because of geography but because we know first-hand the wonder and challenges that living and working in and around London brings. We think this makes us more understanding, more compassionate, more richly diverse, and more tenacious in the face of a challenge.

- **1,500 colleagues**

- **Supporting 1,800 people**

- **At 160 locations**

- **Across 17 boroughs**



£50m turnover

£22m growth in 5 years (82%)



I have a quality of life plan and I sit with the staff who goes through it with me and we discuss my progress. It is nice to see it written down and see what I have achieved.

(Person we support)



Our Forward Plan at a glance

Our Forward Plan 2022-25 has been developed through engaging with people we support, their families, our colleagues in teams across Certitude and our external partners.

Certitude's Forward Plan 2022-25 helps us to focus on our mission. Our mission is **why** we exist as an organisation. Our values and behaviours guide **how** we will work to deliver that mission. Our priorities are **what** we focus on over the next 3 years to build our strengths and capabilities to be a resilient and effective organisation.

Our golden threads

Listening to people, their families, and our teams, helped us to identify three important themes where there is a genuine appetite for Certitude to do more. We will therefore make these the golden threads that underpin our various activities over the next few years. We will provide regular Certitude-wide progress updates on how we are moving the dial in these areas.

- **We make a difference**
- **We are inclusive**
- **We work smart**



Our golden threads

We make a difference • We are inclusive • We work smart



Our key measures

Quality of life outcomes • CQC ratings • Feedback from people we support • Colleague engagement scores
Revenue growth

Our golden threads

Our golden threads capture themes that people we support, their families and colleagues across Certitude have told us really matter to them. We will introduce a range of activities throughout the lifetime of our Forward Plan 2022-25 to respond to this feedback.

We make a difference

- People we support told us it makes a difference to them when they can see they are making progress in their lives.
- Families agreed and said that hearing about even small changes makes a difference.
- Colleagues across Certitude told us how inspired and motivated they get when they see they have made a difference.

We are inclusive

- We want everyone in Certitude to feel valued and able to achieve and contribute to their full potential.
- We want equality, diversity and inclusion to be central to our culture and practice.
- We want people we support and their families to work with us at every level of Certitude to coproduce how we govern, lead, manage, learn, appoint, quality assure, and design and deliver support.

We work smart

- Our teams across Certitude have an appetite for more flexible and efficient ways of working.
- People we support, families and our teams have told us how important it is to have the right people, processes, systems and freedoms to be consistent, creative and effective in the way we work.
- Colleagues across Certitude have told us about the importance of good technology and they want our IT, digital and data programmes to be smarter, quicker and more integrated.



Our priorities

Priority 1

The quality and impact of our support to people and their families

10 year vision

To be the provider of choice for people and their families in the communities where we work. People choose us because our local teams are skilled, creative and well-resourced to support them to achieve long-term, lasting change in the quality of their lives.

Three year plan

Over the next three years, we will work alongside people and their families, as well as looking outwards to examples of best practice, to help us to make further improvement and innovation to the design, delivery and quality of our local support. Our focus is on developing effective locally driven, high-quality support. Our priorities are to:

Develop how we work with people

- Implement a strengths-based, recovery-oriented approach across Certitude, recognising, valuing and utilising the strengths and assets of people, their families, our teams and the local communities where we work.

- Shift to a culture of coproduction embedding approaches that enable people and their families to have more choice and control over their support, influence over how we design, deliver and review services, and involved in leadership and governance decisions.
- Implement our Quality-of-Life (QoL) outcomes framework, so people set their own goals, monitor progress, and we use insights from the impact data to identify and develop the right quality improvement initiatives.
- Support people to take risks they choose, to achieve positive outcomes and to reduce restricted practices that stop people from doing things they want to do.
- Grow and mainstream our creative, community work to help people to connect with others in their community around shared interests.
- Implement a health & wellbeing programme to reduce factors, such as poor support and lack of information, that are contributing to premature dying by people who have modifiable risk factors and long-term health conditions.

- Develop our approach to residential care and supported living to ensure people can live somewhere they call home, with rights, responsibilities and better independent living opportunities and outcomes.
- Review homes and develop solutions where the quality or design of the house does not meet people's needs or expectations.

Develop our local teams and managers

- Rethink the design and structure of our local teams, enabling more flexible, creative, skilled ways of organising support around people rather than services.
- Rethink our management resources to more effectively champion high-quality local performance, service development and growth.
- Extend our support to local teams and areas who need extra help to improve, transform and successfully embed change.
- Develop effective digital approaches, technology, and intelligent use of data to help our teams to work smarter and continuously improve.
- Develop our approach to domiciliary care to ensure quality control and accountability is locally located and locally led.



Five year goals

Coproduction is embedded in the way we design, deliver, lead, evaluate and govern

QoL impact data is driving improvement at individual, local, and organisational levels, helping us to identify and address variation in outcomes and quality



When I visit my son, staff are always cheerful and helpful and you can see the way they interact with everyone. If the staff did not greet me or tried to avoid me I would think something is wrong. I pick these things up immediately"

(Family member)



Priority 2

Our colleagues, culture and organisational development

10 year vision

To be the sector employer of choice in the communities where we work. People want to work for us because they know we invest in their development, and we support and trust them to be their best, high-performing selves. Even though we are a large, complex organisation, we believe that genuine quality and effectiveness is best delivered through a local touch, and this is how we design the ways we work in Certitude.



Three year plan

Over the next three years we want to ensure we have the right environments, culture and design in our support and central teams for colleagues to thrive, be high-performing and inspired by delivering our mission. Our priorities are to:

Develop our people and culture

- Implement our new People, Culture and Organisational Development strategy setting out our priorities and how we will achieve these.

- Promote a learning, strengths-based culture where our values, behaviours and capabilities are embedded, enabling colleagues to feel they belong and can do their best work for people we support and their families.
- Enable a culture where equality, diversity and inclusion is owned and embedded by everyone, helping us to recruit, develop, engage and retain a diverse and inclusive workforce.
- Ensure we have a fair and just culture, where we look at the human factors that can affect colleagues' performance, and we learn when things go wrong.
- Employ a range of approaches to attract, recruit and retain colleagues, developing Certitude's employer brand to be the best known in the communities where we work so candidates aspire to work for us.
- Promote opportunities for more people with 'lived experience' of disability to join Certitude as colleagues and be well supported.
- Actively involve people we support and families in the design and delivery of our recruitment and learning and development activities.

- Ensure we develop highly skilled, capable people and teams, through flexible learning approaches that help people to enhance their skills and progress their careers.
- Expand our health and wellbeing support for colleagues to achieve and maintain good physical and mental health, and work-life balance.

Develop our organisation

- Develop how we engage, listen and respond to colleagues in Certitude, so colleagues at all levels feel empowered and that their voice matters.
- Ensure colleagues feel valued and recognised for their contribution, with our reward approach being fair, flexible and the best it can be in our environment.
- Develop our leaders at every level with strong leadership and management capabilities so they inspire, engage and develop colleagues and teams to achieve consistent high performance.
- Develop flexible, dynamic organisational designs that support agility, collaboration and best use of colleagues' strengths and expertise and giving them clarity on their role.
- Successfully manage and embed change through good programme management and an effective organisational development approach.

Five year goals

Our colleague engagement scores to be tracking against upper quartile performance

A robust approach to listening to colleagues and acting on their feedback

A strong learning and development offer, including qualifications, to support lifelong learning



Priority 3

A strong and growing Certitude

10 year vision

We are the strategic partner of choice for commissioners and organisations seeking solutions to the significant challenges they are facing. We are confident of our long-term sustainability, having invested well in our people, systems and processes and seen good returns on that investment, demonstrating our effective use of resources.

- Strengthen our mobilisation of new contracts and services, including how we align people, culture, processes and systems, and transform or remodel services.
- Develop our strategic relationships in the health and social care system, to become an active and influential partner.
- Build relationships with partners beyond health and social care, who could help us to deliver on our long-term vision.
- Reconfigure existing services where they no longer meet the needs of people or commissioners in their current form.
- Strengthen our organisational voice within social care, providing a platform for people and families to be heard, and use our influence to support issues that matter to people, such as Black Lives Matter, the environment or better funding for social care.

Three year plan

Over the next three years we will continue growing and developing so we can provide great support to more people and families, but also so that we have the financial strength to invest in our people, and the technology and systems which are so crucial to the quality and effectiveness of our support. Our priorities are:

Grow and develop

- Deliver on the ambitions set out in our Growth and Development Plan, including continued growth from tendering, developing our mental health portfolio, and exploring further opportunities for merger.

Digital and technology

- Implement a Digital Transformation strategy, to enable more effective, smarter, and agile ways of working, driving business efficiency and supporting collaboration across teams.
- Remove unnecessary bureaucracy and simplify our processes, automating those where a human-touch isn't needed, so colleagues and teams can focus their time on adding value to the quality of their work.

- Continue to develop insightful and timely business intelligence to inform decision-making across Certitude teams.
- Ensure capable and responsive technology and IT equipment for teams across Certitude, and that our teams are confident of using it.
- Address the digital poverty experienced by many people we support through the development of active external partnerships and funding streams.
- Increase our use of assistive and personalised technology in the way we design support with people and their families.

Financial capability

- Continue sound financial practices so we remain a long-term, trusted, partner for commissioners, partners and as an employer.
- Continue robust financial management, while developing more flexible and agile processes, systems, and controls to allow greater accountability and delegation.
- Identify and deliver efficiencies, ensuring that these do not compromise the safety and quality of our support to people and their families.

Good governance

- Continue to provide effective and strong governance, measured against best practice in the sector.
- Ensure a risk appetite for investment, growth and development that helps us to develop and test new approaches and build Certitude's long-term sustainability.

Sustainability

- Develop our approach to sustainability and achieving positive environmental impacts.
- Work in collaboration with others to reduce our carbon footprint and become more sustainable in the way we operate.
- Invest in strategic initiatives that help us to achieve our 10-year vision.

Five year goals

Growth > £25M

Meeting our reserves target

Evidencing good ROI and benefit realisation on our investments and projects

Our key measures

Strategic objectives	How we measure our performance			Why
<p>Our mission To ensure our activities achieve good quality-of-life outcomes for people and their families</p>	<p>Our QoL data evidence the impact of our support in improving people's quality of life</p>	<p>Our success in achieving good or outstanding CQC ratings</p>	<p>Overall satisfaction with our support from people & their families (Local pulse surveys)</p>	<p>We can better support people and their families to live happier, healthier, and more fulfilled lives...</p>
<p>Our people, culture and capacity To have the right people, capabilities and expertise to deliver our mission</p>	<p>Our HR data evidences that we have the right people, capabilities, and expertise to deliver our mission</p>	<p>We use external benchmarking to evaluate our key HR metrics</p>		<p>....by making Certitude the best place to work so we can attract, develop, and retain the best colleagues...</p>
<p>Our systems, processes and technology To optimise Certitude's internal efficiency and effectiveness</p>	<p>Our performance in demonstrating good ROI and benefit realisation on our projects</p>			<p>....who are supported to be effective in their jobs by efficient systems, processes, and technology...</p>
<p>Our use of resources Long-term sustainability through effective investment, growth, and financial management</p>	<p>Our success in meeting our reserves target</p>	<p>Our success in growing revenue in line with targets in our Growth & Development Plan</p>	<p>Our success in reducing unnecessary costs on agency usage and voids</p>	<p>.... all of this is made possible because we efficiently and effectively leverage our resources</p>

