

Visualise Scotland

Strategic Plan 2024 – 2029





Message from our Chief Executive

Visualise was set up in 1987 by families of pupils attending the Royal Blind School at Canaan Lane. With little to no provision for students after the age of 18, families took the situation into their own hands and Visualise was born.

With an initial focus on supporting young adults with visual impairment and other complex needs, Visualise opened its first housing support service in the Newington area of Edinburgh in 1992. As the 1990s progressed, Visualise set up its first Day Centre at Norton Park in Leith, alongside its Head Office.

The early 21st century found that existing provision was no longer fit for purpose and two housing support services were set up in the Restalrig area, with a third added in Leith in 2007. There was further expansion in 2014, when our day centre in Musselburgh was opened, expanding our services into East Lothian for the first time. This was also the point at which the charity decided to use its considerable expertise to diversify away from visual impairment, with a focus instead on supporting any individual with a disability to live the life they choose.

Visualise has a proud history of being family-led, with a family member operating as Director until 2013 and family members continuing as trustees. We are proud of the strong links we have with the people we support and their loved ones. We feel this is what makes our organisation really stand out – we are mindful that Visualise came from families, for families. This gives us a phenomenal foundation on which to base our organisation.

We have regularly demonstrated quality through our Care inspectorate grades and have built a particular reputation with local authorities for providing excellent care and outcomes for individuals with complex needs.



Pauline Gray
CEO

Developing our Strategy

The quality of life and lived experiences of the people we support drives everything that we do. Their aspirations have underpinned all the choices that we make. We consult moderately with the people we support, families of the people we support, staff and trustees. Through use of staff groups such as our Value and Recognition meetings, staff and service surveys, family surveys and service meetings, we have conducted a large range of research and analysis to aid us in deciding which areas we must focus on.

We will continue to create these opportunities to receive vital feedback that will keep us on track and accountable. Our new 2024 – 2029 strategy looks to build upon our success and expertise and sets a refined vision for the Organisation, supported by our four strategic aims.





Our Values

Diverse

A commitment to the Equality Act 2010, embodying non-discriminatory practice at all levels. Recognising the value and importance of each individual.

Realising Potential

Creating opportunities for everyone who is part of Visualise. Everyone we support or employ should be given the opportunity to develop and use their skills. Creating an atmosphere of collaboration. Developing high-quality personal care plans for everyone we support.

Respect and Dignity

Treating people as we would want to be treated in our behaviour, actions and communications. Emphasising our codes of practice and conduct.

Compassion

A focus on people's welfare - employees and the people we support, checking out situations and being flexible. Enabling a culture of understanding and approachability.

Integrity

Acknowledging mistakes and implementing meaningful change. Trust, honesty and open communication with everyone involved in the organisation.

Community

Developing Visualise as a community and being involved in our community. Encouraging the people we support to be part of their local communities.

Inclusive

Meaningful participation of the people we support and employ in all aspects of Visualise's operations. An organisation that welcomes everyone.

Our Mission

We build authentic relationships, based on values and respect, with a common purpose to enable our people to lead fulfilled lives.

Our Vision

We believe in a community where people are empowered and encouraged to take control of their own lives.

Visualise Scotland

How we aim to evidence our success

Strategic Goals

Strategic Goal 1:

Excellent Service Provision

Visualise is recognised for excellent service provision

Strategic Goal 2:

Financial Sustainability

Visualise is financially sustainable and in a position to grow

Strategic Goal 3:

Our Teams

Visualise is centred on the value, recognition, physical and mental wellbeing of our teams

Strategic Goal 4:

Environmentally Sustainable

Visualise is dedicated to promote environmental friendly practices wherever practical

Strategic Goal 1:

Excellent Service Provision

Visualise is recognised for excellent service provision

1.1

Visualise strive to meet and exceeds the standards and requirements of the Care Inspectorate and SSSC.

Good to Excellent Annual Care Inspectorate reports, utilising the care inspectorate resources such as the Housing support quality framework and the self-evaluation guide as well as day service documents of similar nature. Ensuring that these documents are utilised within our inter auditing systems.

Year 1 – grade 4 -5

Year 3 – grade 5 – 6

Year 5 - maintain grade 6

1.2

Visualise will carry out an annual survey to ensure we meet and exceed the expectations and needs of people we support.

Engaging guardians, advocates, and relatives in achieving excellence, with an aim of becoming one of the best in the sector for support.

Positive stakeholder and family feedback.

Year 1 – Devise an easy read **complaint, suggestions, and compliments form**.

Creating individual registered services rather than an umbrella status, meaning managers and teams are directly responsible and accountable for services meeting the strategic goals and outcomes for the people we support.

- Having a more consistent and meaningful manager's presence in services to ensure that an approachable "open door" policy is recognised.
- Provide in-house and external training to managers on Visualise strategy and expectations, and how this can be achieved across the Organisation. Opportunities for career advancement, skills development, mentorship and training programmes, such as the SVQ qualification and offering work placement for students to advance in their career. Using feedback from all surveys, staff recognition group meetings, team meetings, reviews and 1:1 supervision.
- The service managers will develop a "team day" – this will involve the teams from each service coming together to build on an individual work plan for their service. This will encourage meaningful and challenging work assignments, opportunities for autonomy and creativity, and a sense of purpose aligned with the Organisations missions and values. We will invite the people we support and relatives to give feedback on the plan and how they would like it to look.
- Engaging people we support and families through regular updates via bimonthly newsletter that will, in every issue, have an invitation to meet with CEO and managers of preference.

Year 3 - Use any information shared through the survey, complaints and suggestion form to review and update our practices, logging duty of candour records annually on our website and in our annual report.

- Complete 6 monthly reviews with people we support, relatives and the team to see how the work plan is being met. It shall be altered as required to meet the changing needs of the people we support.

Year 5 – Continue to liaise on a regular basis with people we support and their loved ones.

1.3

Each person we support has an individualised plan. People are empowered to make their own choices and are involved in their community. Quality audit systems and processes will monitor outcomes for individuals, risk assessments and health and safety. Regular reviews held to support individuals.

Quality assurance audits – Ensure that we meet and exceed the Health and Social Care standards.

Reviews held 6 monthly with people we support, family, friends and guardians providing input and feedback as to how we are supporting outcomes for individuals, taking on board any suggestions, compliments or complaints and managing these effectively. Objectives linked to Health and Social Care standards are in place for all staff.

Liaising with local authorities on any cutbacks to be made to individual packages of care.

Review of the current Nourish system, ensure that any system provides easily accessible plans that tie into outcomes, reviews, and ongoing changes in support needs.

Year 1 – Senior service manager and CEO will carry out an audit of services. 6 monthly reviews for the people we support, seeking as much input as possible from individuals and their loved ones/relatives as to their preferences and meeting their outcomes.

- A review of our **quality monitoring policy** will produce a document that will state at each point why we collate the information, what we do with it and how it is used to determine change. Using the EFQM (European foundation for quality management) model as our guide.
- Our contingency plan has been amended to support any cutbacks to care packages.

Year 3 - Managers will monitor each other's services once a year and their own services after a 6-month period, this will enable anything that maybe missed to be identified without too much of an impact on a service. Senior service manager will have an oversight of all services aiming to achieve grade 5 – 6.

Year 5 – Aiming to achieve a grade 6 with the Care inspectorate and clear audits throughout, including finance, health and safety and our own internal audits.

Strategic Goal 2:

Financial Sustainability

Visualise is financially sustainable and in a position to grow

2.1

Visualise is managing funds and budgets effectively.

Monthly reviews of expenditure. Monthly management accounts produced from the previous month to provide insight to ensure that spending does not lead to a deficit and where cutbacks may be required.

Finance Audit outcomes - no audit points. Evidence of funding through engagement with the private sector, trusts, foundations and grant making bodies.

Successful funding applications.

Budgets are in place and being utilised in each house, with staff aware of them and confident in managing them.

Year 1 – An oversight on spending which will be evidenced in the end of year budget, discussed at leadership meetings on a weekly/monthly basis as required.

- Service Manager training provided on the budgets for their services and its importance.
- Income from savings accounts, review of the effectiveness of this and any potential opportunity for future accounts.
- Develop a finance focus group that concentrates on the budget past and present, utilising the skills of our board of trustees and our leadership team.
- Seek input from a financial advisor.
- Implement a **fundraising strategy** to support the work of Visualise.
- Due to sickness being our largest outgoing cost, we shall carry out a review of the policy and implement any changes required after liaising with legal advisors.

Year 3 – Review and amend strategies as required.

Year 5 – Review fundraising budget and targets from previous years. Ensure we have a list of fundraising activities confirmed.

- Enhancement of trust and grants fundraising.

2.2

To set up our new day service, for alternative uses- expanding into the wider community.

Business plan for the day service expansion, looking at advertising and offering to groups providing sensory, IT and life skill support. This will support the growth of the day service by attracting more people to attend.

Year 1 –Devise an information guide to explain what services we offer within the **day centre** to attract potential new business.

Devise a Marketing and business plan to introduce leasing the rooms for sensory and training groups, targeting other third sector Organisations, building relationships and local authorities. Aim to introduce 3 new people that we support to ensure financial sustainability of the service.

Year 3 – Have regular evening use and groups at the weekend, generating additional income. This is to support and cover the outgoings of the service.

Year 5 – Have regular groups in a frequent basis, meet the full capacity of the service in terms of people (currently 15) we support and generate income that is above the annual outgoings, thus future proofing the service. At this stage, we hope to apply for a variation of services to increase the capacity permitted within the service (aiming for 20-25 people to support).

2.3

Small growth in housing support services and potential respite care provision.

Liaising with Local authorities to ensure we are knowledgeable in the needs for our service.

Contact Housing providers to ensure we are knowledgeable and included in any future builds or properties becoming available.

Year 1 – Liaise with harbour homes and other providers to enquire about any plans to introduce social housing.

- Devise a leaflet that shows what services Visualise would provide in housing support and care at home housing.
- Look at purchase options.

Year 3 – Investigate potential respite services dependant on income.

- Create a rolling upgrade programme across the services, with each property being fully refurbished every 5 years and property refreshments every 2 years.

Year 5 – A steady income from any support or respite services.

- Strive towards lower paid staff receiving an hourly rate of £15.00.

2.4

Networking. Attending and hosting recruitment days.

Attending recruitment fairs, job centres, advertising on social media, holding our own annual recruitment fair.

Year 1 – Hold a Visualise recruitment fair and invite all colleagues from the sector. Use this event to plan any advertising for future events, ensuring that it is cost effective and productive in terms of successful employees.

- Attend any free events held by local authorities or third sector colleagues.
- Interviews to be conducted at the day services to promote the people we support being involved in the process and promote retainability in the longer term.

Year 3 – Partnering with colleges and universities to present Visualise and health and social care sector to potential employees.

Year 5 – Working with partnerships through hosting two-day recruitment fairs (measurable by the turnout and recognised vendors), joined training programmes and possible fundraising events.

- Visualise being a well-known care provider within the sector and beyond.

2.5

Visualise has an effective Epidemic / Pandemic financial recovery plan.

Policy and procedure in place that state staff and board expectations, liaising with health and social care contact teams and updates sent to wider teams, ensuring all expectations are followed, and awareness of any sustainability grants.

Year 1 – Annual updates of infection control for all staff. Supply of masks and PPE, policy covers staff wearing masks and full PPE when there is one or more staff or people we support with a cough or cold to avoid spread as much as possible. Policy meets all expectations of the care inspectorate, WHO and local authorities. Updates made to policy as per advice from the listed organisations as and when they are made. Advise teams of all vaccine updates, where and when these are available.

Year 3 – as per year one

Year 5 – as per year one

Strategic Goal 3:

Our Teams

Visualise is centred on the value, recognition, physical and mental wellbeing of our teams

3.1

Visualise has a high quality, skilled and dedicated staff team.

Training provided to high quality standards. Where required, training will be provided to support specific needs of the people we support. SVQ training provided to meet SSSC registration requirements. Staff benefits and wellbeing packages are in place.

Year 1 – Annual review of all training, staff benefits and packages to ensure that all staff are highly skilled to meet the needs of the people we support.

- Utilising TURUS – NHS training, to provide courses that we have found difficult to source, to fully meet the needs of the people we support.
- Providing our managers with the skills they need to become role models for a culture of excellence within the organisation, by providing ongoing training, both internally and externally.
- To ensure Visualise managers are provided with the skills required that show empathy and understanding of all their team members, to enable them to signpost the individual to the appropriate agency should this be required, providing ongoing training and support to enable this.
- Advising teams of any updates regarding any changes within the organisation, NHS, SSSC and Health and Social Care through emails, team meetings and 1:1's.
- Supporting the wellness of our employees through compensation such as bonuses and incentives. Benefits such as health insurance, retirement plans, paid time off, counselling services & 24-hour GP contact.

Year 3 – Review initiatives that may be possible to introduce in relation to staff wellbeing and development. For example, potentially becoming an SVQ assessor, continuing to provide mental health initiatives that may be beneficial and to implement these through focus groups.

Develop innovative ways of recognising the work our colleagues achieve which go above and beyond the hourly rates of pay. For example, Visualise to nominate staff members for the Great British Care awards.

Look at external funding for showing real stories on our website that show a day in the life of a person we support and a day in the life of a support worker.

Visualise are looking at ways to develop a 'total reward' approach that looks at factors beyond pay such as working environment and more flexible working.

Introduce 360-degree appraisals across the organisation.

By utilising our **leadership competency framework**, we will evaluate the progress made by individuals in developing these competencies. Visualise will use the methods mentioned in our framework.

Year 5 – Explore overseas recruitment and sponsorship of skilled workers. Review government guidelines to confirm any changes made in terms of supporting the management and the cost of this.

- Look at external funding for showing real stories on our website on a day in the life of a person we support and a day in the life of a support worker.

3.2

Visualise has meaningful inclusion and involvement of people we support, families and staff in decision making and change. Engaging guardians, advocates and relatives in achieving excellence, with an aim of becoming one of the best in the sector for support and employment.

Family, people we support and staff surveys – all parties provide feedback they are engaged in and report higher levels of well being. Evidence used to create individual service development plans, ensuring that the people we support and their relatives are involved as much as possible.

Year 1 – Annual survey for the people we support, and families completed in June of each year.

- Individual service questionnaires for the teams to evaluate and monitor what works well and what needs to change. The information will be used to complete a service development plan, created by the service manager and everyone within the team, people we support, and families, which all will contribute to. Staff feel valued, listened to and motivated.
- Staff retention improves and sickness reduces in each service.

Year 3 – Marketing material that will include real world examples that produce compelling reasons as to why people should support our work.

- Create different campaigns that highlight the difficulties that people we support and our colleagues face in their day to day lives.
- Investigate external providers, such as Investors in people who will carry out external audits on our services and advise on where we are within our overall goal.

Year 5 – Interactive newsletter on our website. Through grants, trusts and foundations we will ensure that Visualise is well placed as an expert provider aiming to enhance current service provision and fund core provisions where appropriate and possible.

3.3

Staff feel valued and supported.

Regular team meetings, an open door policy to support any concerns. Supervisions and appraisals are monitored as part of the quality audits every 6 months. Managers present in services, newsletter compliments corner, staff annual surveys and our value and recognition group. Cake - managers attend workshops to feedback to the services or provide ongoing support and training.

Year 1 – An annual wellbeing survey, produced by the value and recognition group.

- To encourage strong relationships with colleagues and supervisors and provide opportunities for teamwork and collaboration, moving CAKE to the next level, gauging this through team involvement. Introduction of Mental health first aid training to all team members.
- Team development day. Engaging all the team in the development of services, utilising their suggestions as to what is required and how to meet this, by developing an action plan for each service. Aiming to hold this twice a year.

Year 3 – Establish a focus group that devises and introduces a wellbeing package as part of our supervision and appraisal process that enables us to support our colleagues at an early stage of any issues they may be having, sign posting accordingly.

Year 5 – Providing workshops for staff that concentrate on development, based on feedback from our staff teams.

3.4

Annual review of communication.

Evidence of decisions originating from the Value and Recognition meetings and staff groups.

Year 1 – All aspects of communication will be reviewed annually. Following up with feedback to teams at meetings and adding to the newsletter. We will also remain agile to review and restructure where necessary our communication plan on how we can work more effectively as our organisation goes through expansion or change in circumstances.

- Website content management will be monitored, ensuring information is up to date and we are evidencing our services and opportunities to support in these services. Reviewing after a year will allow us to remove certain parts that may be outdated. Ensure that social media and our website have its own budget to allow its growth and development.
- Ensure we follow our **social media strategy**, displaying up to date and relevant content to donors and possible referrals. Maximising our position on Facebook, Twitter and LinkedIn.

Year 3 - A review as detailed above in year one.

- By 2027, we will have enhanced our social media presence for this sector; our audiences should be growing, enabling us to amplify our presence to a wider public audience.
- Possible introduction to monitoring ratings and interaction such as email open-rate and click through-rate.

Year 5 – As detailed in year one.

- Increase engagement of followers and fundraising supporters.
- Consider information hub with information and documents available to the public, regarding our communication strategy.

3.5

Retain and promote staff, reduced staff turnover, reduced staff sickness.

Through exit interviews, supervisions and other 1:1/informal processes, Visualise aim to become aware of any culture issues i.e low morale, and managing this throughout the organisation and individual services.

Year 1 – Creating staff surveys where we ask staff who and what needs to be celebrated or improved on, this allows staff to be honest and delivers a call for action. Quarterly staff newsletters with a 'compliments corner' page that provides anonymous positive comments to staff members and colleagues.

- Review advertising channels for all staff and expand through our social media platforms to recruit and to collate data which will support us to identify our strongest method of recruitment.
- Internal recruitment of leadership posts and supporting individuals who want to learn more about the roles within Visualise, supporting our strategic vision and expectations to ensure that they are clear and communicated well.
- We shall ensure that our team members feel supported, valued and respected, promoting an atmosphere of openness, trust and good relationships; work and achievements are acknowledged; levels of pay are sufficient to recruit and retain good staff; people have a voice and are treated fairly.
- Including the outcomes for the people we support into supervisions, ensuring that responsibility is shared; people are self-aware and that there is a culture of reflection, learning and development.

Year 3 – Continue to collect and establish a **framework of analysing the data collated** and act on turnover related data in real time and compare it to historical trends which will continue to help us in developing and retaining our staff.

Year 5 – Visualise will develop and implement programmes that provide development opportunities in both leadership and practitioner skills, with clear pathways set out that allow for the achievement of ambitions, areas of specialism and succession planning. Example would be a support worker who expresses strong interest in a team leader role, will be supported to learn the additional responsibilities of the role by providing them with training, mentoring and monitoring.

3.6

Continue to maintain pay grades above the minimum and standard living wage.

Liaising with local authorities, CCPS.

Having a good oversight of the Organisations spending.

Year 1 – Accredited by the Living Wage Foundation and continue to commit to the three key principles for pay: fairness, responsible financial management and market competitiveness in line with the wider charity sector. Introducing long service award to all staff through additional annual leave.

Year 3 - Conduct annual pay reviews. Remain committed to achieving the right balance between recognising pay concerns and ensuring our salary levels help attract the talent needed to run an effective and efficient organisation.

- Sign the pledge to 'Show the Salary'.

Year 5 – Reviewing and ensuring Visualise's pay awards are underpinned with an effective and competitive rewards package with limited outlay for employer and employees, example: retention bonus.

3.7

Recognition awards.

Visualise aim to achieve external awards through utilising companies such as Investors in People and the Charity awards.

Year 1 – Utilising EFQM Excellence model to create a strategy that supports us to develop a winning formula to achieve competitive advantage and improved performance, working towards requirements expected by awarding bodies.

Year 3 – To register as a nominee with an external awards organisation. To nominate staff members for the great British care awards.

Year 5 – To achieve gold to platinum award from Investors in People.

Strategic Goal 4:

Environmentally Sustainable

Visualise is dedicated to promote environmental friendly practices wherever practical

4.1

Visualise is dedicated to promote environmental friendly practices wherever practicable.

Year 1- Switching off equipment when not in use, promoting paperless practices and encouraging green commuting. Another popular energy saving idea in the workplace is coordinating WFH days – reducing the need for heating, cooling and lighting in the office on these set days.

- EF cleaning products- bleach.
- Training material- reusable packs and laminated (Minimising the volume of waste generated and maximise reuse, reduction of waste and recycling).
- Use of video call meetings rather than in person where practical.
- Digitisation of our records and files.
- Reduce and simplify forms and paper audit trail, recycle paper waste and cardboard, however, it is important to maintain confidentiality with all waste.
- Each service will develop a cleaning schedule.

Year 3 - The Waste Electrical and Electronic Equipment Regulations 2013- IT products recycled.

- Measuring and recoding key environmental indicators as part of our Quality Assurance Processes (See ORG 04 Quality Assurance Policy). Continually reassessing changing technology, business requirements and best environmental practices.

Year 5 - Ensure all appliances are energy efficient by year 2029, switching off appliances and lights when not in use, recycling all products within office spaces and houses, only filling up kettle to the amount needed. This will be through posters, online updates, website, training, team meetings and 1:1 meetings.

- Promoting cycle to work scheme, not only benefits to the environment but mental health also.

Cross Cutting Theme:

Visualise is committed to equality, diversity and non-discriminatory practice.

At Visualise Scotland, equality, diversity and inclusion are not a box ticking exercise. Our organisation believes that every individual has the right to be treated with respect and dignity. We thrive to create an inclusive culture that in turn, allows every person, regardless of gender, nationality, disability, or ethnicity, is given an opportunity to reach their potential.

<https://visualise.org.uk/wp-content/uploads/2024/12/10.-Green-poster-general.pdf>

