**Promoting Independence; Removing Barriers**

**Strategic Plan and Growth Strategy**

**2019-2022**

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1. **Introduction**

Our last Strategic & Growth Plan ran from 2015-18 focussing on developing our voice and influence within Devolution and health and social care, developing new services to reduce isolation and develop independence of disabled people and supporting disabled people to gain employment - whilst challenging us to develop our financial stability . Overall we have succeeded in many of the objectives we set ourselves and some will remain as significant going forward into the next three years.

We have worked hard to ensure we have maintained our strategic position of voice and influence locally & regionally and we have developed new relationships particularly with the local health and social care partners and positioned ourselves in a position of strength for future opportunities.

The speed of reduction in size and reach of the organisation has now slowed. We have continued to invest the organisations reserves in a targeted manner to develop and to maintain the business. Our investment in Fundraising is paying off we have shifted our reliance on Local Government contracts and now have mixed funding base of 30% from Local Government , just under 30 % Trust and Foundations, 20 % for our Policy services and 20% other funding eg DWP and unrestricted donations.

In our services - we have developed a new clear ‘Breakthrough journey’ to reduce isolation, develop personal aspirations, build independent living skills and move into employment. Resulting in improved independence and wellbeing of disabled people.

We have now evaluated and refreshed our Strategic Objectives . We have done this via a detailed process of staff, client and Board co-design from September to November 2018. The process culminated in a full day Strategy event at the end of November involving Board members, clients and staff. Prior to this a dedicated Staff Development session and information from the annual staff survey, client survey and one to one coffee and catch up sessions between staff and the CEO have all informed the Strategic and Business objectives.

1. **Breakthrough UK Mission and Aims**

Our **Mission Statement** is: To promote the **rights, responsibilities, and respect** of disabled people.

**Aims**

We have translated our Mission into a number of Strategic Aims, all of which are intended to support disabled people to play a full, economically active role in society.

**Aim 1:** To enable and empower disabled people to be independent, to seek employment, and develop their careers.

**Aim 2:** To be recognised as leading at local, national, and international levels at identifying and addressing barriers to disabled people’s participation in society.

**Aim 3:** To provide increased choice and control for disabled people by designing products and services that best meet disabled people’s requirements and preferences.

**Aim 4:** To promote the concept of Independent Living of disabled people in a diverse cultural context.

**Aim 5:** To ensure the organisation demonstrates excellent practice through good governance, strong leadership, employer excellence and continuous improvement.

**Aim 6:** To have financial stability and health growth.

**3. To achieve our aims we have developed new   
Strategic Objectives for 2019-22**

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| **Influencing** government, local, regional and national agencies to address barriers to disabled people's participation   * Be a leader in the field of disability issues and a ‘go to’ organisation for opinion for public and VCSE sector & other disabled peoples organisations * Collaborate to create change and influence * Be focussed in our influencing * Develop a key voice campaign | **Enabling** disabled people to pursue and develop their skills, aspirations and careers   * Develop ‘in work’ coaching service * Increase our training offer to disabled people and their families * Work collaboratively and develop partnerships to develop and deliver services * Ensure co-designed, ‘peer led’ and person-centred employment support |
| **Providing services** to enable disabled people to have greater choice, control & independence and connect into their communities in a positive way   * Develop an advice and information service * Extend our Community Connector and Pathways offer * Develop a coaching offer * Develop our volunteer base | **Working** towards being financially stable with healthy growth grounded in our ethos and principles   * Develop a 2022 ‘enterprise’ * Scope a major fundraising plan for Enterprise 2022 * Improve our internal systems * Invest more in our staff * Develop a managerial succession plan |

**4.Key Business Objectives 2019-22**

**a. Influencing Objectives**

* 1. Maintain and develop our Influencing Voice
  2. Maintain and develop our position as a Regional leader within Disabled Peoples User Led Network
  3. Identify three topics of influence each year and develop a solid communications and messaging strategy to influence local and national policy . 2019 to include:   
     a) GM Mayoral Panel & devolution issues,

b) Brexit and its implications for disabled people and   
c) The impact of Universal Credit

* 1. Developing our partnerships to contribute to an improved influencing evidence base
  2. Be a leader in the development of a GM Equalities Commission
  3. Be a key partner in the development of a GM Mayoral Disability Panel to drive forward the manifesto for Independent Living
  4. Influence the development & implementation of Manchester LD Strategy.
  5. Be a key partner for Manchester Local Care organisation and establish similar relationship with two other Local Health & Care ‘organisations’ / approaches as described in local;ity palns in GM.
  6. Be a leader in the Governance and delivery of the Our Manchester Disability Plan
  7. Influence the Equality and Human Rights Commissions work to reduce disability inequality and promote rights of disabled people.

1. **Governance, Management and Organisational Health Objectives** 
   1. Complete a Governance Review & develop Board Membership
   2. Identify and design key Governance roles for Board Members
   3. Conduct a detailed review of internal processes and controls and implement relevant changes (2019)
   4. Evaluate core roles and responsibilities to ensure fit for purpose
   5. Develop a Senior Management succession plan
   6. Evaluate return on investment for Fundraising
   7. Revise and refresh our Fundraising Strategy
   8. Develop a Marketing and Communications Strategy
   9. Review Fundraising and marketing roles to ensure fit for purpose to deliver FR & Communications and Marketing strategies .
   10. Identify and scope the purpose of our ‘2022 Enterprise’
   11. Scope the fundraising/ funding / partnership plan to support the realisation of our 2022 Enterprise
   12. Develop a finance function that will improve business continuity
   13. Seek resources to support organisation and staff development
   14. Actively seek and develop collaborative approaches and collaborative mechanisms for business development and service delivery
   15. Obtain PQASSO level 2 (2019)
   16. Achieve sickness absence of less than 3.2 days pa per employee
   17. Review operational model and develop an action plan regarding future premises.
2. **Operational and Service objectives (Enable & Provide)**
   1. Actively seek and develop collaborative approaches and collaborative mechanisms for business development and service delivery
   2. Secure MCC independent living & employment service contract for a further 24 months
   3. Secure funding to expand Community Connector model into GM
   4. Secure a new employment contract in Greater Manchester
   5. Co-design approach and secure funding for Youth Choices
   6. Secure funds to maintain and extend Pathways across Greater Manchester
   7. Develop a Social Enterprise 2022 model to provide employment and training opportunities to disabled people
   8. Co-design and scope an advice/ information/ coaching service
   9. Secure other funds to support engagement of disabled people in Voice/ Influencing work
   10. Develop engagement with local disabled people in the development of our services
   11. Develop a Volunteer Strategy to increase our volunteer base – to sustain community connections, support fundraising and to connect disabled people into volunteering opportunities inside and out of Breakthrough UK
   12. Strengthen and expand our Peer Support offer
   13. Review our Social Model training offer and approach .
   14. Scope, test and evaluate a Social Model training offer to disabled people and their families.
   15. Sustain TFGM Contract and seek to develop other public transport stakeholder initiatives
   16. Supporting the development of a local care co-operative in Manchester
   17. Grow Managed Accounts/Personal Budget Support business.
3. **Delivery & Monitoring**
   1. **The Business Plan**

Each key business objective listed above will be reflected in our ‘Business Plan 2016-18’.  
Within the Business Plan for each business objective we will identify a responsible staff member and time frame.  
Each business objective will have key performance indicator/s (KPIs) or outcome measures.  
In addition the Business Plan will contain contractual targets and KPIs.  
The Business Plan will also reflect objectives and targets from Breakthrough’s Fundraising Strategy and Engagement and Influencing Strategy.

* 1. **Monitoring**

Performance reports against the high level strategic objectives will be presented to Board on a quarterly basis.  
Performance Reports against all business objectives will be presented to Corporate Management Team on a quarterly basis.  
Critical contractual and business objectives will be reported to CMT on a monthly basis.

* 1. **Board, Staff & Client Review**

Once agreed at Board – staff will receive the full Business Plan and they will agree at their annual supervision with their line manager individual objectives and targets that they will lead, or work with colleagues to deliver.

Progress will be supported and monitored at regular supervision  
meetings, this information will be used by managers to provide the monitoring reports to CMT and Board – the ‘Golden Thread’.

1. **Review**

This Strategic Plan and Growth Strategy will be reviewed by the Board at their 3rd quarterly meeting of 2019.  
Staff and Breakthrough Clients will be involved in the review via a dedicated annual staff development session and regular client feedback workshops and surveys throughout the three year period.

**7. Back ground Documents   
  
7.1 Our Environment   
a) PESTLE Analysis November 2018**

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| **Political**  Work & Health Programme – reduced budget Continued welfare reforms, despite evidence of very severe impact. Rollout of Universal Credit, ditto Public sector austerity measures Continued impact of closure of Independent Living Fund and re-institutionalisation. Government Disability Policy – states publicly it promotes the Social Model. Lack of coherent disability strategy. Fulfilling Potential? – all quiet Hostility to UNCRPD Committee.  Use of bio-psycho-social model Gov commitment to get £1 million more DP in/stay in work by 2027 Access To Work reforms Lack of representation of DP in politics. Short term reopening of Access to Elected Office Fund.  Devolution – rising role of GMCA and GM Health &Social Care Partnership and commissioning at GM level Huge budget pressures in Health & Social Care - reducing demand key aim | **Economic**  -Impact of austerity measures -Worklessness (50.7% of DP in employment, compared with 81.1% of Non-DP) staying at approx. 30% gap -DP face estimated extra costs of £550 a month -Disproportionate impact of cuts on DP -DP increasingly institutionalised on cost grounds -Charging for social care /support -Orgs: Only some funders get Social Model -Orgs: Barriers to market entry -Orgs: Contracting at regional not local level -Orgs: Competitive contracting – risk of mission drift -Ethical fundraising -Funders value lived experience , co-production and impact/ outcomes | **Social**  -Barriers facing DP in employment, services, society.  -Social exclusion, isolation and loneliness -Discrimination, inequality & increasing stigmatisation of DP -Attitudinal barriers -Transition of Young DP from Education to Independence still poor -“Grave and Systematic” violations of disabled people’s rights in UK -Rollback on UK’s progress on Independent Living (UNCPRD committee) -Lack of accessible housing -Disability Hate Crime – increased reporting but not all areas of abuse covered -Right to live issues still being debated -Marginalisation of some impairment groups e.g. sensory, people with dementia -Chemical and physical restraint still prevalent ‘treatment’ / care/ maintenance response -High incidence of domestic abuse affecting DP |
| **Technological**  Telecare & Telehealth  Assistive technology  Digital platforms to access services (e.g. on-line applications for benefits and jobs)  Increase in use of Social Media  E-learning opportunities (but less face to face)  Digital exclusion still big issue for many DP (at least 20% our clients report higher)  On line checking and applications for many Grant Giving Trusts & Foundations  Remote working | **Legislative**  Care Act – employment still largely ignored by providers  Lobbying Act  Brexit!  GDPR  Social Care Green Paper  Equality Act 2010 - weak  Improving Lives: The Future of Work, Health and Disability  Significant barriers ‘Entry level ‘ roles and Apprenticeships for disabled people | **Environmental** -GM Devolution -Our Manchester Disability Plan -Mcr Local Care Organisation – city, locality and neighbourhood delivery model -More competition for fewer contracts -Growth in role of private and voluntary sectors in delivery of public services - Social Value concept -Growth in collaboration to win contracts -Significant barriers to transport and travel training for our clients -Lack of opportunities for job trials and work placements for our clients |

**7.1 b) BUK General SWOT Analysis**

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| **Strengths**   * Still here and 20 years strong! * Committed Trustees * Organised and solid compliant Governance * Committed and highly experienced Executive Team & Policy lead * Reputation * Trusted - relationships with clients & organisations * Person centred approach * Our values * Our creativity * Our Resilience * Our flexibility * CRM * In house Fundraising (FR) & marketing | **Weaknesses**   * Changing and inconsistent staffing & operational management * Lack of capacity – staff absence , cover difficult no flex in capacity * Lack of succession plan * Mixture of quality of approach and techniques in service delivery * Internal systems not as strong as they could be (Office management resource issue) * Small resource in Marketing and Communications * Co-production not as strong as it should be * Lack of unrestricted funds * No major donors * No corporate partners * Very small premises |
| **Opportunities**   * Build local service alliances & delivery * Build on the clear pathway/ journey of offer - new services * To develop our Volunteer base * Manchester Local Care Organisation – new/ different commissioning * GM new/ different commissioning * Identify a major fundraising priority/ target * Invest to explore in other fundraising – legacies/ CSR / individual giving/ campaigns | **Threats**   * Staff turnover & impact * GM and Manchester new/ different commissioning * Mcr Contract now only working with People with Learning Disabilities * Increase demand as services look to community for solutions ‘more for same’ * Lack of solid , organised and quality staff training and development programme (resource issue) * Short term nature of funding/ finance * Lack of unrestricted funds to support and grow core * No succession plan for Executive * Small number of volunteers * Inexperienced FR |

**7.1 c) Policy Voice SWOT Analysis**

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| **Strengths**   * 21 years of established and highly regarded policy and disability issues 'voice' -locally, regionally and nationally * Breakthrough’s exemplar model – we share our learning as successful employers of disabled people and as deliverers of accessible, inclusive and co-designed projects * Demonstrable changes to local and national approach as a result of our involvement and influence * Developing network of peer groups – channel for informing voice work and building capacity of members * Building engagement on Social Media and online | **Weaknesses**   * Small budget and limited funding for policy work – especially for engagement and research * Agenda for contracted policy / engagement work can be set by other’s priorities * Lack of capacity – policy staff often redirected into other work * Lack of membership to galvanise when we are seeking involvement – always a struggle to find disabled people * Tendency to be reactive rather than proactive in setting agenda – often resource issue * Co-production not always resourced by external funders for development of new Breakthrough projects “Nothing about me without me” |
| **Opportunities**   * Increasing requests for our input over past 2 years * Strong and building local alliances – well positioned to influence agendas and approaches * GM Devolution – chance to do things differently here * Emergence of national campaigning focus on right to independent living and of broader human and civil rights violations * To build new, and maintain existing, contacts with local disabled people * To further build reputation on a national scale. * To develop local disabled people’s confidence and skills to take up issues themselves | **Threats**   * Government that is unwilling to listen or acknowledge grave impact of their policies - and falsely attributes some policy decisions to coproduction with DPOs * Some welfare cuts campaigns can undermine disabled people’s movement’s arguments about right to work – focus on individual entitlement/issues rather than systemic barriers * Our influencing, critical friend approach can be seen as too ‘tame’ or ‘old school’ by those who believe a more direct, aggressive campaigning style is more appropriate in these times. * Being perceived by some as establishment or a charity rather than a grassroots DPO |

**7.1 c) BUK Service SWOT Analysis**

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| **Strengths**   * Peer support * Building trustworthy relationships with clients / organisations * Person centred approach * In work support * Delivering sessions that serve a purpose for the participants * Empowerment * Changing people’s perceptions ‘giving disabled people a voice’ * Transparent, honest, lead by example (user led) * Can do attitude, will always signpost (never fob-off) * Don’t cherry pick * Recruit the right staff * Flexible with communication * Team working * Creative solutions * Values * Social model training | **Weaknesses**   * Changing and inconsistent staffing & operational management * Lack of capacity – staff absence , cover difficult no flex in capacity * Mixture of quality of approach and techniques in service delivery * Internal systems not as strong as they could be * Inconsistent reporting on CRM * Lack of good evidence – to reinforce applications (improving with CRM) * Co-production not as strong as it should be * Personal Budget Solutions - extremely small customer base * Not proactive on our Training & Consultancy offer |
| **Opportunities**   * Build local service alliances * Build on the clear pathway/ journey of offer * To develop new service offers for issues we have evidence for :– IT skills/ travel training / advice service / independent living skills * Manchester Local Care Organisation – new/ different commissioning * Develop Peer support offer -actual and virtual * GM new/ different commissioning * Our Manchester Disability Plan | **Threats**   * Staff turnover * MLCO new/ different commissioning * Lack of solid , organised and quality staff training and development programme (resource issue) * GM new/ different commissioning * Key worker – lack of recognised qualification * Short term nature of funding/ finance * Weak internal process/ continuity systems |