



St Monica Trust

Strategic Plan

SUMMARY 2018



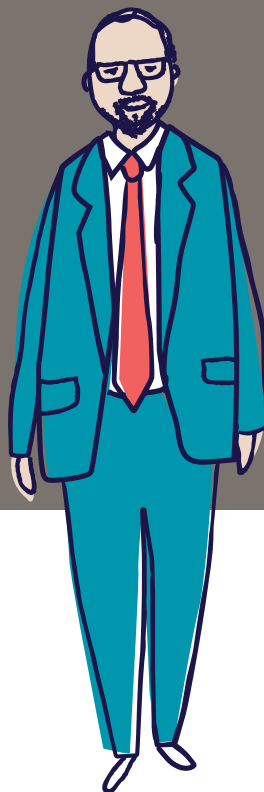
Our Values

Our values are at the heart of the St Monica Trust and help us shape our everyday actions and behaviours. Our six core values are lived and owned by everyone who lives, works and has a relationship with the St Monica Trust.

We are people people
We are caring
We are responsive
We are honest
We are inspirational
We are dedicated
We are St Monica Trust



Our aims and hopes for 2018



It's been a great year here at the Trust, don't you agree? There have been challenges to overcome and successes to celebrate. Thank you for being part of it.

So as 2017 draws to a close we have many things to be proud of achieving: our new values, a new way of allocating property in our villages, a CQC Outstanding score in John Wills House and the first intergenerational Mayfest festival at Sandford Station.

So as we approach the festive season our thoughts turn to next year.

2018 will be another big year for everyone. We have ambitious aims, strategies, developments and improvements planned to make the St Monica Trust a better place for our residents, our customers and, of course, you. I'd like to take this opportunity to share these aims with you now.

Regards,

David Williams
Chief Executive



For our customers...

1. A good relationship is everything. So our aim for next year is to not only attract new residents, but to strengthen our relationship with those we already have.

- We'll improve the way our brand is presented – then make sure we live up to its promises.
- We'll ensure that any new people to the St Monica Trust family feel welcomed, informed and feel at home in our villages.

2. We like to think we're open and honest with our residents and customers, and work hard to earn their trust and loyalty by seeing things from their point of view.

- We will make sure that we understand and monitor our services to offer nothing less than a CQC rating of good for all our customers.
- What matters to you. It's a simple statement, yet it forms the cornerstone of our commitment to service quality. If it's important to you then it's vitally important to us. We'll continue to provide a range of specialist care offerings to meet people's needs and expectations in our villages.



3. The Trust is as much our residents' and customers' as it is ours. So we'll offer them a real voice in both the service they receive and the future development of the Trust.

- The move from central managing to local decision-making across the Trust will continue in 2018. This way more decisions are made nearest to our customers, where it counts.
- Village Councils will be formed. By getting our residents involved every local decision will be better informed.

4. There's nothing quite like the feeling of community. Next year we will be actively involved in the building and maintenance of supportive and enriching communities.

- We'll continue our five-year programme to update and revamp the accommodation and surroundings in all our villages, so they're never 'tired' and work for the people who live there.
- We'll be looking at new ways of integrating our villages into local communities. It means a better, more rewarding place for our residents to live.



For our colleagues...

1. You work for the Trust so we believe you should have your voice heard. Having a real say in things results in better decisions and better relationships. And, if we're being honest, we'd like to win 'Best Employer' again in 2018!

- Opinions don't count for much if nothing is done as a result. Using the existing Explore programme and other ways of working together, we'll gather, share and implement ideas to enhance working life at the Trust.

2. A happy employee means the world to us. Our plan is to make your job more satisfying and rewarding.

- 2018 will see the launch of a Learning & Research Academy, including a School of Food, bringing you relevant and up-to-the-minute training for the development of best practice throughout the South West.
- We will agree ways in which we can support everyone's health and well-being – focusing particularly on how stress affects people.



3. We love it when someone who shares our values joins our team. Next year we'll look to get even more of the right people on board.

- We have put together a 'People Strategy' which spells out what makes the St Monica Trust a great place to work. We have a lot to say and we will be sharing the details of this with you throughout next year.
- Competence and confidence are vital for our local managers to lead successfully. Our leadership skills training will continue to maintain our high standards.

4. Once we find the right employee we work hard to make sure they're happy. We will build on the belief that no one is more important than anyone else. That every contribution is rewarded, every view respected, every opinion valid.

- We will make sure that we use the new supervision and appraisal process to have open and honest discussions with individuals about their roles, development and well-being.



For our business...

1. If we want to deliver solid care and support, we need a solid financial foundation. 2018 will see us delivering sustainable financial planning.

- A robust and supportive central governance structure will be created to work with our new localised management.
- We'll keep paying our workforce competitive salaries above the National Living Wage.

2. The world is turning to technology more and more. Next year we'll have the IT systems we need to work smarter and more efficiently.

- We'll use new technology software to improve how we work with potential customers, and handle Community Fund applications.
- We'll use technology to enrich the lives of our residents.
- The electronic rostering for all our delivery teams will be completed.
- We'll improve our IT systems to improve



our efficiency and better monitor our progress.

- We'll develop a process to track how we're getting on throughout the year.

3. Our brand and infrastructure will continue to get better and better.

- As our general brand identity develops, we will make everything look and feel like the Trust.
- A successful brand must be flexible enough to adapt. So our new brand will be updated to promote new ways of working, such as the development of the Community Fund.

- We'll make sure that we're up to speed and comply with the many strict data laws coming into effect. This will ensure we protect the personal information you give us when carrying out our work.
- We are always looking to improve what we deliver and to achieve value for the money we spend. A set sum of £200k will be the target for the Trust's annual savings, and this will be invested back into other things we do.
- To support our local management and our long-term aims we will use the best purchasing system to help us improve the value we achieve from the money we spend.



For our growth...

1. We'll begin our five-year vision of growing the Trust.

- We'll start with a strategy based on what we want to achieve, the changing market and our drive to be at the forefront of innovation. This will ensure the St Monica Trust is developing in ways that move with the times and reflect what each generation wants as they age.
- We'll ask for opinion and feedback from residents and colleagues about the DEFRA development at Westbury Fields, to make sure we create a building that meets people's requirements.

- Naturally, the wonderful Chocolate Quarter is also on our radar. We'll keep a close eye on the progress of this new location.
- In our sector, resting on your laurels can spell disaster. We'll develop a plan to continuously update and improve all our services.

2. We want the Trust to be a shining example of how everyone should care for older people.

- We're going to host a conference for a cross-sector audience, raising awareness of aspirational ageing. We want to play



a significant part in improving the way people think of older age wherever they live as well as here in the South West.

- We'll use our research to help lead the way in the innovation and delivery of all kinds of support; from housing to health and social care. This will help us bring the best, most up-to-date experience of living at the St Monica Trust.

3. Helping disadvantaged older people living in and around Bristol has always been close to our hearts. We plan to do even more in 2018 by developing a five-year strategy.

- We'll deepen our working relationship with the Bristol Older People's Grant Giving Alliance. This will help us reach more people and make more of a difference in the community when we are giving grants.
- We'll become more involved with older people in the community by using the Asset Based Community Development technique. This means working with people who live in the community to identify what is wanted and making the best use of the resources that already exist.

As you can see, 2018 will be an important year for us. Thank you for your support.



St Monica Trust

www.stmonicastrust.org.uk

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