

# STRATEGIC PLAN 2023 - 2026

Supporting people with  
learning disabilities to:  
**stay healthy, be safe,  
and live well.**

# INTRODUCTION

This plan focuses on the future, where we want to be and how we will get there. It sets out the direction for LDN London and guides towards our objectives and the achievement of our ambitions.

In formulating our plans for the future, we have consulted with a wide range of people about what we should be doing to develop our services.

We have set objectives within each area of our activities as part of our strategic planning process. These objectives are continually monitored, reviewed, and re-evaluated through our management and governance structures.

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LDN London - Passionate about people

# Our Three Year Plan

Supporting people with learning disabilities to stay healthy, be safe, and live well.


This plan focusses on the future, where we want to be and how we will get there. It sets out our direction, and guides us towards the achievement of our ambitions.

# Our Purpose


We work to ensure that people with learning disabilities are safe and healthy and live good lives; that they are valued as equal citizens, can make full use of their community and are able to make decisions about their lives at every opportunity, no matter the level of their disability.

# Our Values


Our values run through everything we do and help us to fulfil our purpose. Our services are delivered on the principles that the people we support:




Are **Included** as a valued part of the community



Can make **Choices and Decisions** about their lives



Are treated with **Dignity and Respect** as valued individuals



Can **Achieve** their dreams and aspirations


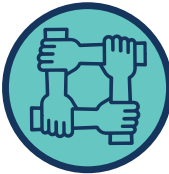




# OUR AMBITIONS



# STRATEGIC PILLARS

To achieve our ambitions, we have devised 6 strategic pillars which will guide us towards our aspiration to be the best learning disability organisation in London.

Each pillar represents the themes that people we support, their families, our staff, and our partners have told us are important to them.

Strong, Effective, Resilient	Community Engagement-Ending Isolation	Values in Practice	LDN People	Health Literate, Health Confident, Health Aware	Good Homes, Good Lives
					
1	2	3	4	5	6
To strengthen strategic partnerships, with effective and resilient services, systems and structures.	To raise funds for our Community Engagement Hubs and deliver on our charitable aims.	To provide quality assurance and continuous improvement processes to ensure we practice our values in everything we do.	To roll out innovative recruitment, retention, and recognition initiatives and implement a learning and development reset.	To provide an integrated Health and Social Care model of support across our accommodation services.	To provide good-quality housing that delivers 'good homes, good lives'.

# Our Purpose

Our fundamental purpose is to support people with learning disabilities to *stay healthy, be safe, and live well.*

We work to ensure that people with learning disabilities are safe and healthy and live good lives; that they are valued as equal citizens, can make full use of their community and are able to make decisions about their lives at every opportunity, no matter the level of their disability.

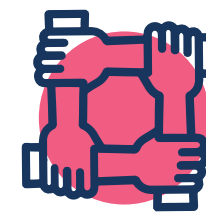
As a charity we raise voluntary funds to deliver beyond statutory requirements. This enhances the lives of those we support and those who receive little or no funding or support through our contracted services. Therefore, our fundraised activities are focused on our Family Services and our new Community Engagement Hubs, which are aimed at closing the gap in provision.

We also access government funding to provide statutory services through our registered care, supported housing, respite, and outreach services.

# Our Values

To achieve our purpose, we have values that run through everything we do.

Our services are delivered on the principles that the people we support:



Are **Included** as a valued part of the community.



Can make **Choices** and **Decisions** about their lives.



Are treated with **Dignity** and **Respect** as valued individuals.



Can **Achieve** their dreams and aspirations.

# Our Ambitions

By 2026 we will be a recognised leader in the provision of support for people with learning disabilities in London.

We want to continue to establish meaningful and collaborative partnerships in all the London boroughs we work in, which influences and shape future services and provides value for money.

We will only expand the Learning Disability Network where we can make a difference to the quality of people's lives.

We will establish partnerships which enable better long-term planning, investment, and value for money. We want to continue to work with commissioners and other partners, including people with learning disabilities and their families to develop high quality models of service, which are sustainable in the future.

Our services will be robust and resilient with management and support structures which are efficient and provide value for money. We will transform our systems and processes to make best use of technology and embrace digital innovation.

We will maintain secure financial foundations to provide stability across all our activities. Changes in contractual arrangements will be effectively managed with flexible and dynamic central services.

In each of the London boroughs in which we work, we will offer unparalleled, accessible support to those with learning disabilities

regardless of their personal funding. Where statutory funding is not available, we will raise substantial voluntary funds to deliver on our ambition with the creation of our Community Engagement Hub initiatives.

Our Community Engagement Hubs will also collect and share information about outcomes for learning-disabled people to ensure we make the greatest impact, and we can directly influence local and national policy decisions.

We will recruit and retain exceptional staff who are well supported and work for us because we invest in them, value them and make sure that they are equipped to do their jobs well. We will be the employer people will choose to work for.

We will ensure that the quality of our services is consistently excellent in all aspects of support, and that we are caring, ambitious, and innovative.

We will improve the health and wellbeing of the people we support to ensure better outcomes for all.

We will maximise our property assets to offer good quality accommodation with the right support, where tenants will have more choices about how they live.



# Our Strategic Pillars

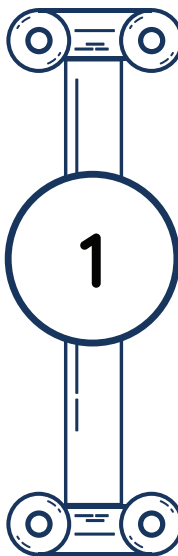
To achieve our ambitions, we have devised 6 strategic pillars to support our strategic plan. These pillars are essential in guiding us towards our aspirations to be the best learning disability organisation in London. All our ambitions are underpinned by effective safeguarding as a core principle across all our activities.

Each pillar represents the themes that people we support, their families, our staff, and our partners have told us are important to them.

Fundamental to this is that we enable everyone we support to stay healthy, be safe, and live well.

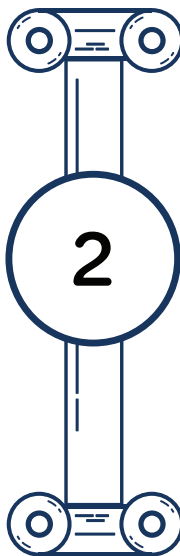
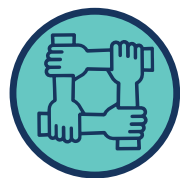
This is the basis of our plan.

Strong, Effective,  
Resilient



To strengthen strategic partnerships, with effective and resilient services, systems and structures.

Community  
Engagement- Ending  
Isolation



To raise funds for our Community Engagement Hubs and deliver on our charitable aims.

Values in Practice



To provide quality assurance and continuous improvement processes to ensure we practice our values in everything we do.

LDN People



To roll out innovative recruitment, retention, and recognition initiatives and implement a learning and development reset.

Health Literate,  
Health Confident,  
Health Aware



To provide an integrated Health and Social Care model of support across our accommodation services.

Good Homes,  
Good Lives



To provide good-quality housing that delivers 'good homes, good lives'.

# PILLAR 1

## Strong, Effective, Resilient



The strengthening of strategic partnerships with effective and resilient services, systems and structures.

## Strong, Effective, Resilient

As we emerge from the pandemic, we are beginning to better understand its effects on social care and specifically on LDN London as an organisation.

We have taken the time for review and reflection and, as such, have focused on a renewed concentration on the quality of services we provide as part of our post pandemic recovery plan.

Stable management and central structures alongside sound financial performance are essential in ensuring LDN London is equipped for the challenges of the foreseeable future. These challenges will include a continued recruitment crisis, the impacts of the rising costs of living, and increased financial pressures on local authorities. Therefore, our organisation will need to be strong, resilient, and effective in the way we deliver and manage our services.

Strategic partnerships with local authorities and other stakeholders will be essential in helping us to successfully navigate our way through to 2026. Core to this will be our ability to work with a range of partners focused on developing services to best meet need in the future. As a result, LDN London must also be creative, flexible, and efficient, with systems and technology so we are fit for the challenges ahead.

### Key objectives are to have:

- efficient, flexible, robust, and sustainable management and central services structures which represent good quality and value for money.
- IT infrastructure and digital transformation which underpins all our activities,
- solid financial performance which supports what we do
- strengthened strategic partnerships in all the boroughs we work.

## What success will look like in 2026

We will be using digital recording and monitoring systems across all aspects of our activities. These systems will be secure and fit for the future and will improve the quality of interactions between staff and the people they support due to reduced paperwork. In addition, our systems will provide data for analysis and performance review, improve efficiency, and ease of use for managers and senior staff. Our systems will also enable integrated support planning, monitoring, and risk management which in turn will improve safeguarding and quality.

We will have central services and operational management structures that provide stability, knowledge retention, and succession planning and where talent is used to its best. Key post holders will be more autonomous and accountable, and our structures will attract and retain skilled managers and central staff.

We will achieve ongoing positive financial performances and financial stability, which supports quality provision in our contracted services. A change in the mix in statutory and fundraised activities will also increase investment in non-statutory activities. This in turn will support creative, flexible, and responsive innovations and therefore increase our added and social value to the services we already provide. We will continue to employ a robust risk management system to support our long-term financial viability and organisational resilience.

We will have increased and diversified our strategic partnerships which will enable us to invest in services in the future. We will have long term contracts across all our statutory activities with fully funded services. Our strategic partnerships will provide stability, joint initiatives, and innovation, and as a result will better support meeting need and increase our reach and reputation as the best provider in London.

## PILLAR 2

### Community Engagement- Ending Isolation



To raise funds for our Community Engagement Hubs and deliver on our charitable aims.

### *Community Engagement – Ending Isolation*

The establishment of our Community Engagement Hubs with strong community networks, adequate funding, and effective community engagement is core to what we want to achieve.

We want to give people with learning disabilities who receive little or no statutory funding or support, the opportunities that most people who do not have a learning disability take for granted: a home, a job, access to healthcare, chances to socialise, and have good relationships.

The delivery of a community engagement programme is targeted at raising learning disability awareness, increasing access to the community by promoting community partnerships with local businesses to integrate with learning disabled people, support community cohesion, and reduce isolation. The Hubs will also deliver a range of events and activities which provide information, advice and activities which develop skills, knowledge, and confidence for people to live safe, healthy, and fulfilled lives.

We want to support the carers and families of people with learning disabilities living in the family home to access a full range of advice, information, and support to ensure the whole family can lead good lives. We will continue to support portage services and with our partners Kids Can Achieve to develop a range of activities and support services for children with disabilities.

We will fundraise for our Community Engagement Hubs which will bring people together, tackle social isolation and poor health outcomes, and address the effects of poverty on some of the capital's most vulnerable people. This will help people with learning disabilities to make genuine connections, and to be safer and healthier in their communities.

## Pillar 2 - Community Engagement – Ending Isolation

We want to influence local and national policy makers to change policies and directives so that they have a positive impact on the lives of learning-disabled people.

We understand that boroughs differ in what they provide and how they provide it. Therefore, we will target unmet need in each borough to enhance the quality of people's lives at a local level.

### Key objectives are to have:

- established a 3-5 year fully funded Community Engagement Hub in Westminster.
- established fully funded Community Engagement Hubs in Islington and Camden having consulted with key partners on local unmet need.
- increased family service provision which is more varied and integrated into the Community Engagement Hub offer.
- significant increases in fundraising and community and corporate partnerships which fund our Community Engagement Hubs

### *What success will look like in 2026*

We will have Community Engagement Hub activities delivering on charitable objectives in every London borough where we provide contracted services. These services will be fully funded through grants, fundraising, and sponsorship.

We will have integrated consultation and feedback initiatives based on local and national policy developments to ensure the voices of learning-disabled Londoners are heard and understood.

We will have established a borough profile of unmet need and Community Engagement Hub 'options' which will enable our concept to be adapted to other locations and settings. Charitable activities will be based on gaps in provision for people with learning disabilities and their families living in surrounding areas.

As part of this we will have integrated the delivery of social prescribing into our model of family support and community engagement with an increased number and level of beneficiaries.



# PILLAR 3

## Values in Practice



To provide quality assurance and continuous improvement processes to ensure we practice our values in everything we do.

## Values in Practice

The establishment of a new quality and service development department which works in partnership with operational and central services to embed a quality culture across the organisation is key to this pillar.

This will mean that everyone is aware of our quality expectations and actively contributes to their achievement. Our staff will practice our values in all their interactions with the people we support at every opportunity. They will be highly skilled expert practitioners in supporting people with learning disabilities to stay healthy, be safe, and live well.

As part of this we will establish our post pandemic reset initiatives across policies and procedures and associated learning and development. These will be supported using digital technology across all activities to drive efficiency and improve systems.

### Key Objectives are to have:

- digital transformation - supporting our teams to be efficient, precise, and engaged in providing excellent care and support.
- a person-centered process which shows continuous improvement across all services year on year
- a revitalised learning and development programme which produces competent and skilled staff.
- continue to maintain good or outstanding in all CQC and Ofsted ratings.

## What success will look like in 2026

We will deliver excellent care and support from a highly motivated workforce who are competent in the use of responsive and efficient technology.

Our support staff will be expert practitioners in the delivery of care and support, and we will consistently meet and exceed core and mandatory training requirements.

Our workforce will have person-centred development plans which lead to professional qualifications and career pathways.

We will have established effective checks on our progress via stakeholder consultation, monitoring and analysis will tell us if the people we support are safe, healthy, and live well.

Our internal and external verifications of services will be consistently assessed as good or outstanding.

PILLAR 4

LDN People



To roll out innovative recruitment, retention, and recognition initiatives and implement a learning and development reset.

LDN People

We will attract and retain great people offering development routes and career pathways. Our leaders will be highly skilled and bring innovation and creativity to their teams.

Our strategic ambitions are underpinned by the need to ensure we operate in an environment of fairness, transparency, and respect for our staff and people using our services. This means ensuring that we embed equality, celebrate diversity, and promote inclusion at every opportunity.

We are committed to the payment of the London Living Wage and will only agree contracts with funders who support this.

Key Objectives are to:

- recruit exceptional people who share our values.
- engage staff so they share ownership of our purpose and recognising excellence in return.
- improve staff knowledge and performance so they can develop and progress.
- retain people for longer to ensure consistent quality for the people we support.

What success will look like in 2026

We will have established and embedded a range of new recruitment and retention initiatives alongside an effective staff engagement programme.

We will have active staff engagement partnership models which include staff partnerships and forums that help drive LDN London forward and continuously improve.

There will be year on year improvements in staff satisfaction shown through staff surveys and feedback.

We will have made significant investments in our workforce, offering qualifications, accredited programmes, and other training activities. There will also be a developmental offer with evidence of successful career pathways.

We will have established new probation and appraisal processes.

We will have reduced staff turnover, operate at a lower vacancy rate, and have improved retention measured by length of service; these will reflect positively against sector benchmarks.

## PILLAR 5

**Health Literate,  
Health Confident,  
Health Aware**



To provide an integrated  
Health and Social Care  
model of support across our  
accommodation services.

### *Health Literate, Health Confident, Health Aware*

This pillar combines the best of social care and the promotion of independence alongside enhanced health care, monitoring, and health advocacy.

Key to living well is the enjoyment of good health. Unfortunately, health inequalities for people with learning disabilities have been evident for hundreds of years, with deep seated roots in our national history.

In addition to the historical health inequalities, the pandemic has only made things worse and had an even greater disproportionate impact on people with learning disabilities.

To improve the health outcomes for people with learning disabilities we need to be better at prevention. We know we cannot remove all clinical needs and we accept that for the learning-disabled population there is an increased prevalence of health conditions that we cannot mitigate against.

We must ensure that we are health literate, health confident, and health aware and able to deliver good quality health advocacy alongside our social care responsibilities.

In this way we can prevent avoidable poor health, reduce the need for medication and clinical treatments, as well as ensuring that such treatments are available at the earliest stage to be most effective and reduce the risk of avoidable pain and early death.

#### **Key Objectives are to have:**

- better health advocacy for all
- consistent use of dynamic health systems and technologies across services
- developed the knowledge, skill and expertise within the organisation and our workforce.
- improved access to holistic approaches to health and wellbeing

### *What success will look like in 2026*

All our support staff will have access to training, advice, and information on health care, support, and advocacy as part of their core learning and development pathways. This will be a mandatory training requirement.

Staff and the people we support will have access to a range of health monitoring systems and technologies to help them manage conditions and track progress with their health-related activities.

The people we support will have better health, with fewer hospital admissions and greater access to health, wellbeing, and health interventions services.

We will have established effective checks on our progress via consultation, monitoring, and analysis, and the people we support will enjoy better health outcomes both mentally and physically.

PILLAR 6

Good Homes,  
Good Lives



To provide good-quality  
housing that delivers 'good  
homes, good lives'.

*Good Homes, Good Lives*

We know that good quality housing improves self-confidence, wellbeing, and health for the people we support.

As such, all our accommodation-based activities must provide the right support for people to live safely and as independently as possible. This support must be delivered from good quality accommodation which meets needs and delivers positive outcomes for all.

Our 'good homes, good lives' pillar underpins our ambition that all the buildings we deliver services from meet needs and enhance people's lives. This will require an in-depth accommodation review with a programme to improve and develop the homes people live in and the choices they have.

**Key Objectives are to have:**

- an established rolling 4-year internal refurbishment programme for all our properties, which includes the achievement of environmental targets.
- established long term security of our leases to support the delivery of services.
- reviewed needs and aspirations of people with learning disabilities to support the development of new models of accommodation with landlords and key partners.
- ensured all tenancies / occupancy agreements are appropriate and that support staff and people with learning disabilities fully understand their rights and responsibilities within this.

*What success will look like in 2026*

We will have undertaken a comprehensive review of all our properties and all buildings will have completed a full cycle of refurbishment. All our accommodation will be a great place to live.

We will have established effective and responsive strategic relationships with landlords and commissioners to support property developments and our property strategy, including wider environmental improvements and the establishment of appropriate leases and management agreements.

We will better understand what people with learning disabilities and other stakeholders want and need from our properties. This will mean that the people we support will have more choices about the way they live.

People with learning disabilities will exercise their rights and responsibilities as tenants with choice and control over how they live and what happens in their home. All our properties will meet the 'Real Tenancy Test.'

We will have internal environmental champions and we will have externally verified and published environmental audits of our properties.

## Measuring Our Success

We have evaluated the success of our previous strategy which was designed before the pandemic. This has helped us to understand the effects the pandemic has had on our work, the lives of the people we support and what we will need to do to strengthen the organisation for the future. .

We have listened to people with learning disabilities, their families, funders, sector partners and our staff about what we do well and what we need to do better, and this has helped us to develop solutions to the complex challenges we will face in the coming years.

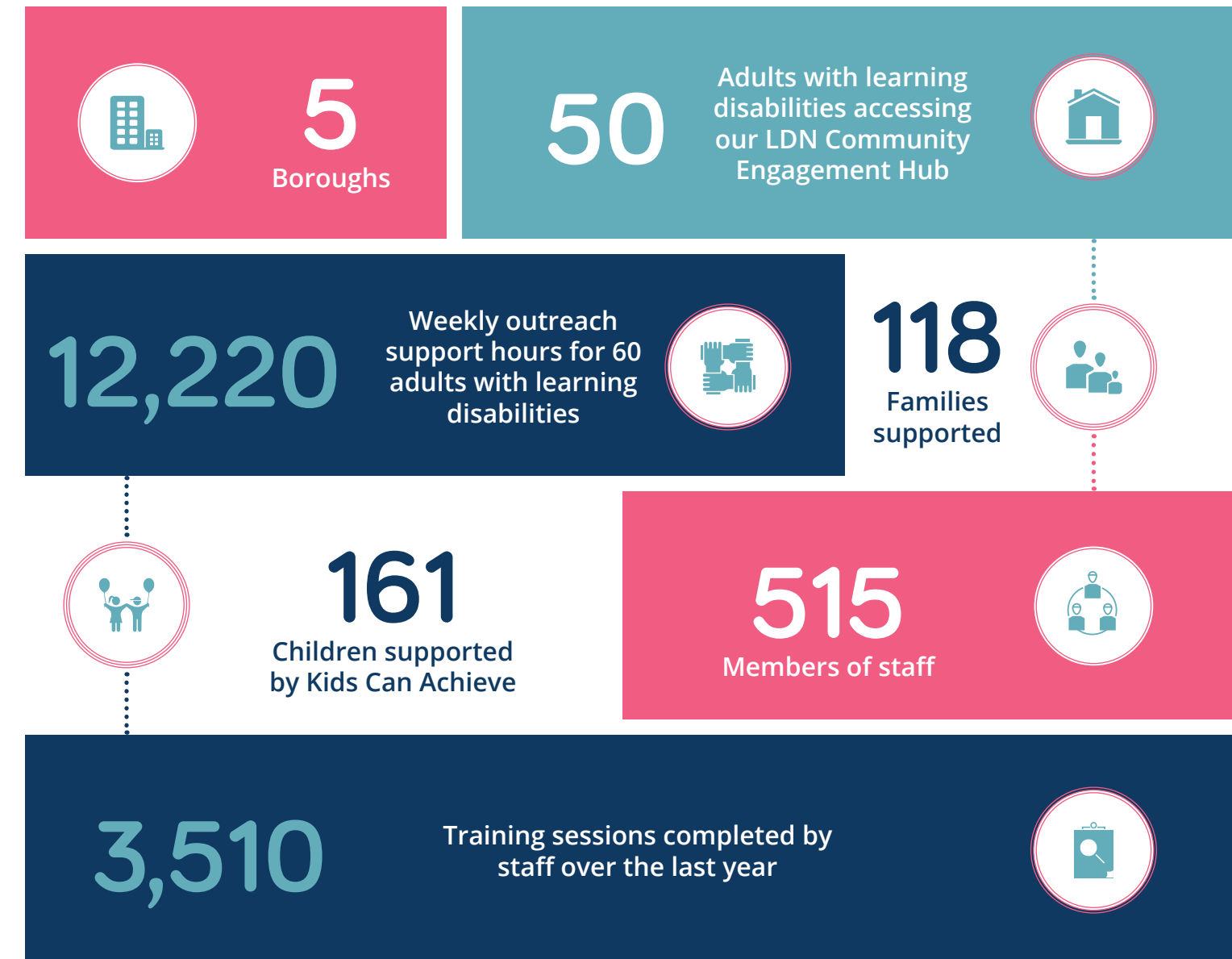
As a result of review and wider consultation the Board of Trustees of LDN London has set the direction of the organisation.

Our committee structure includes a Board of Trustees with five reporting committees which includes our inclusive governance programme. This group of people with learning disabilities will ensure that people we support, within our services are represented at Board level. Our inclusive governance initiative brings lived experiences, expertise, and insight into life within LDN London.

We have identified what success will look like by 2026 should our ambitions be realised. We will regularly review our progress towards our objectives and strategic pillars and will agree changes in direction should the need arise. Progress will be reported to Board and committees and across LDN London, and success will be shared and celebrated.

We will maximise our property assets to offer good quality accommodation with the right support, where tenants will have more choices about how they live.

## Our impact in numbers (2022/2023)







# Our Ambitions







## **Learning Disability Network London**

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