

Strategic Plan

2019 - 2021

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When we say 'people', unless otherwise stated, we are including children and adults

When we say 'supports' we mean person centred assistances that are, as far as possible, controlled by people who use them.

When we say 'services' this tends to be larger in scale and commissioned for people.

An Introduction from our Chief Executive



I'm delighted to set out our Strategic Plan for 2019-21, which has been developed with the voices of people we work with as well as reflecting the passion and vision of our staff team, our network of associates and our Board.

Our priorities for the forthcoming year outline what we want to achieve, building on the success of our approaches and work thus far, but developing them further to respond to new ways of working, thinking and areas of focus. Whilst still a core area of our work, our plan takes us further into the fields of community, connections and place, recognising that living great lives is about much more than just social care, health and education.

Our guiding principles seek the same benefits for people regardless of who they are, their age or their circumstances. We recognise that much of our work is cross-cutting. Each of our programmes uses approaches and methods that inform and improve our other areas of work. Community and individual resilience is embedded in everything we do and forms a key theme of our work for 2019-21, underpinned by our belief that communities and individuals possess the skills, knowledge and gifts that provide the foundations for positive change.

We also recognise the positive impact of others in our areas of work. There are strong organisations that mirror our values that we can share our learning with and learn from. We will work with these as partners where opportunity arises, and where a combined approach will create greater impact. NDTi should be known for its collaborative culture and be viewed as a great partner to work with.

This is not only about how we work with others to enable us to deliver our mission of a more just and fair society for all. It's also about how we adapt and take advantage of new ways of working and technology and how we invest in and develop our organisation and the committed people who work for and with us. We believe that by further investing in NDTi as a great place to work and a great partner, then we are even better equipped to create positive change.

How we will deliver our work and measure our impact

The commitments and ambitions we have set out here, form the basis of team and individual work plans for our Programme Delivery, Research & Evaluation and Business Support teams, creating a clear link between what NDTi want to achieve and the actions and activities we do, individually and collectively. Backed by a new impact framework and regular reviews, we will continue to gauge our progress, responding and adapting if necessary, to continue to promote equal life chances, ensure people's voices are heard and rethink how organisations work.

Paul Marshall
Chief Executive, NDTi

Our Landscape

For NDTi the political, policy and economic environment has not changed and is increasingly uncertain; it continues to remain difficult with often very stark choices for those we work with. Despite this uncertainty, we look forward to the coming year with a level of excitement.

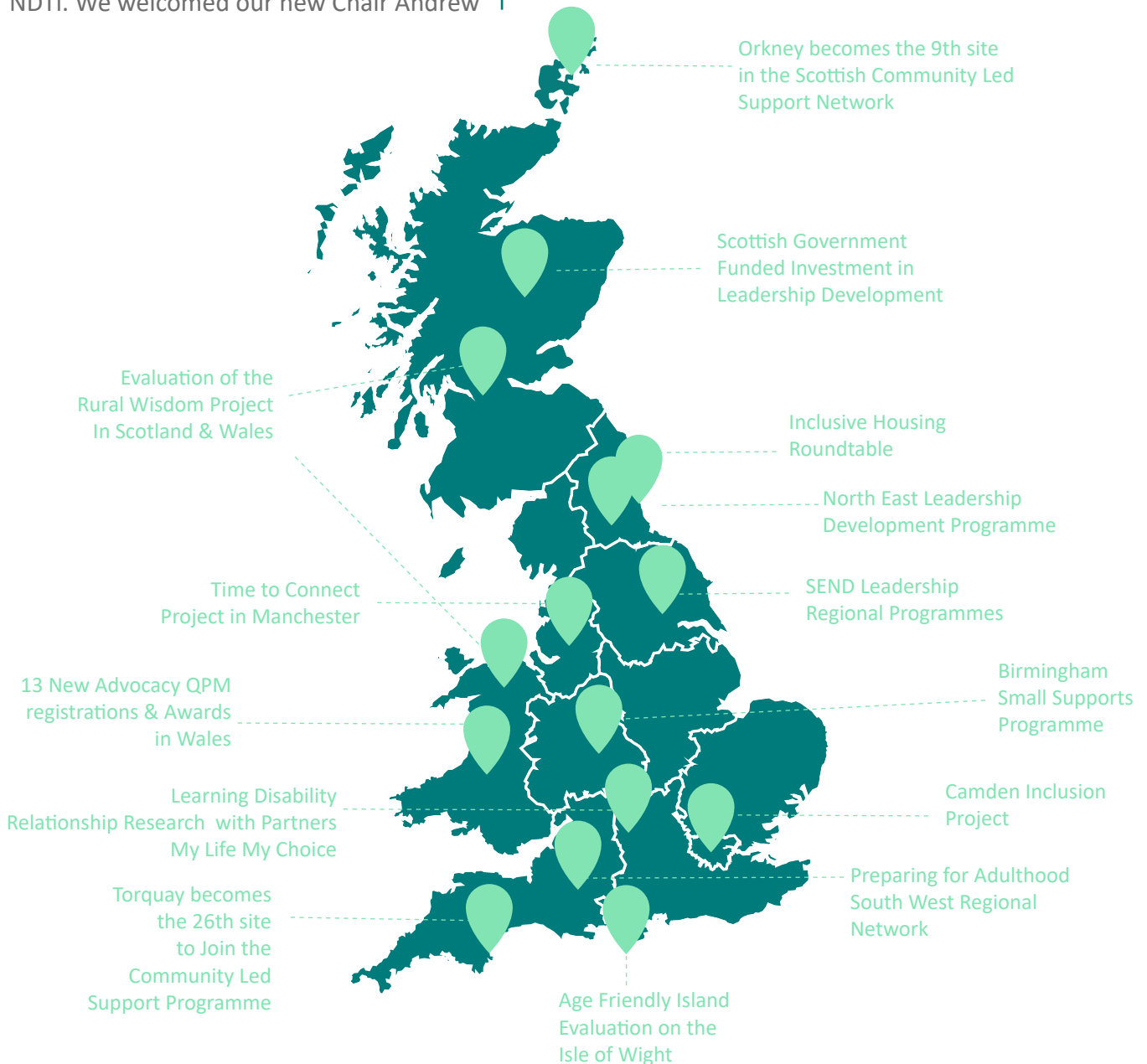
We are adapting as an organisation and our Strategic Plan for 2019-21 reflects this.

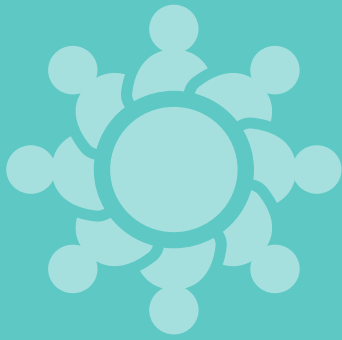
2018-19 was a year of significant change for NDTi. We welcomed our new Chair Andrew

Cozens, four new board members and Paul Marshall as the new Chief Executive.

Change always means adjustment and as an organisation and individuals we've managed the transition well; maintaining a clear vision and continuing to work with partners to create and deliver the societal change we want to see.

Below are a few highlights from our work across England, Scotland and Wales.





“In returning to basic principles and working with communities, great things can and have been achieved.” Des McCart, Healthcare Improvement

“It’s definitely had an impact on the way I do things, especially about the way to lead - I’ve found myself approaching things differently, taking time to pause and reflect”

Commissioning Lead on the SEND Leadership Programme



“I think differently about how I support people, now I think about wider networks.”

Dementia Support Worker, Circles of Support Programme



“They helped us understand our position quickly and accurately and enabled us to see what practical things we should do next.”

Local Authority Mental Health Commissioner.



Our Priorities for 2019-2021

Building on the strengths, skills and experiences of communities and individuals, NDTi believes in a society where all people, regardless of age or disability, are valued and able to live the life they choose.





People's Voices

We put people's voices at the centre of every action we take and every change we help to make. We ensure disabled and older people have a strong voice on all the decisions and changes that affect their lives: from their own personal support services to wider questions of community and civic life and public policy.

- The recognition and upholding of people's rights runs through all our work. We will strengthen our rights-based activity through building on the role of experts by experience in reviews, broadening our support to advocacy organisations and commissioners beyond the **Quality Performance Mark** and embedding rights across our leadership programmes.
- We believe that people who receive support should be setting the agenda - this includes health, social care, education, justice and housing - so we will continue to encourage, listen and respond to their voices. This includes a specific focus on people who are often at the edge of services because, for example, they live in secure settings or away from communities.
- We know that because of their age, disability, race, ethnicity, class and income many people do not have an equality of opportunity to shape and contribute to community life. We will continue to develop our work beyond 'services' towards ensuring equality of access and contribution to all communities; and to enable communities to be welcoming and inclusive for everyone.
- We know that much of our work is better designed and delivered in partnership with experts

by experience, individuals and organisations. We will increase their direct involvement in our work. This will include working with commissioners about how they engage people in designing support.

- The voices of families and carers are equally important in ensuring that people live good lives with the best possible opportunities, they are often the ones with the closest connection to individuals and as such have valuable insight into what works well. We will expand our work to ensure that services and supports recognise the significant value, knowledge and skills they bring and their contribution to positive outcomes.

“NDTi inspired us to take a fresh approach putting people's views at the centre of our commissioning strategy.”

Deputy Commissioning Director,
Hampshire County Council



Equal Life Chances

Our work always focuses on wider life outcomes. We want disabled and older people to have the same life opportunities as everybody else: paid work, to choose where and with whom they live, fulfilling personal relationships and the chance to contribute to community and civic life.

- We believe that all children and young people have a right to a community life and that exclusion in childhood can lead to segregation later in life. In addition to our ongoing work with **Preparation for Adulthood** we will build a new programme aimed at supporting children and young people's inclusion.
- Good health is a foundation for a good life. We know that many people have poorer life experiences and die younger because of unequal access to health. We will consolidate the learning from our work with public health partners to promote equal health outcomes for people with learning disabilities.
- When we listen to people talk about where they live we find that many people's housing options and life chances are narrow and there is a limited understanding of good or emerging practice and people's aspirations. We will undertake research into the cost effectiveness and life outcomes of supported living versus residential care, embed learning and build a new offer of support around housing and communities.
- Throughout our lives there are a

number of significant transitions – into education, adulthood, later life, into and away from work, into and away from wanting support and services. These transitions often come to define how equal people's life chances will be. We will refocus our work on how people gain and retain employment and look at new approaches to ensuring better transitions in older age.

- We know that mental health and wellbeing in later life is influenced by what happens to us throughout our life, including negative or limited experiences of support. We will continue to develop our resources and offers to address inequalities in mental health and wellbeing throughout people's lives.

“NDTi have done so much ground-breaking work with people with learning disabilities and their families.”

Oxfordshire Family Support Network



Rethinking Organisations

We help organisations and local partners break down barriers between services and the people they serve, empowering individual voices to articulate their own desired outcomes, putting people and communities at the centre. Rethinking what they do and how they act, to provide better outcomes at the same or lower cost.

- NDTi works across the UK, from the largest metropolitan areas to some of the smallest and most remote island communities. This provides us with unique knowledge of social and geographical differences. We will use and share this learning to inform change about what works best where.
- We believe that all people have skills and strengths and are not best defined or supported by a simplistic focus on their needs. Across our activity we have demonstrated how strength-based approaches works best in understanding people and delivering cost effective supports. We will continue to evidence and promote a strength-based approach through expanding and evidencing the impact of the work with our **Community Led Support** partnerships and drawing out and disseminating the lessons from **Time to Connect**.
- We believe that change requires leaders who are inspired and inspiring, brave, rights and values focused and resilient. Taking learning from our work, including **SEND leadership**, we will continue to grow our activity to include commissioned programmes, supporting leaders and aspiring leaders within our wider work and actively engaging with experts by experience, families, carers and community members as leaders.
- We know that traditional approaches to 'market development' in social care often result in the expansion

of provider led services and supports. Working in partnership with values driven providers, community partners and local authorities we will further understand, disseminate and grow person centred, community based supports for people who might otherwise find themselves placed in secure or out of area 'placements'.

- Traditional commissioning and procurement processes are failing people. Challenged and guided by partners, we will design and offer work that seeks to redefine how we understand and deliver commissioning.
- We have learnt that making small changes to traditional day services does not deliver the range of community inclusion and participation that many people want to see in their lives. We are radically redefining our offer around day time supports focusing on the best supports that enable people to access, engage in and be valued by the full range of community activities.

“NDTi has supported us in a transformational shift of mind set.”

Commissioning Manager,
Hertfordshire County Council.



A Great NDTi

NDTi strives to make a significant contribution at a national and strategic level. We want to be known as a valued source of information, a partner other organisations want to work with, a sustainable, independent organisation and a great place to work.

- Much of our work has greater opportunities for collaboration, shared development, learning and dissemination than we currently achieve. Our focus will be on working with people, community partners and organisations that share our values to achieve impact across a wider geographical spread. In order to create the change we want to see, we recognise that this will mean challenging and helping others, that we may not traditionally work with, to make the shift needed for genuine change.
- We will continue to generate and share new knowledge and understanding about what works (and what doesn't) in relation to our priorities and the work that people commission from us. In doing so we will develop a greater diversity of open source materials, publications and methods for sharing evidence and learning with a wide range of audiences.
- One of our greatest strengths is our ability to deliver work that draws on our staff, board, ambassadors and associate teams and partnerships with other organisations. However, our current practices do not always ensure that staff, associates and partners have an equal presence in the design and delivery of our programmes. Therefore, we will work to develop better coproduction across our associate and partner base.
- We know how valuable good health and wellbeing are towards doing a great job that you enjoy. So, in order to effectively deliver on our commitments, we need to ensure that we strike the right balance between life and work. We will invest in our people and actively improve the way we plan, co-ordinate, deliver and celebrate our work.
- The culture of any organisation has a direct impact on its staff and the way it is perceived by partners and the outside world. Changing the way in which we plan, administer and deliver work will help, but this alone will not create the cultural change we want. Through sometimes small but important actions, we will continue to drive a culture of one team to deliver our shared vision of real change.
- NDTi's role is to influence and enable change to happen, rather than directly delivering change ourselves. Evidencing the impact of our work can often be difficult and complex. Therefore we will co-design and implement a new, high level impact framework for NDTi based on a realist theory of change approach, which is developed in partnership with our board, associates, staff team, close partners and experts by experience.
- As a geographically dispersed organisation, keeping informed, connected and collaborative can often be challenging. Our investment in technology will give us the tools to overcome some of these challenges.



“We love working with them because they’re really friendly and they understand why self-advocacy is so important.”

My Life My Choice





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