



A world where  
**everyone matters**

Strategy 2023-26

# Why are we here?

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## Our vision

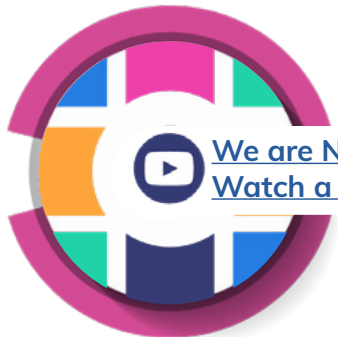
A world where everyone matters.

## Our mission

To inspire an inclusive society where people can live the life they choose.

## Human rights

At the core of our vision is protecting and standing up for people's human rights.



[We are NDTi](#)  
[Watch a short film about what we do](#)

# Introduction

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## **NDTi has been driving and helping the creation of inclusion and change for over 30 years.**

The strength of our values, perspectives, people, knowledge and partnerships provides us with the tools to continue to create change for the better and drive innovative and radical thinking and solutions.

Change is needed more than ever. The past three years have seen people, communities and services experiencing unprecedented events and pressures. It's been incredibly tough for people. If anything, the numbers of those at risk of, or experiencing, exclusion have grown. We work within a health, social care, education, and community environment, facing challenges which directly impact on those that need support. There are extraordinary levels of unmet need, inappropriate services, long waiting times and barriers to living a full life.

There is a need for fundamental and radical change. Tweaks and adjustments will not reduce the risk or address the crisis that many services and people find themselves in. This is where we help, by uncovering and celebrating what's possible, supporting changemakers and building self-determination.

Our strategy for 2023-2026 outlines the way in which we will respond. We will use and build upon the great strengths of NDTi. Our strategy is framed around four key objectives:

- Equal lives
- People's voices
- Rethinking organisations
- A great NDTi

It continues to:

- Build on the success and foundations we have established.
- Provide the focus for investment in NDTi, our work and our people.
- Highlight new areas where we believe we can develop and create positive change.



**Andrew Cozens**  
Chair





# Equal lives

What we do will always focus on wider life outcomes. We want individuals and groups at risk of exclusion from community and wider society to have the same life opportunities as everyone else.

That means:

- Paid work
- Choosing where you live and with whom
- Having fulfilling relationships
- Having a happy, healthy life
- The opportunity to be part of, and contribute to, community and civic life

As we have grown, so has the breadth and scale of our work. We are always looking at how we can help create change that makes things better for people. We will continue to explore how we can support organisations, individuals, groups, communities, and services to create equal lives.

**We will:**

- Use human rights as a fundamental starting point to challenge narratives that pit one group against another.
- Grow our connections with groups led by experts by experience and communities. This will include a diverse range of people who can bring their lived experience into our thinking, work and governance.
- Work across programmes and teams to develop a significant area of work. This will focus on people who sit at the edges of services and face multiple layers of disadvantage and exclusion.





# People's voices

People's voices are at the centre of every action and change we help to make. We seek to ensure that people are heard in all of the decisions and changes that affect their lives, from their own personal supports to wider questions of community, civic life, and public policy. Within this are people's aspirations, their vision for their lives and the relationships they have.

At the centre of people's voices being heard are their rights. We believe that individuals and groups who access or draw on support should be setting the agenda in health, social care, education, and housing.

Our work will focus on:

- Continuing to build and broaden the voice of people with lived experience throughout everything we do.
- Ensuring it is designed and delivered in partnership with people with lived experience, individuals, and organisations.

**We will:**

- Share change and how it happened, helping others to learn about what works well and drive change themselves.
- Place the voices of people with lived experience at the heart of all we do. We want more opportunities for people's views to be heard and acted upon to inform, change and improve systems and services.
- Develop a new communications plan which embeds the voices of people with lived and learned experience. It'll support us and those we work with and for to raise our voices on issues that are important to our values, purpose and work.
- Provide opportunities for a wider range of people to be heard through increasing the diversity of the team and those we connect, work and partner with.
- Support people with lived experience who work with NDTI as staff, associates and board members or who we support in external ways so that more people want to join our team; contributing, speaking up and facilitating change through ensuring people with lived experience lead developments.



[Watch a short film about how we shape our work through people's voices](#)





# Rethinking organisations

We work alongside and listen to:

- People who use services
- Communities
- Staff teams
- Strategists
- Elected representatives

By doing so we aim to recognise and understand the thinking and systems that prevent organisations from delivering the services and supports people want and need.

We aim to support the development of thinking and systems that result in better supports and outcomes for people and communities and better job satisfaction for those involved in planning and delivery. We aim to understand investment and outcomes in ways that support the best use of limited resources.

Sometimes rethinking organisations will be about change within those organisations and systems. Sometimes it will be more radical and disruptive and ask questions about how we value, plan, deliver and evaluate support.

We will:

- Learn from and think with people drawing upon and offering support from across communities and locations, exploring brave and sustainable solutions.
- Work with everyone involved to rethink how services are planned, commissioned, and delivered.
- Understand and support 'market development' approaches that result in impactful and sustainable change.
- Work with and support champions, advocates, organisations, partners, and communities to fundamentally rethink social care, how it works, is designed, delivered, and valued.
- Build on our great track record. We will continue to support leaders and aspiring leaders from across services and communities to be brave, inspiring, resilient and focused on rights and values.





# A great NDTi

Our team, board, associates and partners all contribute to NDTi's success. The values, approach, skills, knowledge, professionalism, and commitment across NDTi create relationships that drive trust and enable innovation and change to happen. Continuing to invest in and support our people well is vital to achieving the change we want to see.

We know we can always do more to improve. Our People Strategy will set out the actions we will take to further embed our welcoming and inclusive culture and foster ways of working that enable NDTi to attract, retain, and develop our talented people.

## We will:

- Listen to what's important to our people and take action to create an organisation that is welcoming for everyone.
- Foster opportunities and governance structures that enhance engagement and support the needs and aspirations of our people.
- Live our values and evidence these through our culture and behaviours as individuals, teams, associates and board. We aim to directly reflect the diversity of people and communities in society.
- Enable individuals to learn, grow, thrive and be rewarded fairly.
- Give individuals opportunity to learn and build skills, providing routes to progression and succession.
- Seek out and explore how our ways of working can better support individuals and teams' wellbeing.
- Continue to invest in our digital infrastructure, ensuring we have the reliable, safe, up to date systems, equipment, and tools we need.



[Watch a short film about what it's like to work with NDTi](#)





# Human rights

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We believe that people live their best lives when the society they live in, and the services and organisations they access, protect, promote and respect their human rights.

This is why human rights are embedded in everything we do; creating a positive human rights impact through our work, relationships and partnerships.

We continue to see human rights breached, abused and disregarded in our society and that is simply not acceptable.



[Watch a short film about how we use human rights in our work](#)

## We will:

- Ensure that human rights are upheld in all our work and challenge where we believe that people's human rights have been breached or disregarded.
- Operate with honesty, integrity, openness and with respect for the human rights of those we work with, our team, associates and partners.
- Expect those who work for us, with us and our partners to align with our position on upholding and respecting human rights
- Expect those who supply services to us to align with our position, in their supply chains and in their operations.





# Growing our impact

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## The impact we help create and enable supports people to have good lives.

As a not for profit organisation, every penny we make through our work is invested back into our purpose.

We grow as our work grows. Over the past four years we have grown our contracted work by nearly 50%, increasing the team to support delivery. Growth is positive. It helps us broaden our work and our impact, To be able to cover the costs of growth we will always need to grow our income. But, we will not chase growth for the sake of it. Anything we do will be aligned to our aims, mission and values and we will flex and adapt to demand and opportunity.

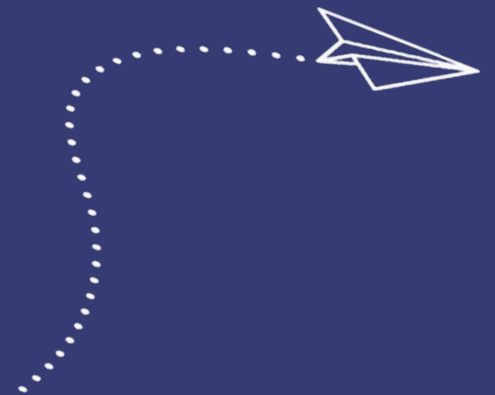
Our work is broad and includes:

- Health and social care
- Community
- Housing
- Advocacy
- Leadership
- Mental health
- Employment
- Education
- Organisational and system change

We want to continue to grow our impact, doing more and bringing our strengths, resources, knowledge and experiences to new areas of work where people are at risk of exclusion. We will invest time and resources to support this evolution to create real and lasting change.

## Over the next three years we will invest in:

- **Building** on the strengths of our existing work and using this to shape and inform new areas of work and impact.
- **Developing** new work around those areas where we recognise the need for fundamental change and the right supports at the right time, delivered in the right way.
- **Supporting** the further development of **a great NDTI.**



# Our values

## Act with humanity:

People are at the heart of everything we do and we work to support and protect human rights.



**Curious pioneers:** We don't accept the way things are, we look at how they can be better, testing ideas and trying new things.



## Collaborative:

We create strong partnerships in our thinking, approach and delivery.



**Inclusive:** We believe all people have the right to be fully included in our communities and society.

## Open and honest:

We are open and honest about what needs to change and how.



## Reliable:

We keep our word and act in a clear and genuine way.



## Create impact:

Our work contributes towards better lives in our communities.



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