

# Strategic Plan Refresh 2007



## **STRATEGIC PLAN**

**2007 - 2012**

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## **FOREWORD**

This document sets out the strategic plan (direction) of the Hampshire Autistic Society for the next five years. As the Society operates in an environment which is subject to external influences the Strategic Plan will be reviewed every 2/3 years to ensure that the direction that the Society is taking takes account of these influences.

I present this Strategic Plan to you as a broad direction for the Society; the specific objectives will be updated on a regular basis to ensure that the direction of the Society takes account of any internal or external influences.

I welcome comments on these changes and would again like to thank everyone who has assisted in this latest review and I hope that the Society will be continuing its journey to demonstrate not only our capacity to develop and deliver new services, but that the Society is able to positively influence the government and local authorities strategic agenda to ensure that the needs of people with Autistic Spectrum Disorder's are identified and addressed. The Society's developments have to fit into this wider strategic planning framework. Whilst this sets an ambitious agenda I believe that the Society can play a pivotal role in the shaping and delivery of autism specific services.



Andrew Monaghan  
**Chief Executive Officer**

## **THE HAMPSHIRE AUTISTIC SOCIETY BRIEF HISTORY**

The Society was formed as a registered charity in the mid 1960s by a group of parents with autistic children who were unhappy with the lack of services available for their children. The parents managed through concerted fundraising efforts to buy a large house in Southampton, and with the support of the National Autistic Society who purchased an adjoining building, the combined premises became the first school and residential accommodation for children with autism. These premises were called Hope Lodge School, and were formally opened in 1971.

This combined resource continued to provide both specialist education and residential support from 1971 until 1992 when it became clear that a new school site would be required. It was at this juncture that the Society obtained its current school site at Midanbury Lane and the school component moved to the new site, which allowed the “old” school/residential accommodation to be used to meet the growing demand for residential support for students attending the school. The Society then changed the name of the accommodation from Hope Lodge School to The Lodge and took the school title to the new site.

At an early stage the Society recognised that it would also need to develop complementary services for young adults in the 16-19 age range and to start the development of a residential provision for adults. This aspect of Society provision commenced with the purchase of a large property in Gosport (Anglesey Lodge) in 1976, which initially provided services for 16-25 year olds. This service continued until the late 1980s when the Society decided to devote Anglesey Lodge to adult residential and day care services and started to look at developing a separate 16-19 resource.

In the mid 1990s the Society appointed its first Chief Executive Officer with a brief to form a central team of staff to co-ordinate the activities of the Society, which at that point had reached an annual turnover of approximately £2 million. This led to the establishment of the Society’s Head Office base at Whiteley in 1997, which now accommodates the central team of staff (Chief Executive Officer, Head of Support Services, Finance, Human Resources and Fundraising teams).

The Society has now further developed both its pre and post 16 educational services, providing specialist educational and residential services for children and young adults with Autism and Asperger Syndrome. The developments within the adult services have also continued and currently the range of services provided encompasses five residential homes, a separate day service (based in the original Anglesey Lodge building), two supported living services and a domiciliary support service.

The Society has reached a point where the organisation’s turnover is nearing £7 million a year and is looking, over the next three years, to both consolidate the excellent practice within all of the facets of service delivery and further develop the range of services to meet the demand of students, young adults, adults, parents and carers.

## **SUMMARY OF HAMPSHIRE AUTISTIC SOCIETY SERVICES**

### **EDUCATIONAL AND RESIDENTIAL SERVICES FOR CHILDREN**

#### **OUTREACH**

The outreach service is dedicated to sharing skills and knowledge within the wider community. The service gives talks and lectures to both professionals and the general public and holds special events and open days, (these are supported by the fundraising and development team based within the Society's central team). Outreach support is also provided to other schools and nursery groups. The Outreach provision is based within Hope Lodge School, with a library, which is open to the general public and an Outreach Officer available for advice. It has become clear that the Outreach service is valued but has limitations due to the resources we have available. It is the intention to expand the range of Outreach services across the Society in the next phase of the Society's developments.

The Society has conducted a scoping of need exercise which has identified three key areas of outreach development:

- 1) Specialist Educational support and advice to students outside of Society provision.
- 2) Support to people with ASD within the Criminal Justice System.
- 3) Development of the Society's support and advice to individuals with ASD and to parents.

#### **PARENT SUPPORT GROUPS**

This network was created to support parents and carers of children with special needs in Hampshire, enabling them to share advice and information about services and facilities available for children with autism, and together influence attitudes about autism. It is also somewhere for parents and carers to go and relax, meet other people and make new friends.

#### **HOPE LODGE SCHOOL**

Hope Lodge School is an independent special needs school for students aged 4-19 with a primary disability of autism, whose educational needs cannot be adequately met in mainstream schools. The school is based in Bitterne Park, Southampton. It is spacious with a large secure well equipped playground and has excellent facilities including a technology room, sensory room, library and teaching kitchen.

#### **THE LODGE**

The Lodge, situated in Portswood, is a large pre-war style house and is the main boarding facility with a capacity for 14 students. The rooms are designed to be as bright, comfortable and personalised as possible. There are three lounge/play room areas each accommodating a small group of children as well as an art room, soft room and playground. Students residing at The Lodge are engaged in a range of community based activities and follow the school based curriculum within a "waking day" framework in the informal setting of a large residential base.

### **WHITWORTH CRESCENT**

The Society opened this new residential facility for students in April 2004. Whitworth Crescent is a large 5 bedroomed detached house in a quiet area within Bitterne situated close to Hope Lodge School. Whitworth provides a termly boarding provision that includes weekends and the half term holiday periods for 5 children with complex support needs. The focus of Whitworth is to provide as “homely” an environment as is possible for the children, whilst continuing to provide the waking day curriculum.

### **HARCOURT ROAD**

This is the latest development for the Society and is based in Bitterne and is a large family sized bungalow in a residential road close to Hope Lodge School. Up to five students reside at Harcourt Road which provides an up to 52 week residential boarding service to students of Hope Lodge School. Students residing at Harcourt Road are engaged in a range of community based activities and follow the school based curriculum across the waking day.

### **POST 16 PROVISION**

#### **ASPIN HOUSE**

Aspin House is a further education unit based in Shirley, Southampton. Eight students currently reside and we offer two additional day placements within the Edwardian style house. The unit offers placements for students with a diagnosis of Aspergers Syndrome or high functioning autism between the ages of 16-19 years. Some Aspin House students are supported in mainstream sector colleges where they have access to nationally accredited courses.

The services provided by the Society for post 16 students were also increased during 2004 by providing two new 5 place residential units, Bassett House in Southampton and Fairhaven House in Titchfield and an educational resource centre providing excellent teaching and life skills resources for our further education students.

#### **BASSETT HOUSE**

Bassett House is a termly boarding residential further education unit situated in the north of the City, close to the Southampton University campus and has good access to Southampton Common. The unit provides residential education for five students in single bedrooms and forms the base for a small focussed educational day provision for students. Bassett House offers both a residential and an educational base, as much of the further educational learning is geared towards “life long learning” linking learning within the house and local community to courses at local colleges.

#### **FAIRHAVEN HOUSE**

Fairhaven House also provides termly boarding for residential students, situated in a semi rural location close to Fareham. Fairhaven House follows the same “life long learning” programme as Bassett House.

## **COMMUNITY RESOURCE CENTRE**

The Community Resource Centre offers a well equipped range of facilities, training kitchen, I.T. Suite and highly specified classroom to our further educational day students and those students on a residential basis.

## **ADULT SERVICES**

### **ANGLESEY LODGE & DAY SERVICES**

Anglesey Lodge is a large Grade 2 listed property having spacious grounds and is situated in Alverstoke. Until April 2002 there were six service users residing at the Lodge. The Society moved to separate these areas of provision and opened two new homes in Brockhurst Road, Gosport and the six residents moved into their new accommodation (1-2-8 project). Anglesey Lodge now supports the administrative centre for Adult Service provision, domiciliary support services, training and staff development and also the day service centre. The day service offers individual tailored day packages to service users. The aims and objectives of the provision are based on adult orientated developmental programmes including an extensive range of courses, learning for living and activity programmes. During 2004 a service review involving service users, carers and Care Management was undertaken in line with "Modernising Day Services" as part of the "Valuing People" white paper agenda. The outcome of this review has formed a key strategic strand in the development of adult services.

### **PHIL WHITE AND BONHOMIE HOUSE, BROCKHURST ROAD**

Following the completion of the 1-2-8 project in April 2002, these large four bedroomed semi-detached homes in Gosport provide accommodation for two groups of four service users. Both of these homes are registered with the Commission for Social Care Inspection (CSCI) as registered care homes.

### **FORD ROAD**

Ford Road is a community home, which offers a residential provision for five adults with autism. It is situated in central Gosport. Each service user is responsible for the upkeep and maintenance of their own bedroom. Ford Road is registered with the Commission for Social Care Inspection (CSCI) as a registered care home.

### **THE HOLT**

The Holt is a home for six adults with autism and is situated in Alverstoke village, it is within walking distance of the local amenities. The service users are encouraged to make full use of the facilities offered locally and take an active part in the life of local community. The Holt is registered with the Commission for Social Care Inspection (CSCI) as a registered care home.

### **THE BUNGALOW**

The Bungalow is a purpose built home situated in the grounds of Anglesey Lodge. It is designed for five people with autism who have complex support needs and/ or exhibit severe challenging behaviours. The home has high staffing levels enabling the provision of a full community based activity programme. The Bungalow is registered with the Commission for Social Care Inspection (CSCI) as a registered care home.

## **GENERAL**

Service users take an active part in the running of their homes and are involved in a variety of tasks, they are encouraged to entertain their family and friends within their home. Behavioural strategies are designed jointly with day service staff, all behaviours are recorded and monitored carefully, and the focus of any programme is the development of life skills and the elimination or reduction of anti-social behaviour.

## **THE ASSESSMENT AND DOMICILIARY SUPPORT SERVICE (ADSS)**

The Society has registered as a Domiciliary Care Provider with the Commission for Social Care Inspection. The purpose of this service is to increase the nature and range of services offered to people within the autistic spectrum to include providing support to people living at home with their families and supporting people in their own home, work, educational or social/leisure environment. The nature and extent of this support will be determined by individual assessment of need, this may on some occasions include the need to provide personal care. The service will offer a person centred response to individuals needs. This new area of Society provision has grown significantly since its conception in 2005. The Society now supports several individuals with leisure and occupational packages of support and we have worked closely with local colleges and universities to provide support to students who are undertaking further and higher education.

The Domiciliary Care dimension of Society services is also the platform for the development of the Society's range of Supported Living Services.

## **SUPPORTED LIVING SERVICES**

In response to identified need and to address a strategic objective of the Society we have formed partnerships with two Housing Associations to develop tailored services that have enabled ex-students of the Society's educational services to move and take their first steps into adulthood with the people they choose to live with and the specialist support they require to be successful. At present the Society has two supported living services, but plans have been developed to significantly expand the Society's provision of Supported Living services. This development, which will compliment our existing range of adult provision, will be available from 2010. The two current services are:

### **MI-CASA**

This exciting development for the Society saw four ex-students of Aspin House move in to their own house in Shirley, Southampton in January 2006. Each of the students holds their own tenancy agreement and are supported by staff from the Society to lead their full lives.

### **CHESSEL AVENUE**

This is the latest of the Society's developments where four ex-students of Hope Lodge School have moved into a five bedroomed property in Bitterne, Southampton. Each person holds their own tenancy agreement and is supported to lead their lives by staff from the Society.

## **MANAGEMENT AND ADMINISTRATION TEAM**

### **CENTRAL TEAM**

The Central Team is based within the Solent Business Park in Whiteley. The team is led by the Chief Executive Officer who is directly responsible for all the services the Society provides. Supporting both the educational and adult services, the Central Team comprises of five departments; Fundraising, Finance, Human Resources and Support Services.

### **STAFF TRAINING AND DEVELOPMENT**

Training and Development is a sub-department of Human Resources. Its primary role is to ensure that the Society's commitment to delivering a quality service through its employees is achieved by providing up to date, relevant and effective training. This is accomplished through the implementation of corporate and local inductions; annual mandatory training programmes; individual and management development programmes, and NVQ. Such investment within training supports the Society's belief that the continuous development of all our staff will improve and develop performance, which ultimately in turn results in the maintaining of high quality standards within service provision.

### **VOLUNTEERS**

Volunteers play an invaluable role in contributing to the Society's work within areas such as fundraising and administration. The Society is currently working towards expanding the recruitment of Volunteers and looking at ways of developing their role through appropriate training.

### **BOARD OF TRUSTEES**

Hampshire Autistic Society is governed by the Board of Trustees, which currently consists of 10 Trustees. The Board of Trustees aims to achieve and maintain a good balance between the professional skills required to ensure the Society has direction and that there is strong governance. The Board of Trustees meets 4 times a year, at which the budget, risk management, quality assurance and strategic plans are considered, approved and monitored. The Board of Trustees also has representation on Society Senior Management meetings such as Health and Safety, Risk, Strategy, Finance and Quality Assurance.

## STRATEGIC DIRECTION

We have recognised that the need for autism specific services across the Hampshire area is greater than that currently provided by the Society and all other service providers. To ensure that services are developed in a planned and coherent manner all of the Society's future developments will be developed in conjunction with the appropriate funding bodies. This is the only way that the Society can ensure that we are matching provision against identified need. However the challenge for the Society and funding bodies is how we join the different funding responsibility areas together with the range of service providers to form a range of options and a "seamless" continuum of provision to ensure that students and adults alike have both real choices and options open to them. We are acutely aware that currently, service users and their families too often fall off of the "service provision cliff" and this is something that the funding bodies and the Society need to work together to address.

The Society has an opportunity to fulfil the government's agenda to engage the third sector in the development and delivery of services funded by the public sector. In order for this to be achieved we need to directly engage with partner third sector organisations to offer a route of working that the local authority can positively work with to develop strategic service delivery plans.

## **OUR MISSION**

**To enable people with Autism who access our services to achieve their full potential by:**

- ***Offering choice and opportunities***
  
- ***Providing expert advice, education, support and care***

## **OUR VISION**

**“To be an organisation that enables and empowers individuals to lead their own lives in the manner that they have chosen”**

## **SOCIETY VALUES**

- **To respect the needs of all individuals involved with the Society**
- **To put people with ASD at the centre of everything we do**
- **To involve people with ASD in all levels of decision making**
- **To empower individuals to control the important things in their lives**
- **To offer choices and opportunities to all individuals and to respect the choices made**

## **STRATEGIC OBJECTIVES**

The Society has identified the need to proactively engage with service commissioners in order to ensure that the needs of people with Autistic Spectrum Disorders are recognised and addressed. The Society has to develop services against known needs and in this wider commissioner context. The strategic objectives below reflect this activity along with the need to ensure that the Society is working efficiently and effectively in the delivery of high quality specialist services.

### **Society wide strategic objectives**

- 1. To develop strategic partnerships to enable HAS to positively influence Government/local Authority strategic/commissioning plans for people with ASD.**

Desired Outcomes:

- Strategic partnerships formed with local Authorities/Supporting People.
- Satisfactory processes in place for direct commissioning of appropriate services from service users (or through agents).
- ASD focus within local Authority planning and Government policy.

- 2. To understand the market place we operate in and define the market segment for our services.**

Desired Outcomes:

- Better understanding of market in which we operate
- Clear understanding of what the Society does/does not do.
- Society marketing strategy implemented
- Value for money services (benchmarked with providers and geography)

**3. To raise our community and professional profile in order to fulfil potential within our market segment and to become a service provider of choice.**

Desired Outcomes:

- Hampshire Autistic Society become a provider of choice for ASD in Hampshire
- Service user criteria widened to include those who have clear autistic traits/behaviours without formal diagnosis
- Vacancies minimised.

**4. Explore the development of assessment services within context of the Society's market segment.**

Desired Outcomes:

- To ensure that assessment and diagnostic services are readily available to people with ASD in Hampshire.
- That individuals obtain a clear understanding of how autism affects their lives and how best to manage those needs.

**5. Explore signposting to other services (becoming a centre of information and expertise as well as service delivery).**

Desired Outcomes:

- To positively promote the Society's ASD service provision whilst also raising awareness of autism.
- To enable individuals, and their support networks, to be aware of appropriate services to meet their needs whether or not they've been in receipt of a HAS service.
- To promote all specialist services that maybe appropriate to people with ASD in conjunction with mainstream service providers e.g. develop a map of all service provision and act as a signposter to enable people with ASD/their families/carers to be aware of where services are and how to access them

**6. To continuously improve the standard of service delivery of all services that the Society provides.**

Desired Outcomes:

- To develop, implement and maintain a Society-wide Quality Assurance strategy.
- To achieve recognition of high quality service provision from recognised inspecting and accreditation bodies e.g. OfSTED, Commission for Social Care Inspectorate (CSCI).

**7. To actively provide an opportunity for all Society stakeholders to comment on and shape the services around them in response to their individual needs and aspirations, thus participating in the modelling of existing and future services.**

Desired Outcome:

- To have an integrated service delivery approach to engaging students and adult service users in the decisions that affect their lives. This will operate on different levels from person centred planning to the development of student and service users groups that leads to direct involvement in the planning and development of all the Society's services.
- To develop and implement a process of service questionnaires and evaluation to enable stakeholders to comment on current service delivery and assist with the shaping of new services.
- To develop a staff questionnaire that enables all Society staff to comment on current service delivery and assist with the shaping of new services.

**8. To develop the range of the Society's Outreach services**

Desired Outcome:

- To develop the Outreach services against the three areas of development identified within the scoping exercise:
  - 1) Supporting people with ASD in the Criminal Justice System.
  - 2) Supporting students with ASD in mainstream and special education schools.
  - 3) Expanding the Society's network of Parent Support Groups and services to individuals with autism and Aspergers syndrome.

**9. To develop the Society's range of educational/children's services**

Desired outcome:

- To enable the Society to respond in a flexible manner to meet the needs of students, we will, where appropriate, develop our educational, domiciliary and residential facilities to operate on a 52 week basis. This will allow students to access the appropriate level of support to enable them to achieve their life goals.
- To have an overview of educational services encompassing day provision, residential education and pre and post 16 services.
- To develop a long term vision for staffing and environmental resources required to deliver the full range of educational services.

## **STRATEGIC ENVIRONMENT**

The Strategic Plan takes into account the historical experience of the Society and current influences that are likely to affect the delivery and development of services. The arena is now set for partnership working and this is evident within the government's recent legislation (NHS Plan, Valuing People, Working Partnerships, Children's Act, Social Care green paper and Care Standards Act).

I firmly believe that the Society has the ability to take a lead role within this partnership arena and has the potential to develop its range of services and also become a "sign poster" to other areas of service provision for parents and statutory bodies alike.

The following areas have been taken into account in the development of this plan:

- There has been an increase in the awareness of autism across the country.
- There has been an increase in the demand for Society services.
- The demand for flexible models of adult support has increased both from a service user and service purchaser perspective.
- A self-identified need to drive up the consistency of the quality of services provided.
- A need to "bridge" current service areas to ensure that our service users can access appropriate main-stream/generic services to meet their needs near to their existing networks.
- A need to plan service development to meet identified needs.
- The Society's ability to act as the conduit between the range of existing provision (all providers – statutory, private and voluntary) to develop a seamless body of service provision offering choice for service users of all ages.

The last two years have seen a shift forward in the Governments drive to see the statutory and voluntary sectors working closer together. The Society has taken a lead role across Hampshire in the development of how the voluntary sector can positively engage with the public sector in terms of strategic planning and service delivery.

The development of more individualised and flexible services will see the Society be further recognised for high quality service developments and as a lead player in the specialist arena of Autism specific services.

## **THE WAY FORWARD**

The Society has made inroads into the delivery of the Strategic Plan and has started to forge positive relationships with key stakeholders which will form the platform for future service developments. As you will note the Strategic Plan has been looked at in its entirety and many changes have been made to the objectives which we plan to address in the forthcoming years. Planning ahead over an extended period is a challenging task as service influences are constantly changing; therefore I intend to undertake periodic refreshes of the Strategic Plan to ensure the Society direction maintains its focus and relevance.