



Organisational Strategy

Accelerating and Sustaining our Service Excellence and
Service Development Outcomes

DECEMBER 2021

A 12 Month Forward View

1. INTRODUCTION

Our Organisational Strategy is maintained and executed by the CEO and Senior Leadership Team (SLT). It is delivered via our Transformation Programme which is focused on accelerating and sustaining Service Excellence and Service Development outcomes to ensure we achieve our Mission **To Empower People to Thrive**.

We have started our journey to become an innovative, agile, and asset-based organisation who operates at the **intersection of social care and social justice**. Over the next 12 months we will continue to make mission-critical changes both internally to increase our efficiency and effectiveness, and externally so we become a partner of choice in shaping and driving person-centred **accommodation, support, transition, housing, connection, and empowerment solutions** across Scotland.

This strategy presents how we will do that and highlights our parallel focus on driving **internal efficiencies and effectiveness**, whilst transforming how we position ourselves to protect and **grow our market position** and **diversify our income**.

Our **Business Plan** will be vital to planning how we invest in the organisation to drive **Service Excellence** internally, whilst delivering our Go To Market Strategy by investing in **Service Development** activities across Scotland. This plan will provide context for our Board on the priority investments and the return on investments (ROI) that will be targeted via improved financial, productivity, and quality outcomes.

The next 12 months are a critical period for BT as we **change from the inside out** to make the greatest impact possible as we **empower people, families, and communities** across Scotland.

2. OUR STRATEGIC INTENT

Over the next 12 months our transformation focus will ensure we are:

- Recognised as a national registered care provider, registered social landlord, and registered charity, who operates at the **intersection of social care and social justice**.
- Equipped to nurture and empower people at the **higher and highest end of need**.

- Positioned as a partner of choice in delivering services to tackle **homelessness**, to support **young people** to fulfil their potential, to promote **recovery** from addiction, to reduce **offending**, and to support **tenancy sustainment** for other RSLs.
- Offering a portfolio of accommodation, support, transition, housing, connection, and empowerment **assets** which we combine to offer innovative person-centred services.
- Developing unique **partnership models** to harness public, social, and private assets for social good.
- Empowering our service teams by **delegating authority** to the front line.
- **Releasing time** to support and releasing time to develop in our services.
- **Developing our talent** and offering career progression into specialist areas outside of homelessness and housing support.
- Changing our **Workforce Model** and developing an **Attraction & Retention** strategy that allows us to respond to the changes taking place in our labour market.
- Managing a **portfolio of property assets** aligned to our service strategy.
- **Diversifying our income** away from our reliance on homelessness commissioned contracts, to ensure we have a sustainable service portfolio and business model.

3. EXECUTIVE SUMMARY

Our policy landscape has changed significantly over recent years, having a direct impact on the sustainability of our service portfolio. Since 2018 the policy drive towards **Rapid Rehousing** has meant the primary focus is on placing people into settled tenancies and bypassing supported accommodation wherever possible. Only the most complex homelessness presentations will be referred into supported accommodation, and even then, the length of stay will be significantly reduced. This has a direct impact on our relevance in the sector and our **financial sustainability**, as the focus transitions to supporting people in the community to become active citizens, via models such as Housing First.

Outside of homelessness, the wider social justice landscape has also changed markedly. Across all sectors there is a focus on early intervention and prevention and on breaking repeated cycles of behaviour and **revolving door** interactions with public bodies.

- In the justice sector, there is a policy goal to keep people out of prison, supporting them to **desist from offending** by diverting them onto life-enhancing pathways as early as possible.
- In the addiction sector, the focus is on improving access to rehabilitation and recovery support, recognising that stopping is just the start. Connections, hope, identity, meaning, and empowerment are recognised as critical to allowing people to recover in its fullest sense, to **enhance their whole wellbeing** and to thrive.
- In the young people's sector, the focus is on **nurturing potential**, promoting lasting relationships, and **providing stability** in the lives of those who have not had the best start in life. All young people should be given the same opportunities to fulfil their potential and any sense of otherness must be broken down. Love and hope are the foundations to Scotland's new commitment to supporting all our young people.

There is an increasing focus on delivering **person-centred services**, to break the silo working where people are fixed issue by issue. There is an increasing focus on designing **asset-based solutions**, to better integrate public assets and to link up the public, social and private sectors in partnership to achieve sustainable social outcomes. There is an increasing focus on the power of connected communities in helping people overcome challenges in their lives, whether communities of **place**, communities of **shared experience**, or communities of **interest**.

There is a recognition that homelessness is not a condition but only a point in time. There is an increasing focus on its causes and the solutions required to not only place people into housing, but to allow them to **live fulfilling lives**.

Over 90% of the people we support have a history of adverse childhood experiences (ACEs) and adult trauma, over 80% have lived or living experience of addiction, over 70% have a history of repeat homelessness, and over 60% have a history of repeat offending – we are therefore a **homelessness organisation in name only**.

We operate at the intersection of social care and social justice, bringing our accommodation, support, transition, housing, connection, and empowerment assets, to offer person-centred, trauma-informed, and community-anchored solutions for those who need it most.

We have traditionally supported people at the **higher or highest end of need**, and this will remain at the core of our strategy. We recognise they have complex interdependencies

across the challenges in their lives, so our focus will be on whole person wellbeing to allow sustainable outcomes to be achieved.

We are a not for profit, so **partnership and collaboration**, not competition, underpins what we do. We promote public, social, private partnerships (PSPPs) and we are building unique partnership models with Scottish Football Clubs, given their role at the heart of local communities as the cathedrals of the people. This collaborative approach provides a foundation to embed our assets in the local authority areas where we operate and opens doors for us to **build relationships and opportunities** in new areas across Scotland.

We will become more agile, efficient, and outcome focused, ensuring we **measure the right things** to help us achieve our mission. We will assess the experiences of all stakeholders in interacting with us, using learning to drive **continuous service improvements**. We will remove all unnecessary bureaucracy and reporting and we will revisit the documentation we use and the processes we follow to ensure they reflect our commitment to being a **trauma-informed** organisation.

We are committed to doing all we can to automate how we work, **releasing staff time** to support the people in our care, whilst releasing staff time to develop new relationships, partnerships, and opportunities, **unlocking all the talent** in the organisation, and allowing everyone to contribute to the delivery of our strategy.

We are building a new organisation from the inside out, recognising our transformed policy landscape, responding to the sustainability challenges presented, whilst being innovative in opening new opportunities for partnership and growth. In so doing, we will of course **honour our past**, whilst recognising that **radical change** is needed and quickly.

We recently refreshed our Vision, Mission, Foundations, and Values to reflect who we are, what we believe in, and who we want to become:

- **Our Vision** is for a country where everyone can access person-centred support, whenever, and for however long, they need it.
- **Our Mission** is To Empower People to Thrive.
- **Our Foundations** are Love and Hope.
- **Our Values** are being Kind, Passionate, and Creative in all we do.
- **Our Objectives** are to:

- SERVICE QUALITY – To optimise the customer experience of interacting with Blue Triangle, maximising the outcomes we achieve.
- SERVICE DIFFERENTIATION – To offer innovative, trauma-informed, needs-led, and person-centred services at the intersection of social care and social justice.
- INCOME DIVERSIFICATION – To diversify our sources of income, reducing our reliance on commissioned housing support services.
- **We Believe In:**
 - The **power of recovery, social renewal, and the opportunity to thrive** – it does not matter where you come from, but where you’re going as your past does not define who you are today.
 - **Connected communities** where the people we support can move forward within a supportive infrastructure that genuinely empowers them, and enables them to feel safe, and to achieve everything they want to.
 - **Proactively designing, building, and delivering models of social care**, securing funding, rather than waiting on the next tender to be published.
 - Our staff being the **champions of the change** we want to see, combining their passion and expertise, so they can **grow and develop in our organisation**.
 - BT being a sector leader for young people and adults, being their biggest supporter, and being an advocate for **trauma-informed, person-centred and rights-based solutions** that work for every person, not just because the system says it is so.

This Organisational Strategy provides the context for four **enabling strategies**: Service, People, Property, and Digital. Investment in each of these pillars will be vital over the next 12 months and some key decisions will be required as we navigate from our existing position to put in place the necessary **foundations for growth**.

- **Service Decisions**
 - The service portfolio we will be offering as part of our Go to Market focus.
 - The investments associated with new services and the income streams we are targeting from different commissioning sources.
 - The transition plan as existing services are decommissioned in each local authority area.
 - The service plan per local authority area, including breakthrough into new areas and acceptance that withdrawal from some areas may be required.
- **People Decisions**
 - The learning and development across staff to deliver a new service portfolio.

- The appraisal and development frameworks to roll out across all staff.
 - The workforce models required to deliver our changing service portfolios in each local authority area.
 - The terms and conditions and other components of attraction and retention that must be in place.
 - The level of delegated authority to services to empower the front line.
 - The job evaluation impacts as our transformation journey continues.
- **Property Decisions**
 - The investment and disinvestments across our current property portfolio.
 - The funding source to be used: reserves versus borrowing.
 - The strategy for recycling Housing Association Grant (HAG) monies to avoid liabilities crystallising, recognising we need designated reserves.
 - The business case for investing in housing stock to offer tenancies as a social landlord in different local authority areas.
- **Digital Decisions**
 - The investment required in an integrated IT architecture to automate processes, data capture, reporting, and information sharing.

Our Transformation Programme and Board Governance will provide the necessary grip and **assurance** to drive forward our change portfolio at the pace that is needed, whilst ensuring **dependencies** are managed, and allowing **informed decisions** to be taken by the Board during this **mission-critical 12-month period**.

4. THE CASE FOR CHANGE

The homelessness and wider social care and social justice contexts in Scotland have undergone significant change in recent years:

- **HARSAG** (2018) and the **Ending Homelessness Together** Action Plan (2018) cemented the Scottish Government's commitment to the principle of **Rapid Rehousing** via Housing First and reduces any use of support accommodation to a minimum in terms of referral volumes and length of stay.
- The **Hard Edges Scotland Report** (2019) highlighted the need for a truly person-centred approach for supporting people living with **severe and multiple disadvantages** (SMDs). The report highlighted the interdependencies across Homelessness, Substance Dependency, Offending, Mental Health Problems, and

Domestic Violence & Abuse. They stress that people on the edges cannot be fixed issue by issue.

- The publication of the Scottish Government's **Temporary Accommodation Standards** (2019) laid down clear quality standards for accommodation, including the definition of 'suitability' criteria including the exclusive use of bedroom, bathroom, and kitchen facilities, removing all shared facilities as standard. These quality criteria are carried over into supported accommodation and local authorities are applying higher local standards for any supported accommodation they retain in their service portfolio.
- **The Promise** (2020) (Independent Care Review for Children & Young People) fundamentally shifted the focus of care for young people from system-driven transitions and a preoccupation with risk management, to a focus on love, choice, continuing relationships, partnership working, collaboration, codesign, and transformation of our fractured and bureaucratic 'care system.'
- The **Adult Social Care Review** (2021) outlined the need for social care and support that is person-centred, trauma-informed, and rights-based. It presented the case for a **National Care Service** (NCS) responsible for commissioning, inspection, and registration via Integrated Joint Boards (IJBs) in each Local Authority area. It paved the way for person-centred and wellbeing-focused models of commissioning by Health & Social Care Partnerships (HSCPs).
- The Scottish Government's **Call to Action for Social Renewal** (2021) recognised the need for partnerships and collaboration across public, social, private, and community organisations to achieve the required step changes in social outcomes so badly needed across Scotland. The call was for radical thinking and innovative solutions, not tinkering around the edges.
- The Scottish Government and COSLA commissioned **Preventing Homelessness in Scotland Report** (2021) proposes changes to prevention duties on all public bodies and social landlords, so that no one faces the indignity of not having a home. Early intervention and collaborative approaches are recognised as vital to help people to sustain their tenancy and to ensure no one leaves a public institution without somewhere to stay. This will have a direct impact of people being referred into homelessness supported accommodation, as transitions into settled tenancies will be the preferred pathway.
- The **Care Inspectorate Quality Framework** (2021) is based on the European Foundation for Quality Management (EFQM) model. It provides the new basis for all our service inspections, focusing on assessing service leadership, staff

development, the experience for the people we support when in our care, and the wellbeing outcomes enabled.

- **Housing 2040** (2021) outlines the Scottish Government plans for enhancing social housing provision in Scotland's first long-term housing strategy. It sets a new ambition to deliver 100,000 affordable homes by 2031/32, placing housing at the centre of social renewal, and as a key enabler to tackling child poverty, to promoting social inclusion, to empowering active citizenship, and to ending homelessness.
- The **Shared Spaces Research** (2021) to be published in the summer of 2021 is assessing the future of supported accommodation within a rapid rehousing context. It is considering the person-centred support requirements for those at the 'higher end' of need and with complex and enduring (potentially life-long) support needs, where innovative, flexible, and wellbeing-focused accommodation and support models will be required.
- The **Legal Prevention Duty** (2021/22) on public organisations to prevent homelessness as a core responsibility, placing increasing pressures on the prison service, the NHS, and RSLs, to change how they work and to invest in transition pathways. The consultation on this key change starts in December 2021.

We are at a crossroads as our core supported accommodation service is rapidly **becoming obsolete**. **Doing nothing is clearly not an option**, and only **radical change**, both internally and externally, will ensure we achieve our mission.

We are building a new organisation from the inside out, developing a **new brand**, and shaping a **new identity** in the marketplace. Innovative approaches and courageous leadership at all levels in the organisation will be critical to our success.

We must empower our staff, we must engage in codesign with the people we support, and we must embed a culture of **continuous improvement** in all we do.

5. THE PRIORITIES FOR CHANGE

We are designing and implementing a **new Blueprint** via our Transformation Programme, transforming our service and support model, and changing our brand and our culture.

Many of the foundations have been put in place during Q1 and Q2 2021 and we will continue to strengthen our core and drive forward the following **design and cultural components** over the next 12 months:

- **VOICE:** We will bring innovative thinking to the table via white papers, talking to the right people, getting round the right tables, and onto appropriate podiums. We will amplify our voice and the voice of the people we support with codesign becoming part of our normal practice.
- **EXCELLENCE & DEVELOPMENT:** We will drive change to achieve Service Excellence (Internal) and Service Development (External) in parallel, focusing on the quality of our services, the experience of interacting with Blue Triangle, and the positive outcomes we achieve and empower.
- **ORGANISATIONAL STRUCTURE:** We will implement a flatter organisational model, with new 'Heads Of' positions in areas critical to the delivery of our strategy. We will delegate authority to our frontline services, removing bureaucracy, embedding a trauma-informed focus in all areas of operations, and driving continuous improvement to optimise the quality of support we deliver and maximise the person-centred outcomes we achieve.
- **WELLBEING:** We will develop Accommodation, Support, Transition, Housing, Connection, and Empowerment assets that are combined as services to focus on the person not their challenges. We will be Person Centred, Trauma Informed, and Community Anchored, working in partnership to change a system that focuses on fixing people issue by issue. We will develop unique Wellbeing Village Models, including with Football Clubs, these being person-centred but with the potential to 'specialise' in core challenges – Recovery, Reoffending, Mental Health, Care Transitions, or Prison Transitions – whether for young people or adults.
- **HIGHER & HIGHEST END:** We will support anyone, but will develop assets, skills, and partnerships to operate at the complex higher or highest end of need in line with the Hard Edges Report – those with 'severe and multiple disadvantages' in their life, having clear Accommodation, Support, Transition, Housing, Connection, and Empowerment models for them.
- **TRANSITIONS:** We will have the assets and expertise to support people transition at pathway end points – on liberation from prison, young person moving from a care facility, on discharge from an addictions rehab/crisis centre, moving on from emergency homelessness accommodation, on discharge from mental health support, on release from court under bail conditions, etc.
- **CONTINUITY:** We will offer an end-to-end model where people can transition from our Supported Accommodation, into Supported Transition Housing (Tenant Guarantor), into Settled Tenancies with Support (us as Landlord or local RSL as Landlord), and into Connected Communities that we are part of and have been instrumental in building via scaffolding teams.

- **ASSET-BASED:** We will focus on joining up assets via Public Social Private Partnership (PSPP) models to make Social Renewal a reality. We will harness all possible assets within our own ecosystem, including peer volunteers (Changed People Changing People), and public volunteers to increase our capacity to help make the maximum impact in the lives of the people we support.
- **COLLABORATIVE:** We are a not for profit so collaboration, not competition, will be core to how we design and deliver services. We will replicate partnership approaches like our consortia with Simon Community Scotland and Barnardo's in North Lanarkshire, to ensure that synergies and outcomes are maximised. We will partner with academia to bring international thinking and support outcome tracking, forming Advisory Boards to inform and shape areas of our Service Strategy.
- **CONNECTED:** We will focus on building ecosystems as part of every solution, joining assets within a collaborative culture so the system is agile and evolving. We will develop positive connections and lasting relationships for people as early as possible on their journey to thrive. We will offer a whole range of pathways to thrive via our Connected Communities, joining up communities of place, communities of shared experience, and communities of interest.
- **FUNDING & INCOME:** We will be active as a Charity in targeting Trust & Foundation Grant Funds and Corporate Social Responsibility Funds to drive forward Tests of Change, to demonstrate new service models, and build the evidence for changing commissioning strategies. We will Tell Our Story and raise funds and target Giving Income to allow local improvements to be progressed in our Services. We will develop Social Landlord models that require investment in housing stock, but demonstrate a return on investment, allowing profits to be cycled into service development and delivery.
- **INNOVATIVE:** We will develop 'New Ways' and 'New Models' that are needs-led and evidence-based, bringing different combinations of Accommodation, Support, Transition, Housing, Connection, and Empowerment assets. We will develop a unique service portfolio offering new models focused on those at the higher end of need: Tenant Guarantor, Shared Living, Peer Landlord, Concierge Support, Wellbeing Village Models, Life-Long Connected Housing, Tenancy Sustainment for RSLs, and End to End Support with Blue Triangle ultimately as Social Landlord.
- **MEASURING SUCCESS:** We will start to measure the right things at all levels in the organisation to ensure we remain focused on delivering our strategy. We will reduce the focus on audit, risk, and compliance, and will increase our focus on quality and continuous service improvement. We will develop shared outcomes we all recognise as key to achieving our mission to empower people to thrive. We will

embark on our journey towards EFQM accreditation and Investor in People (IIP) accreditation, as part of our commitment to continuous improvement.

These design and cultural changes are fundamental to delivering our strategy and achieving our mission. Rapid and radical change is vital to not only securing our **operational sustainability**, but to opening new go to market opportunities and providing the foundations for growing our service portfolio, unlocking new funding sources, and diversifying our income streams.

6. OUR BUSINESS PLAN

We need a **robust but agile Business Plan** that recognises the need for investment internally to drive Service Excellence and to achieve our Service Development goals in our Go To Market Strategy. Given the change drivers and the rapidly changing policy landscape, **dual transformation** (internal and external change in parallel) is a given, so our **Transformation Programme** must be ambitious and must be managed at an integrated portfolio level. Do nothing or **tinkering around the edges** is not an option.

We must do everything we can to protect existing income streams, and to consider how we can attract higher Housing Benefit (HB) income given we support people at a Higher End of need. In parallel, it is vital we **open new sources of income** via a **BUSINESS PLAN** that recognises investment is needed to generate income, with this being led by the CEO and SLT to deliver a **positive return on investment (ROI)** via the realisation of **financial and non-financial outcomes**.

Our **Go To Market Strategy** will outline how we will generate income from diversified sources by **combining our assets** (Accommodation, Support, Transition, Housing, Connection, and Empowerment) to **PIVOT** at different **social care, social justice, and housing challenges facing Scottish society**.

We will become renowned as a **trauma-informed, person-centred, and rights-based** organisation that operates at the **intersection of social care and social justice**; enhancing the **wellbeing** of people and families who need some love, hope, and support the most; working collaboratively to **empower them and their communities to thrive**.

It is within this context and with targeted Go To Market campaigns and collateral that we will unlock new income streams:

- **Commissioned by Local Authorities** via Criminal Justice SW Teams, Alcohol & Drug Partnerships (ADPs), Children & Families SW Teams, and Complex Needs Teams, **as well as** different models of commissioning from Homelessness Teams

for support that enables their Rapid Rehousing Transition Plans (R RTPs) to be delivered.

- **Commissioned by other public bodies** such as the Scottish Prison Service (SPS) or the NHS.
- **Purchased Agreements with Local Authority Teams or Public Bodies** for support, in terms of 'beds' and/or 'support hours', these arrangements being formalised via Public Social Private Partnerships (PSPPs).
- **Procurement Contracts or Purchase Agreements by RSLs** to buy tenancy sustainment support, given the RSL's financial costs of eviction are a minimum of £20K per person/family – never mind the human, social, and whole system economic cost. These arrangements could be brokered at a regional level across multiple RSLs, with each organisation putting funds into a pool to allow an Intensive Floating Support team to operate across each RSL's client group.
- **Central funding from Scottish Government** for innovative Tests of Change, targeting ring-fenced monies such as the £250M to achieve the National Drugs Mission to Save & Improve Lives, £100M of which is ringfenced to increase drug rehabilitation provision across Scotland.
- **Trust & Foundation grant funding**, sourced in partnership with Local Authorities and other partners, to complete Tests of Change aligned to their needs-led social challenges where additional funding allows new solutions to be tested and a case for investment created.
- **Income from providing tenancies as a Specialist RSL** for people and families at a higher end of support need, maximising our HB income and being recognised across Scotland as expert providers in this area of service. We will aim to maximise income so there is potential to cross-subsidise our social care services, allowing us to invest beyond publicly funded service levels.
- **Income from operating as a Private Landlord via a community interest company** or other subsidiary model. This is common in our sector, with care providers investing in housing stock and offering tenancies as a private landlord to earn income and build a property portfolio, funded from reserves or via social investment organisations, and drawing on all available government subsidies on a per unit basis.

Our Business Plan for FY 22/23 will be finalised in Q1 2022. It will set the context for **agreeing our Investment Plans** by outlining our ROI targets, and it will set the context for agreeing our Central Support and Service **operational budgets for the year**.

7. EMBEDDING OUR STRATEGY

To successfully deliver and embed our strategy we will:

- Put in place the required **organisational structure** to deliver our strategy, focusing on driving the Service Excellence and Service Development outcomes that are critical to success.
- Form a **Senior Leadership Team** (SLT), led by the CEO, who own the strategy and who are collectively responsible for its implementation.
- Produce **supporting strategies** and **costed roadmaps** for our proposed changes to Services, People, Property, and Digital, making clear how these are critical enablers to delivering our Organisational Strategy.
- Refresh our **Transformation Programme Plan** to ensure we have clarity on our change priorities, dependencies, risks, investment needs, and the targeted return on investment.
- Develop clear **measures of success** so we can track our progress towards delivery of our strategy, ensuring we remain on track, and providing early warning of any delivery issues so corrective actions can be taken.
- **Make our strategy real for all staff**, demonstrating how they will be positively impacted by its successful delivery, not only engaging them to secure their buy-in, but empowering them at the heart of delivering and embedding changes into central support and across all frontline services.
- Model **inspiring leadership** across the organisation, promoting the fundamental principle that leadership is not about a role or a position in a hierarchy, but instead is all about passion, commitment, attitude, and behaviours.

8. CONCLUSION

Our staff demonstrated through our Strategic Narrative engagement that they are **hungry for change**. They want BT to step up and step into new areas of service delivery. They want to be part of the change, they want to be recognised for what they do, and they want to be developed to **become the best social care professionals they can be**.

Our staff codesigned our Vision, Mission, Foundations, Values, and Beliefs, alongside Board Members and the people we support. The fundamentals for strategic success are

being put in place, the most important of which is **our culture of empowering our staff to empower the people we support** to achieve all they want to achieve.

The next 12 months are critical for BT but the **foundations for strategic success** are in place or are forming. Our change challenges are significant, but the opportunities for growth and for transforming as many lives across Scotland as possible are real.

All it requires is bold thinking and courageous leadership to translate our vision into reality, to achieve our mission, and to deliver our strategy. We can do it, and we will do it, as the critical prerequisites we're not short of are creative ideas, passion, and a collective will to make it happen.