

RECOVERY  
FOCUS

# INSPIRING INDIVIDUAL RECOVERY



Group Strategy 2023-26

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**RECOVERY  
FOCUS**

# **INSPIRING INDIVIDUAL RECOVERY**



# Welcome to our **RECOVERY FOCUS** Group strategy for 2023-26...

As the **Chair** and **CEO**, we are very pleased to introduce this document outlining our goals and plans for the future. This strategy sets out our vision for providing even more effective and meaningful support designed to ensure that everyone can achieve a life they value.

The Covid-19 pandemic had an enormous impact on people's wellbeing and has challenged us to think deeply about how we can continue to help people in these unprecedented times, where cost of living issues are adding to existing pressures.

We believe that recovery is possible for everyone, regardless of the challenges they face, and this informs everything we do.

**We are incredibly proud of what has been achieved over the course of the previous strategy. Our committed staff, volunteers and peers worked tirelessly during the pandemic to keep people safe.**

We've invested heavily in technology and our properties and have embarked on a comprehensive programme of transformation with a clear goal of directing more money to the front line where we know it can make the most difference.

## But there is still **MORE** to do.

We want to enhance our services and build strong partnerships, using evidence-based practices and pioneering new approaches to recovery. We will do this in a holistic and person-centred way and continue to empower people with lived experience to play an active role in shaping our work and supporting others on their own path to recovery.

Through this strategy, we will continue to focus on improving the lives of those we support, putting their needs, aspirations, and hopes for the future at the centre of what we do.

**We would like to express our sincere thanks to our supporters, volunteers, and staff, who make our work possible each day.**

**Together, we can help transform lives and communities, and work towards a society where recovery is possible for all.**



**Helen Edwards CBE - Chair**



**Derek Caren - CEO**

# Foreword

**There has never been a greater need for the support provided by **RECOVERY FOCUS**.**

**We are living in uncertain times and, for many, issues with **mental health** and **domestic abuse** have worsened; while **drug, alcohol** and **gambling** dependencies have become increasingly pronounced.**

There is a growing awareness of issues such as discrimination and climate change which have been amplified by the additional burden that has been created for many due to the pandemic, increased cost of living and global conflict – a burden that impacts on some more than others due to increased inequality within society. The legacy of the pandemic is still being felt across the sector with the long-term effects on

physical and mental health being exacerbated by an exhausted NHS, long waiting lists and blockages in the system. The situation is set to get worse with inevitable cuts to funding of public services alongside the highest inflation rates in 40 years.

The health and care sector has been profoundly impacted by key events during the last few years. The tragic events of Grenfell and the Black Lives Matter movement following the death of George Floyd, have sharpened our commitments to critical issues of safety and being an inclusive, anti-racist organisation.

The sector and wider labour market is also experiencing an unprecedented challenge in attracting and retaining a skilled and motivated workforce which is having a fundamental impact on our strategic objectives.

**We recognise that we must do all we can to enhance our approach to recruitment, pay, reward and retention.**

To achieve our vision that everyone can achieve a life they value, we must do more to broaden the impact of our work in the communities where we operate. As a group of charities, we must do all we can to adapt and change, as well as continuing to innovate and drive efficiencies so that we work together with the people we support to facilitate sustainable outcomes.

**With 152 services supporting to 21,258 people in the past year across England**, we are already at the heart of local communities.

We work in partnership with local authorities, health trusts, emerging NHS Integrated Care System and other Voluntary, Community, Faith and Social Enterprise sector organisations; providing solutions that offer system-wide pathways to tackle entrenched and complex needs.

**But there is still MORE to do.**

We must continue to build on the achievements we have made through working together with people we support to maximise the expertise gained through experience.

We must make sure that we do all we can to ensure people have a home where they can thrive and build supportive relationships and lead fulfilling lives.

The health and care landscapes are changing. We already have a good, long-established presence in much of England; giving us a real strength in our ability to respond to the needs of local communities.

**Through this strategy period, we will continue to work collaboratively with a wide range of partners to design, develop and deliver services that respond to local, regional, and national needs.**

# We are **RECOVERY FOCUS**

## Who we are

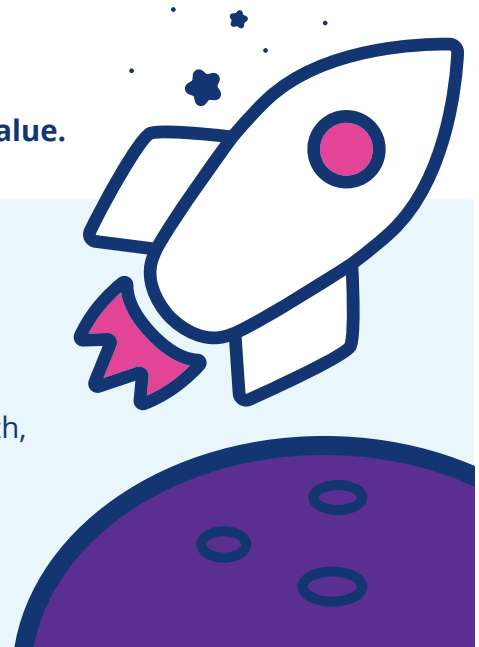
Our vision is that **EVERYONE** can achieve a life they value.

## Our mission

We work **TOGETHER** to achieve recovery goals.

We work together as experts in the fields of mental health, drugs and alcohol, gambling, and domestic abuse.

We work together with strategic partners to develop and deliver services at a national, regional, and local level.





# Our values

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## Our values capture what we stand for and believe in.

They are the principles, ideals and characteristics that define the culture, standards, and aspirations of us as individuals and as an organisation.

They are the foundations that guide our actions and behaviours, and we commit to ensuring they are recognisable in everything we do – how we interact with **people we support**, how we interact with each other and how we present to the outside world.



### We are **RESILIENT**:

we don't give up; we look after our wellbeing, and we are open to adapting and changing.

### We are **INCLUSIVE**:

we recognise that people experience disadvantage and discrimination, and we strive to create an organisation that prioritises equity of outcomes.

### We are **COLLABORATIVE**:

we get alongside people to support their goals and we forge alliances in the pursuit of shared goals.

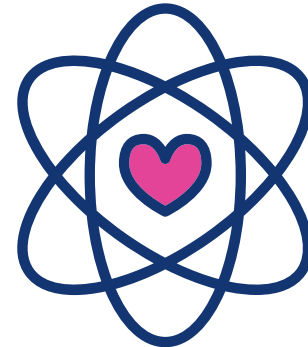
### We are **HOPEFUL**:

we believe that everyone can achieve a life they value.

# What we do

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- > We are a group of expert charities **inspiring recovery together**.
- > We provide support to people around their **mental health, drugs and alcohol, gambling, and domestic abuse**.
- > We work **in partnership** with others to provide local solutions.
- > We provide **residential services** in 275 owned properties, 402 managed homes, 13 registered care homes and 8 (soon to be 10) crisis houses.
- > We employ **1,200 people** and have the support of **186 volunteers**.
- > We actively encourage the appointment of employees and volunteers with **lived experience**.
- > Our **working together charter** sets out our commitment to putting people at the **heart of everything we do**.



**Our services fulfil a crucial role in delivering services that inspire recovery via:**

**Crisis services**

**Community based services**

**Employment services**

**Drug and alcohol services**

**Domestic abuse services**

**Residential recovery services**

**Floating support**

**Gambling services**

**Social enterprise**

### **Crisis services**



Our crisis services offer intensive, short-term support to help people manage a mental health crisis. Our services include residential crisis support and community based safe havens.

### **Community based services**



Our community-based services support the recovery and resilience of people with mental health needs, thus delaying or reducing the need to access more intensive services.

## Employment services



Our employment services focus on getting people into mainstream employment in line with their preferences at a pace that's right for them and/or enabling people to retain their current job by facilitating a support package with their employer.

You can check out our range of services across the group by visiting our website at: [www.recoveryfocus.org.uk/find-support](http://www.recoveryfocus.org.uk/find-support)

## Drug and alcohol services



Our drug and alcohol services support people affected by drugs and alcohol providing specialist services tailored to young people, adults, family, and friends.

## Domestic abuse services



Our domestic abuse services work with survivors and perpetrators in a range of services including peer support, domestic abuse assessments and perpetrator programmes.

## Residential recovery services



Our residential recovery services provide accommodation and support to people with mental health conditions who may be at risk of repeat homelessness or are at risk of accessing intensive NHS mental health services.

## Gambling Services



Our gambling services provide support, information and advice to anyone affected by gambling, providing specialist services tailored to young people, adults, family and friends.

## Floating support



Our floating support services provide mental health support to people in their own homes.

## Social enterprise



We run a number of social enterprises designed to provide employment opportunities and add social value to the communities where they are based.

# Recent achievements

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- > Across England we supported over **21,000 people** during FY21/22.
- > **Our amazing staff** and volunteers worked tirelessly to deliver support through the pandemic keeping people safe and well.
- > **12,831 people** received support with their mental health crisis.
- > **7,264 people** received support with drugs, alcohol, and gambling.
- > **1,163 people** successfully completed our domestic abuse programmes.
- > **Over 50% of people** supported in employment services retained or regained employment.

**94% of people**  
we support would  
recommend our  
services to a  
family or friend.

- > Successful delivery of an ambitious programme of **digital transformation**.
- > **103 separate commissioners** with record commissioner satisfaction.
- > Our **workforce diversity** broadly represents the people we support.
- > We pay the **Real Living Wage**.
- > **Investors in People Gold** for Aquarius and Silver for Richmond Fellowship.
- > **£2.4m of business** retained on retender and £0.9m of new business added.
- > **14 new partnerships** developed 21/22.
- > **£1.4m** into the renewal or acquisition of fixed assets.

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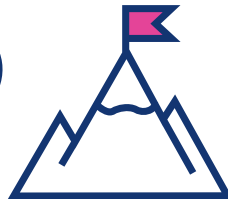
**THERE  
IS MORE  
TO DO**

**Our Strategic Priorities**



The strategic objectives outlined in our **2020-23 Group Strategy** have served us well and stood up to the ultimate test of a global pandemic. We achieved a lot but there is more to do. This strategy builds on these successes and focuses our attention on the challenges and opportunities ahead. We will develop more detailed plans each year to support the delivery of our goals.

- 1. Quality Services:** We'll deliver and develop quality services everyone can be proud of.
- 2. Working Together:** We'll put people at the heart of everything we do.
- 3. Reach:** We'll strengthen our presence and partnerships in the places we operate.
- 4. Sustainability:** We'll ensure the sustainability of the Recovery Focus Group.
- 5. Impact:** We'll ensure our services provide personal and social impact.



# Quality Services

We'll deliver and develop quality services that everyone can be proud of.



**Our ambition:** Our services will be consistently responsive, effective, and safe with clearly defined models that replicate best practice.

## How we'll achieve this:

- > We'll develop the resources within our Models to Support Recovery to enable best practice to be shared more easily between services.
- > We'll set up communities of practice for each of our operating sectors to bring people together with a shared interest to capture best practice.
- > We'll strive for excellence as measured against quality standards.
- > We'll continue to retrofit, repurpose, and refurbish our property portfolio to ensure we provide homes where people can thrive.
- > We'll use our digital technology to enhance our service offer and encourage innovation.
- > We'll ensure we recruit, develop, and retain a skilled and engaged workforce within the constraints of a very challenging labour market.

## What success looks like:

- > People get the support they need when they need it.
- > People are safe.
- > People achieve their goals and move on in a planned way.
- > Everyone has a home, the opportunity to work and friends they can rely on.
- > People get the same support worker throughout the time they are supported, if that is what they choose.
- > Staff will be equipped with the skills, knowledge, and expertise to deliver quality services.

# Working Together

We'll put the people we support at the heart of everything we do.



**Our ambition:** For our commitment to working together to be consistently evident across the group and to ensure we harness the value of lived experience.

## How we'll achieve this:

- > A refreshed Working Together Strategic Plan will provide a roadmap for building on the success of the current strategic plan.
- > Reshape the Working Together structure to ensure the people we support really are at the heart of everything we do!
- > Sector specific communities of practice will be co-produced to drive best practice.
- > A Working Together charter mark will measure adherence to working together principles.
- > Our commitment to Equality, Diversity and Inclusion will be demonstrated by equity in outcomes and opportunities.
- > We'll clearly articulate our commitment to valuing lived experience and create pathways for people to secure roles.
- > Coproduce and roll out Richmond Fellowship's Tenants Charter 'Together with Tenants'.

## What success looks like:

- > Working Together Strategic Plan, charter mark and Tenant's Charter in place to deliver key milestones.
- > Health inequalities in service delivery are addressed.
- > Communities of practice deliver measurable improvements in each operating sector.
- > Mechanisms in place to support people with lived experience to be recruited, retained and achieve progress.
- > Sustained positive feedback on the satisfaction of people we support.

# Reach

We'll leverage existing relationships to strengthen our presence and partnerships in places we currently operate. We'll also explore growth opportunities in new locations when conditions are right.



**Our ambition:** Deploying our experience in multiple market sub-sectors we'll engage with a range of commissioning bodies (including Integrated Care Partnerships) to broaden our reach in local health and care economies to tackle a wider range of needs.

## How we'll achieve this:

- > We'll identify a complementary organisation to partner with.
- > Developing and maintaining value-adding strategic partnerships.
- > Be a place-based provider, offering multi-faceted responses to people with complex and co-existing conditions (including mental ill-health, domestic abuse and substance or gambling dependency).
- > We'll grow our services in value terms by £2.50 million each year.
- > Respond to market shortfalls (such as insufficient Mental Health Supported Housing) by investing our capital in high-quality, 'turnkey' property solutions.
- > Building our external profile and fostering stronger brand recognition of the Recovery Focus group.

## What success looks like:

- > More people will be reached in the places we operate.
- > The strategic partnerships we develop will add value and be effective.
- > Our operating models will meet local needs, demonstrating best practice.
- > Our services will be embedded within local health and social care systems.
- > We'll deliver long term solutions to local needs.
- > People will know who Recovery Focus is, what we do and what we stand for.

# Sustainability

We'll ensure the sustainability of the Recovery Focus Group.



**Our ambition:** The organisation will be transformed so that we maximise income and minimise cost to ensure reinvested into our staff our properties and our services.



## How we'll achieve this:

- > We'll drive the efficient value for money use of resources to direct more money to the front line.
- > We'll maximise opportunities by seeking alternative streams of income sources.
- > Drive efficiencies by centralising procurement processes across the business.
- > Drive efficiencies by streamlining our processes and investing in our systems.
- > Develop recruitment processes and practices that are efficient and effective to enable us to attract, recruit and retain the best people across all occupations, localities, and service models.
- > Strengthen the housing management function ensuring that we are Tenant focused, filling voids and compliant with regulation.
- > Take action to address underperforming contracts.
- > Develop and maintain our approach to staff engagement which facilitates a more collaborative, inclusive, and healthy working environment.
- > Develop and maintain a Pay Strategy based on the market median and which is affordable, flexible, transparent and supports recruitment and retention.
- > Embed effective leaders and managers through our competency framework and training programmes to enable them to get the best from their people.
- > Ensure we effectively support career pathways and maximise our workforce talent.
- > We'll drive our environmental sustainability plan to meet the government's net zero targets and align with the NHS green plan.

## What success looks like:

- > Stabilised staffing and improved recruitment fill rates across the organisation.
- > An established system of fair, affordable pay forming part of a strategy to making working for the Recovery Focus Group a viable, respected, and sustainable career choice.
- > Refreshed management structures at affordable levels prompting a culture of people focused cooperation around a 'One Team Approach'.
- > Improved feedback from our Investors in People assessments.

# Impact

We'll ensure our services provide personal and social impact.



**Our ambition:** The evidence that underpins our services better demonstrates their impact and articulates their social value will be readily available.

## How we'll achieve this:

- > We'll refine the way we capture outcomes to better demonstrate our impact.
- > Operating sector specific satisfaction and performance measures will demonstrate how we're doing in terms of what's important for people we support, our commissioners and our regulators.
- > We'll seek to evaluate our operating models to refine and replicate.
- > The social value of our services will be better articulated and evidenced.
- > We'll further develop the digital dashboard to make best use of our data and business intelligence capability.
- > We'll develop and deliver effective evidence-based services.
- > We will promote and market Recovery Focus to ensure we are known as market leaders.
- > We will be integral to provider and strategic networks in each sector to ensure we can influence best practice.

## What success looks like:

- > Our data capture mechanisms will be used consistently across services to clearly demonstrate the effectiveness of our interventions.
- > We'll report on the impact of each of our operating sectors.
- > Consistent positive feedback from commissioner surveys.
- > We'll be demonstrably integral to provider and strategic networks.
- > We'll be known as market leaders in our sectors.

# The way we work



## Equity, diversity and inclusion

We will **break down barriers** to make Recovery Focus more diverse and inclusive. We will ensure our people reflect the communities we operate in and do more to ensure the experience and outcomes of people we support and the people who work for us are equitable.



## Innovation and technology

We have **invested heavily** in our IT infrastructure in recent years and will continue to harness its potential, finding new ways to deliver our services and collaborate.



## Quality and continuous improvement

We pride ourselves in working with people who others may turn away. With this comes a greater responsibility to **deliver high quality services** that keep people safe, that are responsive and that are effective.



## Working Together

The people we support are at the **heart of everything we do**. That's why one of our founding principles is to work with the people using our services as equal partners, to design, plan and provide support together. Our approach is based on the principle of co-production, which means creating something together. We champion this throughout the organisation both within our individual operational and central service teams.



## Environmental sustainability

We are committed to doing all we can to adapt and change our approach so that we are more **environmentally sustainable**. We will continue to adapt our property portfolio so that we can meet and exceed net zero targets and we will change our behaviours to reduce our carbon footprint.



## Person centred and data driven

Our services have been designed and developed based on an understanding of what works. We will **continue to challenge ourselves** and the sector by capturing evidence of the impact of our operating models and the outcomes we achieve. We'll become a data driven organisation to ensure our decision making is informed by evidence.

# Our partners



**Aquarius** is a Midlands-based charity with over 40 years' experience supporting individuals, families, organisations and communities to overcome the physical, emotional and psychological harms caused by alcohol, drugs and gambling.



**Richmond Fellowship** is a national charity that supports over 9,000 people living with mental ill health every year. They hold a firm belief that mental health is a journey that differs from person to person and therefore adopt a person-centred approach to recovery.





[recoveryfocus.org.uk](http://recoveryfocus.org.uk)