



Corporate Plan

2022-2025



Response

Together we can achieve change

Contents

Page

03

ABOUT US

19

*WELCOME FROM
THE CHAIR & CEO*

23

*EXECUTIVE
SUMMERY*

29

*QUALITY, SAFE
HOUSING*

33

*RECOVERY-BASED
SUPPORT TO ADULTS
WITH MENTAL HEALTH
AND COMPLEX NEEDS*

36

*MENTAL HEALTH AND
WELL-BEING SUPPORT
FOR CHILDREN &
YOUNG PEOPLE*

41

*BE A GREAT
PLACE TO WORK*

45

*FINANCIAL STABILITY,
SAFETY, COMPLIANCE
AND SUSTAINABLE
GROWTH*

**How
are you
today?**

About Us

RESPONSE IS A REGISTERED CHARITY.

We provide a person-centred recovery-focused model of housing and support across Oxfordshire, Buckinghamshire, Berkshire, and the South West of England for people with mental health and complex needs. Providing high-quality services for over 50 years, we have a proud history of innovating, adapting and providing high-quality services and are committed to delivering a holistic recovery-focused 360 model which covers all aspects of someone's life - not just their mental health. This enables people to live their lives to the full, in the community.

We offer several other services, including a Home Care service for people with serious mental illness requiring domiciliary care support, a care home for people with serious mental illness and embedded housing expertise for NHS inpatient wards. We use evidence-based practice to work with our clients and have a track record of keeping people out of the hospital by collaborating with our NHS mental health partners and local third-sector organisations. We believe in the power of change and that every life can be made more prosperous and more fulfilling, no matter the difficulties faced. Our staff, resources, experience, properties and creativity combine to deliver real, person-centred outcomes.

We own property and lease our expansive portfolio from several private landlords providing homes for our residents. We aim for financial resilience through a current turnover of nearly £17 million annually. We aren't stopping there; our future vision and plans for growth, partnerships and corporate stability are captured in our new 3-year Corporate Plan 2022-2025.

We also provide tailored mental health and wellbeing services to over 4,500 children, young people, and their families in Oxfordshire, working in collaboration with a wide range of partner organisations. Our extensive range of programmes allows us to respond to children and young people's needs through engaging and impactful practice, using modern approaches such as Cognitive Behavioural Therapy (CBT), Dialect Behavioural Therapy (DBT), and Solution-Focused Therapies. In 2020 we launched a new service in partnership with Oxfordshire Youth and Oxfordshire County Council, which provides homes and support for care leavers and young people at risk of homelessness.

All our services are commissioned by our NHS and local authority partners.



Caring

Safe

Creative

Aspirational

OUR VALUES

Our values are what make us unique. They represent how we define ourselves, our conduct, and our organisational priorities.

The human connections we build are what sets us apart from the crowd. We believe in the power of people, and they are at the heart of everything we do. We are one team of compassionate people working towards one goal, providing person-centred support that allows our clients to live their lives to the full.

Honest and open relationships help our clients feel safe. We work hard as a team and with our clients to develop mutual trust and support people to exceed their goals. Whether you live with us, work with us or use our services, we are always available and easy to deal with.

We continuously seek opportunities to improve our services by listening and collaborating with those who use them and deliver them. People's needs change constantly, and our colleagues are empowered to continuously improve how we do things for the better.

We're constantly curious and always looking for ways to improve in all aspects of our work. We strive to support all of our clients on their recovery journeys in the best way we can.

Our Vision

To enable people with mental health issues and complex needs live their lives to the full.



Our Mission

1. To support adults with serious mental illness and complex needs live as independently as possible by providing recovery-focused support within the community and our supported housing properties.
2. To work with children, young people, and their families to help them have a healthy approach to their well-being and mental health, and to live in a safe and supportive environment.

WE ARE SPECIALISTS IN DELIVERING MENTAL HEALTH AND YOUNG PEOPLE SERVICES IN THE COMMUNITY

through our recovery-focused model of care within our supported housing portfolio and our co-productive approach to supporting people in reducing health inequalities, increasing resilience and improving life chances.



OUR STRATEGIC GOALS

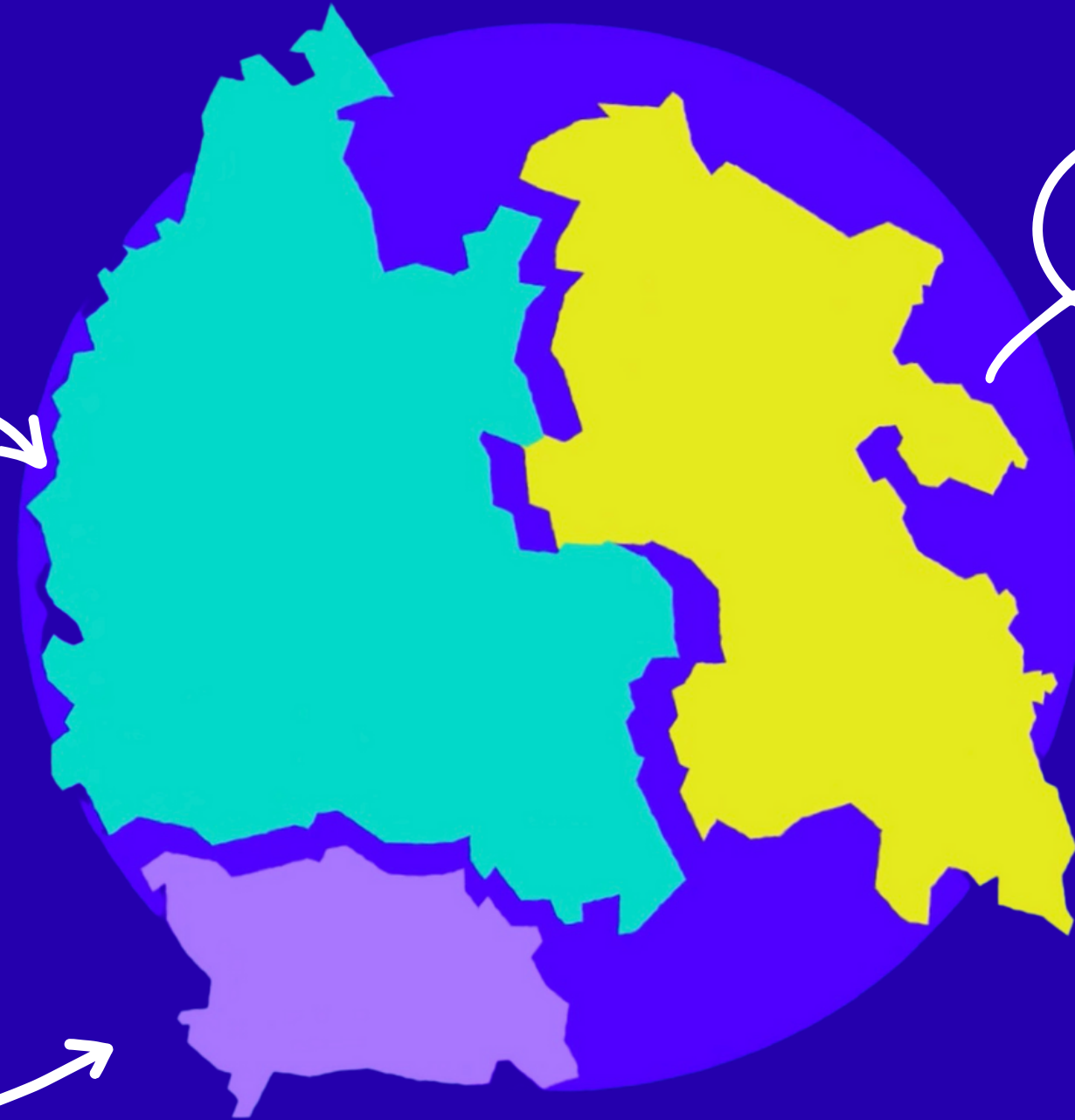
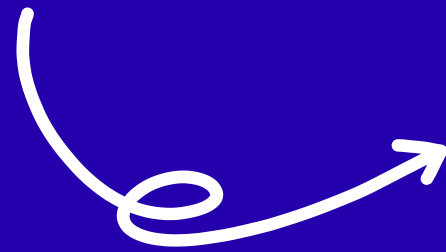
- 1** We will provide good-quality, appropriate housing that provides each resident with a safe home, enables recovery, and promotes wellbeing.
- 2** We will support more adults to lead safe, fulfilling lives by providing high-quality, evidence-based support services which promote wellbeing, recovery and independence.
- 3** We will be recognised as the leading provider of safe, evidenced-based support services for children and young people who help them to achieve and are highly effective in building resilience, independence and a sense of wellbeing.
- 4** We will be recognised as a great place to work, where our people feel valued and are given opportunities to develop and learn.
- 5** We will have robust internal systems and processes which provide a platform for high-quality services, financial stability, and sustainable growth.

Where we operate:

OXFORDSHIRE



BERKSHIRE



BUCKINGHAMSHIRE



And Also..

BATH, BANES,
SWINDON &
WILTSHIRE



4.7k

Young People

512

Residents

We Work with

24

Private Landlords



We work in partnership with

22

Organisations

320

adults +homecare client numbers



269

members of staff



158

housing units

3 different NHS MH Trusts

2 Integrated Care Systems

**Have you
spoken to a
friend?**

Our Commitment to Equity, Diversity & Inclusion (EDI)

By the end of 2025, we want our differences to be integral to all our roles, and part of the DNA of Response. Managers and leaders will be accountable for integrating EDI into the organisation and the services we offer and we will have meaningful engagement with all colleagues and client groups.



Welcome From the Chair & CEO

As an organisation, Response has always focused on promoting recovery and independence. This corporate plan document sets out our ambition for the next three years in several key areas. These include the quality of housing and the efficacy of our support services for adults, children and young people. It acknowledges that we need to be recognised as an excellent employer who put employee welfare at the heart of everything we do to achieve these ambitions. This corporate plan also acknowledges the challenging and changing environment in which we operate. To continue providing excellent services, we need to ensure we have robust financial and governance systems.

The last few years have been particularly difficult, bearing in mind everything we had to endure. However, we also had some noticeable achievements during this time, which included a significant expansion of our children and young people services, the delivery of over 200 units of accommodation for 16-24yr olds as part of the YPSA pathway, the opening of new services in Buckinghamshire and Swindon, Wiltshire and Baines, and the launch of RReEM360, our recovery-focused, evidenced-based support model.



The organisation has grown significantly over the last few years with these new services. As a result, we have had to review the infrastructure and systems that support service delivery.

The organisation has grown significantly over the last few years with these new services. As a result, we have had to review the infrastructure and systems that support service delivery. Several new systems will also be introduced during the period of this corporate plan.

As we emerge from the pandemic and learn to live with COVID-19, we can all reflect on the impact the last few years have had on everyone. Some effects are easy to see such as the change in working practices and the use of technology, but others, such as the impact on everyone's mental health, are harder to quantify. We know the demand for mental health support continues to put stress on existing services, and the demand among Children & Young People (including 18-24yr olds) is higher than ever and forecast to increase over the next few years.

During the timeframe of this corporate plan, there will undoubtedly be new challenges as the environment in which we operate continues to change. The establishment of Integrated Care Systems, the renewal of the Outcomes-Based Contract in Oxfordshire, budget constraints and staffing challenges are a few that we can readily identify.

We owe tremendous gratitude to all our colleagues for their unbelievable commitment throughout the most difficult challenge the organisation has ever faced. We know our colleagues differentiate us from other organisations, and we look forward to the future in the safe knowledge that we have an excellent team ready to meet these challenges.

John McLaughlin
Bob Sutcliffe

What's
really going
on?





Executive Summary

The COVID-19 pandemic has given society its most significant challenge of the past 70 years. It has highlighted the importance of better integrated working across local councils, the NHS and the voluntary sector to deliver services more quickly to people by bridging traditional divisions that have been in place up until now.

The implementation of Integrated Care Systems (ICS) and Integrated Care Partnerships (ICPs) across the country aims to provide the framework to enable integrated working at system and place level, which has led to a fundamental change to the commissioning landscape. ICSs and ICPs provide a framework for joined-up working across the sectors to agree on shared priorities and target investment based on local needs. By July 2022, ICPs are expected to have developed a formal agreement for engaging and embedding the voluntary sector in system-level governance and decision-making arrangements ideally by working through a voluntary sector alliance to reflect the sector's diversity. These arrangements should build on the involvement of partners in relevant forums at place and neighbourhood level. The importance of partnership working and alliances with other voluntary and statutory bodies cannot be underestimated. Response is working with partners in Oxfordshire, Berkshire and Buckinghamshire to develop these relationships.

In addition to identifying the importance of joined-up working, the pandemic also highlighted the agility and flexibility of our colleagues to adjust to delivering support and care in a different way.



PAGE 23

Opportunities have arisen, such as the accelerated use of digital technology to support clients virtually and the ability to offer more flexible terms and conditions for employees by recruiting people from other areas in the country. Investment in digital technology allowed us to switch to agile working for those who could work from home, and robust covid measures enabled colleagues to work safely with clients with enhanced PPE and access to regular testing.

We have reached more young people through our Mental Wealth Academy by offering a choice of virtual and in-person 121 intervention sessions and have taken advantage of green space by providing 'walk and talk' sessions. The pandemic has challenged us to think differently in how we deliver services to clients, such as setting up partnerships with other third-sector organisations to provide a joint approach to service delivery. The pandemic has also presented challenges, including the availability of colleagues and being able to access properties to carry out planned maintenance. This means that from now on, we will prioritise our property resources to ensure our buildings are of the standard we expect.

For many years Response has been recognised as one of the largest charities in Oxfordshire, working to support adults with mental health issues. More recently, we have utilised the scale and resources available to Response to begin to make a real difference within children and young people (CYP) mental health services. Working closely with statutory organisations and partners, we acknowledge going forward, the demand for these services will exceed the supply. As an organisation, we see it as our responsibility to help deliver support models that will significantly impact future years. These models include:

- **Social prescribing for children and young people accessing services from CAMHs and those who have recently left the hospital**
- **Our Mental Wealth Academy supports young people falling through the gaps created by the transition between children's and adult services.**
- **Our strategic partnership with One-Eighty, who deliver therapeutic interventions for children and young people from the age of four.**



PAGE 24



Executive Summary

The corporate plan for 2022-25 is centralised around our five strategic objectives:

In 2020 we took on the Young People Supported Accommodation contract (YPSA). It is our largest contract, and the timing meant this has been particularly challenging to meet requirements when lockdown prevented any movement in the housing market. Despite these challenges, we are incredibly proud to report that as of February 2022, we are now at 95% compliance. This contract also provided an opportunity and momentum for us to ensure our infrastructure, systems, and processes reflected the organisation's growth. Over the next three years, we will continue to refine how we work to enable efficient and streamlined ways of working.

The longer-term impact of the pandemic is starting to be felt through commissioner funding. Annual uplifts not meeting expected thresholds which in real terms are a cut in funding, combined with rising inflation and a challenging recruitment market partly driven by the impact of Brexit, means we are taking difficult decisions on how best to run the organisation. We want to reward our colleagues by paying them Oxford living wage and have been able to do this for 2022/23. We also want to provide colleagues with the right tools and skills to continue to do their job well and ensure they always have a good day at work.

Our other focus for the next three years is to develop an asset management strategy. This will focus on the delivery and maintenance of safe and good quality homes which meet the needs of our client base. Move to smaller houses or single units rather than large HMOs will be a crucial focus to enable our clients to live as independently as possible. This will include adopting the Housing First model for some of our clients. We also want to make the most of the available resources. We will be exploring how we can provide support from a more centralised point for our clients with higher needs, including domiciliary care.

We will also work with our commissioners and Oxfordshire Mental Health Partnership (OMHP) partners to design the new Adults supported housing and care contract that is shaped around the individual needs of the client. It will build on the already fantastic work delivered, focusing on how we provide support and care that can be flexed around the client and focused on the individual recovery journey, as well as ensuring the available resources reach those most in need.

Finally, we are determined to become the employer of choice for people who want to make a difference to the lives of others and deliver significant social impact to the population of Oxfordshire, Berkshire, Buckinghamshire and beyond. As an organisation, we are dedicated to developing and nurturing in-house talent and opportunities for our colleagues, where people feel valued, recognised and play an integral part in delivering our vision as One Team.

1. Quality, safe housing: We will provide good-quality, appropriate housing that provides each resident with a safe home, enables recovery and promotes wellbeing. 
2. Recovery-based support to adults with mental health and complex needs: We will support more adults to lead safe, fulfilling lives by providing high-quality, evidence-based support services which promote wellbeing, recovery, and independence. 
3. Mental health and wellbeing support for children and young people: We will be recognised as the leading third sector provider of high-quality, evidence-based mental health and wellbeing services for children and young people. 
4. Be a great place to work: We will be recognised as a great place to work, where our people feel valued and are given opportunities to develop and learn. 
5. Financial stability and sustainable growth: We will have robust internal systems and processes that provide a platform for excellent services together with financial stability and sustainable growth. 

These strategic objectives will set the remit and priorities of the organisation for the next three years and all targets and activities will be generated from these five objectives. These will be cascaded down through the organisation so, all employees at all levels of the organisation know how the work they do impacts the clients, colleagues and the overall vision of Response.

We have set performance measures for each objective, and we will track success against the delivery of this corporate plan. These are managed through a balanced scorecard reviewed monthly by the Executive and the Trust Board.

**Are you
sure you're
okay?**

Strategic Objectives

2022-2025

QUALITY, SAFE
HOUSING

01

We will determine the success of this objective by measuring client satisfaction levels and performance against health and safety requirements. Our continuous improvement programme for housing will focus on the following:



Client & customer focus – to ensure all services are focused on improving the quality of life for residents, and we work well with our landlords.



Safety for residents, colleagues, landlords and neighbours to work together to ensure properties are safe and of the highest standard using our co-designed housing standards model and to ensure all voices are heard.



Timeliness to provide simple ways to report maintenance needs that are responded to within our KPIs and service level agreements.



Appropriate provision – to provide different accommodation types to best meet individual needs

Over the next three years, we will:

- Improve living environments, and have a better understanding of our assets
- Be recognised by our regulators and commissioners as well-governed, high-quality housing providers, achieving the Decent Homes Standard.
- Deliver excellent customer service to clients and stakeholders.
- Increase housing revenue through partnership, proactive asset management and planning.
- Base our business decisions upon increasingly accessible, controlled, consistent, and accurate data.
- We will work collaboratively with our support colleagues to provide seamless service to clients.



Our objectives for Year 1 will be:

- All properties in our portfolio will meet H&S compliance requirements with processes and checks to monitor compliance.
- Infrastructure in place to measure progress against the Decent Homes Standards.
- Have a comprehensive database on assets we own and lease.
- Improve relationships with landlords.
- Reduce the number of ASB incidents through effective housing management and collaborative working with support services.
- Reduce the level of rent arrears through effective income collection and improved communication with clients and support agencies.
- Provide housing and support services to new client groups, including those who will be supported through the Rough Sleepers Accommodation Programme.
- Test innovative ways of working, such as an integrated approach to housing and support.
- Deliver the entire property portfolio for the YPSA contract.
- Delivery of 8 Housing First units (Acacia).
- Improve the quality of housing management services, focus on the things that matter most to tenants, and do this in partnership with them.
- Gather customer feedback about our services.

Our 3 year Target		Target for 22/23
85%	repairs completed within agreed timeframe	70%
100%	compliance with statutory health & safety requirements	98%
85%	customer satisfaction	65%
15%	Decrease in the number of ASB	5%
100%	of tenants signed up within the Housing benefits timeframe	85%
	All homes to meet the Decent Homes Standard	N/A
	Voids to be no greater than 6% of the portfolio	6%

RECOVERY-BASED SUPPORT TO ADULTS WITH MENTAL HEALTH AND COMPLEX NEEDS

02

We will measure success based on the successful outcomes for all our clients. The Response recovery model has been implemented across services in Berkshire, Oxfordshire and Buckinghamshire (BOB). Colleagues are in the process of completing training in RReM360 and we have refocussed service audits to ensure we are embedding a continuous improvement approach to care and support. Our continuous improvement programme for Adult Services will focus on the following:



Recovery – to provide a recovery-focused service that puts the client’s recovery at the centre of all decisions and living in the least restrictive environment, gaining as much independence and autonomy as possible.



Client involvement – we will improve how we involve our experts by experience to ensure we work in areas that are important to them and that they have a central role in redesign and service improvement going forward.



Innovation - we will work with partners in the Oxfordshire Mental Health Partnership to review and redesign services where needed to improve our offer and to ready us for the next mental health contract which is likely to be in 2023/24. We will make the most of partnerships across BOB to continue to deliver a wide range of services for people with serious mental illness.



Quality – we will adopt quality improvement methods. We will review internal audit methodology to ensure they have a quality improvement focus and provide us with the information needed to implement quality improvement cycles. We will achieve ReSET and Care Quality Commission (CQC) Good rating - or higher – in all services.



Digital Inclusion – Response recognises that our clients should be enabled to participate in the digital world and navigate the often-complex systems that offer access to benefits, utilities and support through connected devices. Response will endeavour to include offers and programmes of support that help reduce our client's exposure to digital poverty in an increasingly technologically connected environment.



Over the next three years, we will:

- Deliver the new Outcomes-Based Contract for mental health services across Oxfordshire within the financial envelope.
- Work closely with the Integrated Care Partnerships (ICPs) in Oxfordshire, Berkshire, Buckinghamshire and Baines, Swindon and Wiltshire to support them in delivering supported housing and care to those with the greatest needs.
- Redesign our intensive 24/7 supported housing and care services to better meet the needs of our clients.
- Expand our care home for people with mental health and complex needs to ensure they receive the right care locally.

Our objectives for Year 1 will be:

- Deliver a specialist domiciliary home-care service that is efficient, cost-effective and best in class across Oxfordshire
- Improve the physical health outcomes of our clients by increasing access to physical health support
- Implement client user, carer groups and feedback mechanisms to ensure voices are heard and help shape our services
- Ensure consistent quality across our services through our Peer Review ReSET process
- Maintain our CQC and internal quality ratings to be at minimum 'Good' ratings
- Improve client outcomes from our 24/7 intensive supported housing and care provision
- Deliver new support packages for clients such as ward-based housing community support workers and the specialist women's service.
- Ensure our colleagues have completed recovery-focused training (RReEM360) the certified recovery training programme
- Deliver cost-effective services that are within commissioned budgets.

Our 3 year Target

Target for 22/23

30%	of clients will successfully transition to more independent living within two years.	20%
	Minimum 'good' rating in our CQC inspections or internal Reset inspections	100%
70%	of clients show improvement in their recovery	50%
95%	of front-line workers qualified in RReEM360 – the certified recovery training programme	70%
60%	of clients are engaged in meaningful activity	50%
	Inpatient readmission rates kept at <12% within 90 days	12%
75%	customer satisfaction	70%

MENTAL HEALTH AND WELL-BEING SUPPORT FOR CHILDREN & YOUNG PEOPLE

03

We will determine success based on positive outcomes for children and young people across a growing geographical span of our services in the southeast region. Our continuous improvement programme for Children and Young People's services will focus on the following:



Improved outcomes – high-quality support for children and young people to provide preventative and early intervention programmes, avoiding the need for 'step up' services.



Engagement & Satisfaction – The voice of children and young people will be at the heart of all we do, ensuring active participation throughout the design, delivery, and evaluation of service provision.



Inclusion – Increased targeted provision committed to ensuring Children and Young People's services are focused on diversity and inclusion to provide equal access for all.



Partnership – develop our children and young people's brand and position Response as the leading provider through collaboration with other skilled and experienced third sector organisations and statutory bodies.

Over the next three years, we will:

- Expand delivery of children & young people's service provision in and beyond Oxfordshire to ensure we continue to increase and broaden our client reach.
- Take action to address the long-term health inequalities faced by our clients and exacerbated by COVID-19
- Increase the role of children & young people's participation within Response organisation, ensuring the client's voice is central to the design, delivery, and evaluation of services.
- Continue to grow our partnerships, ensuring an influential voice within existing and emerging forums.
- Be recognised by our clients, commissioners and partners as a high-quality, effective provider of children and young people's services.



Our objectives for Year 1 will be:

- Develop partnerships with BOB, local authorities and NHS trusts to deliver mental health and well-being support to more children and young people.
- Continue to work in partnership with Oxford Health Foundation Trust (OHFT) to deliver wellbeing-focused services within Mental Health Support Teams & Community In-Reach.
- Deliver the new social prescribing service in the Tier 4 inpatient wards across BOB and within the CAMHs teams in Oxfordshire.
- Continue the delivery of the Mental Wealth Academy, offering transitional support to 16–24 -year- olds across Oxfordshire as well as Avon, Wiltshire & Baines.
- Embed Equality, Diversity & Inclusion (EDI) into all Children and Young People's services
- Expand the remit of the Mental Wealth Academy for children & young people aged 11 plus in partnership with 180.
- Enhance the core training offer for the Children and Young People team
- Embed the children & young people's participation strategy within Response, including establishing a Youth Board, active involvement in recruitment processes, and development of participation networks and annual conference.



Our 3 year Target		Target for 22/23
10%	increase year on year in the number of CYP accessing our services	10%
75%	of CYP will show improvements in their mental health	70%
80%	of CYP completing programmes	70%
5%	increase in People of Colour & LGBTQ+ representation in Response delivered programmes	2%
	Have CYP services in at least 3 counties	2
75%	customer satisfaction	70%

BE A GREAT PLACE TO WORK

04

We will measure success by recruiting and retaining the best people to support our clients and provide them with the skills, training, and autonomy to do their job well. When our colleagues are feeling well, the outcomes of our clients improve, so we will work with them to ensure they can have a good day at work. Our People strategy focuses on:



— Equity, Diversity & Inclusion at all levels of the organisation.

— Career pathways that enhance development and skills



— Apprenticeship schemes and qualifications.

— Colleague well-being and happiness.



— Recognition and benefits.

Over the next three years, we will:

- Create a fully accepting and celebratory culture of all our differences and uniqueness by providing opportunities to learn from each other.
- Provide high-quality training and develop internal talent through personal development plans and learning.
- Develop an organisation-wide Apprenticeship Programme and Work Placement scheme.
- Introduce long-term well-being support for our employees.
- Become an Oxford living wage employer and introduce a pay progression structure.
- Implement an organisational development strategy and plan to shape our culture and productivity across Response.



Our objectives for Year 1 will be:

- Develop a new EDI strategy that recognises and celebrates our differences and uniqueness.
- Improved colleague benefits, including a well-being hub, healthcare cash plan and shopping discounts.
- Create opportunities for apprenticeships across our Children and Young People’s services.
- Invest in increasing salaries in line with Oxford living wage for entry-level colleagues.
- Review office accommodation and flexible working to improve agile working.
- Improve work/life balance and staff environment.

Our 3 year Target	Target for 22/23
27% Employee turnover	33%
6% vacancy rate	8%
80% organisational compliance with minimum training standards	70%
81% of individual well-being of moderate and above	78%
4.31% absence rates lost by time	4.55%



FINANCIAL STABILITY, SAFETY, COMPLIANCE AND SUSTAINABLE GROWTH

05

We will have robust internal systems and processes that provide a platform for excellent services, financial stability, and sustainable growth. We will measure success by having financial stability and generating income that enables us to reinvest in our services to improve and grow continuously. Our sustainability strategy will focus on:



Efficiency - Automating key processes by investing in technology to drive digital transformation.



Smarter spending - Embedding a culture of cost awareness, efficiency, and value to reinvest cost savings to increase our impact.



Compliance - All health & safety, data protection and CQC requirements are met.



Longer-term contracts - Work in partnership with commissioners to secure longer-term contracts to provide stability for our clients and Response.



Environmental impact - Integrate environmentally friendly initiatives across our services to reduce CO2 emissions.

Over the next three years, we will:

- Embed a value-for-money culture, where spend is everyone's business.
- Strengthen our financial viability and financial reserves.
- Invest in IT systems to improve quality, remove inefficiencies and enable smarter working.
- Become a paperless organisation as far as possible.
- Become a data-driven organisation to support decision-making.
- Exceed standards in the way we manage client and colleague data.
- Continue to strengthen the culture and governance of safeguarding.
- Digital by default; Improve overall customer and colleague experience by investing in digital technology and platforms for colleagues and clients and increase digital engagement.
- Be the mental health provider of choice, as recognised by client satisfaction levels.
- Publish and deliver against a sustainability strategy targeted at reducing our carbon footprint.



Our objectives for Year 1 will be:

- Develop a deep understanding of the value of our contracts in light of the 2022/23 uplifts from commissioners.
- Ensure service charges and Housing Benefit charges are in line with costs.
- Implement a Health and Safety working group.
- Implement a new incident reporting system and embed reporting culture across all services.
- Secure Cyber Essentials accreditation.
- Achieve Standards Met within Data Security and Protection Toolkit.
- Strengthen business partnering right across Response.
- Implement long-term financial planning.
- Launch of the new website.
- Invest in the core IT infrastructure, including a new finance system and, & develop our digital plan.
- Develop and implement a service user engagement strategy.
- Develop an organisation-wide fundraising strategy.

Our 3 year Target	Target for 22/23
Achieve “green” in all areas of the Oxon Safeguarding Board Safeguarding Audit Tool	80%
85% of clients would recommend us to friends and family	70%
100% contracts are financially viable in line with financial regulations	100%
The year-on-year increase in incident reporting	30% increase in incident reporting across all categories
Achieve external recognition for Health and Safety practice (e.g., ROSPA)	n/a
Achieve Cyber Essentials Plus accreditation	Achieve Cyber Essentials accreditation
Achieve Standards Exceeded in Data Security and Protection Toolkit	Achieve Standards Met in Data Security and Protection Toolkit



FOLLOW US

 @ResponseOrganisation

 @ResponseOrganisation

 @Response

 @ResponseOrg

Response Organisation
AG Palmer House
Morrell Crescent
Littlemore
Oxford OX4 4SU
www.response.org.uk
tel. 01865 397940 (Reception)

Company No. 4781936 - Limited by guarantee -
Registered in England at the above address - Charity
No. 1101071