

# **Local Solutions**

## Strategy 2017-20

# The context of this strategy...

This is a period of significant change for the relationship between the state and its citizens; evidenced through the shift in the scale and character of public services. The state is both shrinking and shifting, old certainties are diminishing and the fragmentation of public service delivery is the new reality. Also evident is that there are fewer resources, nationally and locally, targeted to address fundamental needs like skills development, social care and money advice.

What does remain consistent is the exclusion, poor outcomes and paucity of life chances of so many of our citizens. Disadvantage and exclusion are often the result of a combination of factors – personal and societal – and people will often have multiple and complex needs. These factors entrench people into a cycle of disadvantage; this is particularly evident in our work with young people, many of whom are seeking a chance to have a greater stake in the world around them.

More than ever, new solutions are needed – responses that will address the root issues and not just the presenting problems, initiatives that will increase the resilience of the individuals we serve so that they can face and overcome the challenges ahead. This demands innovation, creativity and flexibility.

**Local Solutions is an organisation with the heritage and ongoing commitment to create those dynamic responses. The opportunities are significant.**

# Innovating and campaigning for a better world...

Local Solutions is a charity that, since 1974, has been generating and delivering services to support individuals, families and communities with a primary focus on those experiencing disadvantage, exclusion and vulnerability.

**Our work is guided by our VISION of a society in which all people can live with dignity, lead fulfilled lives and realise their potential. Our MISSION is to Build Resilience, Raise Aspiration, and Improve Lives.**

We will strive to achieve our Mission by creating and delivering excellent and responsive services.

Our history is marked with innovation, taking measured risks and the creation of solutions that get alongside people and 'lean in' to help them make significant changes in their lives. Our innovation is illustrated through our heritage; we are proud to have a track record of invention that includes the establishment of accommodation solutions for young people and families, employability programmes, welfare advice and guidance, anti-bullying initiatives and support for unpaid carers and those affected by domestic abuse.

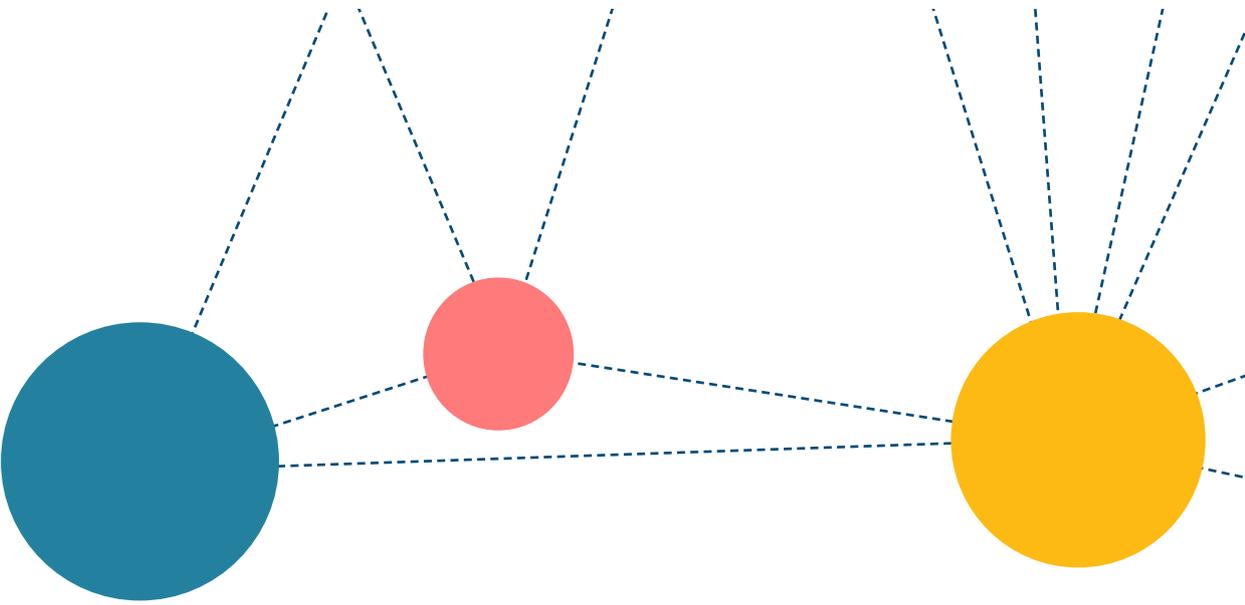
2017-2020 will be a period when Local Solutions intensifies its **innovation**, deepens and spreads its **influence** and strengthens its **independence**.

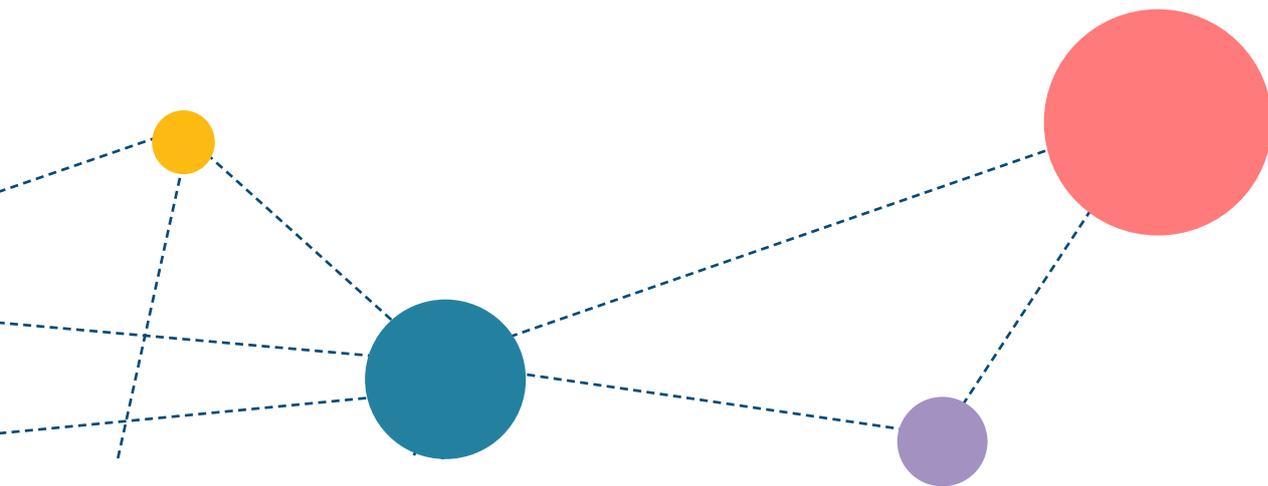
# Our approach in practice...



In a world where the state is moving further away from individuals, Local Solutions has been developing responses that connect with individuals in unique ways. For example:

*The 'My Time' initiative connects carers that could benefit from a break from their demanding caring roles with businesses, organisations and individuals offering free leisure activities including stays in hotels. It is a welcome opportunity for an individual or couples to rejuvenate and refresh and to simply have some time for themselves from the everyday stresses of providing unpaid care for a loved one. This simple initiative, that is reducing isolation and improving the lives of hundreds of carers, is a collaboration between ourselves and local businesses outwith the infrastructure of the state.*

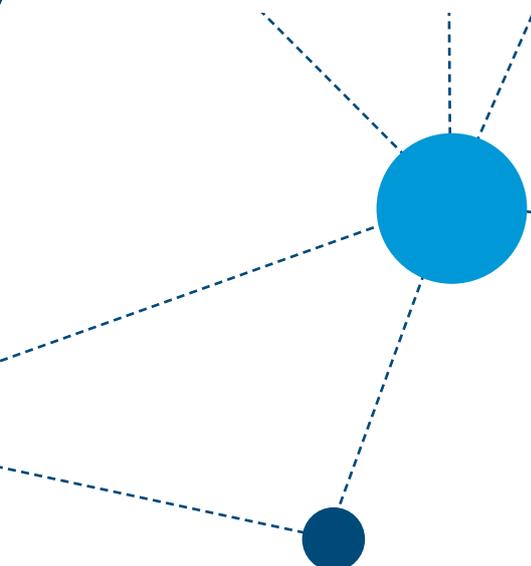




***The Intense Mentoring service was created by Local Solutions in order to improve the lives of homeless young people trapped in cyclical homelessness and requiring a different, more focused, approach. This intervention strips away traditional silo-based delivery to lean into lives through building a trusting relationship between the worker and young person. It provides person-centred interventions that are flexible, responsive and understand the context of the service users' life. Intense Mentoring is supported through charitable trusts and investors who have faith in our work.***



***The Resettlement Passport is a pre-tenancy course developed by Local Solutions to help young or vulnerable people prepare to move into their own tenancies. This response was created by support workers from our Supported Lodgings services with the aim of reducing tenancy breakdowns that result in considerable costs to individuals and to wider society. Graduates from the course are equipped with practical information on managing a home thus increasing the chances of sustaining and thriving within a community setting. This work is supported by social investment and charitable donations.***



There are many more examples that can demonstrate the spirit of inventiveness that is part of Local Solutions' culture. We will continue to be entrepreneurial in our approach, open to ideas, solutions and opportunities that present themselves in the course of our work.

# Our services

Our current work priorities are centred on three themes: Accommodation and Support, Social Care, Health and Wellbeing, Inclusion and Progression:



## Accommodation and Support

Accommodation and peripatetic support for young people and families who are homeless, vulnerable, marginalised, not in education, employment or training, or lack skills and personal resources. Our services are designed to provide safe and stable environments, foster personal enhancement, build capacity, enhance learning and promote independence in order to secure and sustain a more positive future.



## Social Care, Health and Wellbeing

Personal and support services for people who are older, are affected by physical and mental health issues or a disability and those who provide unpaid care for others. Our services are designed to help people maintain choice and control, explore new opportunities, maximise their independence and live dignified and fulfilled lives.



## **Inclusion and Progression**

Services to support people who are affected by poverty, debt, unemployment, welfare reliance, mobility issues, lack of skills, domestic abuse and those excluded from the mainstream. Our services are designed to alleviate poverty, develop skills and capacity, secure employment, enhance access, find security and safety from harm and gain independence.



# **Our plans for 2017-20**

We are ambitious to demonstrate the contribution and impact that a modern, dynamic charity can make. This strategy has been developed by our Board of Trustees who are keen to promote the concept of 'advancement' for both individuals who use our services and the organisation.

This strategy outlines our future ambitions and aspirations. It is described through four principal themes - culture, services, people and organisation.

# Our culture

Organisation culture is important to us, we will demonstrate our culture through our values, behaviour and engagement with others. Local Solutions will:

Advance ideas and participate in the big conversations needed to bring about change

Demonstrate inspiring leadership in the sector and civil society and strive to be influential at local, regional and national level

Be an outward facing organisation seeking new relationships to foster mutual benefit and be a catalyst for change in service design and delivery

Value and preserve our entrepreneurial spirit, independence and autonomy and take measured risks in order to meet needs

Build strong alliances with those who share our values and approach and embrace the spirit of co-design and collaboration

Ensure that we add value and provide additional benefit from our work in all our service areas

Be committed to excellence and continuous quality improvement

# Our services

We aim for our services to be excellent and responsive and be a catalyst for individuals to build resilience, raise aspiration and improve lives. To achieve this we will:

Create and design solutions that respond to the needs of our current service users and that address future needs

Learn from the experiences of our service users and use that knowledge to advance our work

Campaign on behalf of those facing disadvantage, exclusion and vulnerability and play a role in influencing social policy at a local and national level

Use performance data to evidence and articulate our work and its impact and apply knowledge to improve services

Explore and develop new market opportunities with specific focus on housing and social care

Be a learning organisation, collaborating to enhance our research and development

Increase activity through non-commissioned, self-generating and self-funded services including our Resettlement Passport, Mentoring and My Time

Increase our impact by extending and diversifying our services in order to deliver more benefit to vulnerable and disadvantaged people

Reduce future demand through designing programmes that are aimed at prevention

Create a compelling narrative, increase our visibility and communicate what we do effectively to service users, stakeholders and employees

Attract and retain high quality people and place values at the centre of our employee relationships

Work with teams to enhance their understanding of the context of their work

Enhance the health and wellbeing of our employees through a supportive culture and diverse initiatives

# Our people

Our people are at the heart of all we do and are integral to our ambitions. To ensure our people meet our ambitions we will:

Invest in learning and enable time for reflection and experience

Enhance our performance management process to focus on contribution and continuous improvement

Make working for the organisation a rewarding and motivating experience which allows talent to flourish and recognises contribution

Support employee contributions that add value to the work and culture of the organisation

Engage and empower employees and volunteers to help shape service delivery

Be a business aware of our ethical, environmental, economic and social responsibilities

Ensure good governance provides a stable and strong platform

Invest in and implement systems that help produce efficiency and quality assurance and that stimulates growth

Provide financial stability for sustainability and future growth

# Our organisation

We need to ensure that the organisation is fit, robust and in good shape to meet the demands of the future. In order to do this we will:

Realign traditional income streams and attract new resources and investment

Provide internal investment in order to advance concepts that meet our long-term aspirations

Utilise our assets as leverage to support our ambitions and utilise external expertise as required

Ensure we have a competitive business model where we balance our income and costs

Improve our use of technology to increase efficiency, deliver better outcomes and measure impact

Establish new premises and community spaces to deliver effective services and create enriching surroundings for people to work in

## Accountability

*This strategy has been formulated by our Board of Trustees. To measure the effectiveness of our work and account for ourselves we will design and implement wide-ranging evaluation and measurement methodologies. These will be both quantitative and narrative based and include:*

- *The scale, number and diversity of our services*
- *New collaborations and partnerships*
- *Feedback from our service users*
- *Feedback from our staff*
- *Voluntary action and employee contribution*
- *Key performance indicators*
- *External quality inspections*
- *Financial performance*
- *Activity and income from self-generated services*
- *New sources of investment and income*
- *Employee retention and satisfaction*
- *Investment in learning*

*Performance will be regularly reviewed and appraised by the Board of Trustees. We will set challenging but realistic targets to demonstrate how we meet our ambitions. In addition, we will produce annual plans for all areas of service delivery that will describe the way in which they meet the ambitions set out in this strategy. We will communicate the impact of our work through appropriate methods for all our stakeholders: our board, external organisations, employees, volunteers, services users and the wider public.*

### Find out more / get in touch:

#### Local Solutions

Mount Vernon Green  
Hall Lane  
Liverpool  
L7 8TF

**Phone:** 0151 709 0990  
**Web:** [www.localsolutions.org.uk](http://www.localsolutions.org.uk)  
**Email:** [info@localsolutions.org.uk](mailto:info@localsolutions.org.uk)  
**Twitter:** @LocalSolutions\_  
**Facebook:** @LocalSolutions



**Charity Number 515060**