The **DO GOOD** strategy on a page

do good

Building inclusive communities

1.1 Focus on people with the greatest level of need

We focus our support on people with complex needs, disabled people, and people who are marginalised.

Our core ethos is that "no one is left behind".

Delivery focus:

- We provide quality housing and support.
- We focus on people and communities' others find challenging to support
- We amplify the voice of lived experience and *why* we work with specific communities

1.2 Build strong place-based and community-based approaches

The rise of place-based commissioning aligns with focusing our support on creating communities and giving to communities

Delivery focus:

- Our services are embedded in local communities
- Our developments align with place-based and neighbourhood models
- Our contribution helps build the local community.

1.3 Invest in colleagues as part of our community

Our community is both our colleagues and the people we serve. These relationships that make the real difference. We make sure that our colleagues are skilled knowledgeable and well trained so that we make better decisions every day.

Delivery focus:

- We empower colleagues with skills and confidence
- We use learning to improve everyday decision making
- We support colleagues so they can support others well

do more good

Sustainable growth and impact

2.1 Grow impact, not just size

Our growth is built on our 140 years of innovation, and the quality of what we do. Our focus is to be of more help to more people and if we are not the best people to deliver on an area of work, we will partner with those who are.

Delivery focus:

- Expand where our contribution is strongest
- Prioritise outcomes and impact over scale alone
- Ensure growth strengthens, rather than dilutes, purpose

2.2 Explore new models, partnerships and ways of working

We will develop more building-based services, and this will include partnerships with housing, investment and sector organisations.

Delivery focus:

- Proactively explore development, partnerships and new delivery models and which include earned income.
- Balance risk, reward and sustainability
- Create a structure that mean we are ready to respond to emerging opportunities

2.3 Engage new audiences and build long-term sustainability

In a time of changing demographics of wealth and giving, we will engage with people who want to contribute in new and different ways.

Delivery focus:

- Broaden awareness of our purpose and impact to influence policy and secure funding.
- Engage and encourage new generations and communities to give through time and donations
- Build long-term sustainability through reach, reputation and relevance

do it well

Be a well-run, trusted organisation

3.1 Deliver consistently high-quality services

We have 100% Good/Outstanding regulated services.
We have internal audit processes, ISO standards, and what we do we do well.

Delivery focus:

- Maintain and evidence high performance in all areas
- Use internal audit and quality assurance as learning tools, not just compliance
- Focus on *"are we doing the right things?"* as well as *"are we doing things right?"*

3.2 Strengthen governance, trust and legitimacy

Governance is the foundation of trust with commissioners, partners, funders, and communities. We use the Charity Governance Code to measure our performance.

Delivery focus:

- Ensure governance enables action rather than constrains it
- Demonstrate transparency, including our learning from failures as well as successes to build trust.
- Reinforce organisational legitimacy so we can take informed risks safely.

3.3 Use data, systems and technology to free people to focus on relationships

Data informs our decisions, and we've been on a journey to ensure that our data is trusted. We will build on the data that we have, and move, where appropriate to automation of systems, to free our colleagues to spend more time building relationships with the people we support.

Delivery focus:

- Invest in systems and automation, including AI, that reduce the time spent on manual process
- Use data to inform decisions for now and the future
- Enable colleagues to spend more time on relationships with the people we support for better outcomes