

Raising Ambitions

**Second Step Strategic Plan
Refresh 2022-2023**

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Introduction

Our plan for 2022/3 continues our theme of the last three years: to raise the ambitions for our clients, our staff, the organisation and the communities we work in.

As we move out of the pandemic and into a world that's fundamentally changed, we are keen to hold on to new ways of working together. For this transitional year our focus is on embedding this learning, continuing to meet our clients' needs and supporting the wellbeing of our staff.

We've learned a lot over the last two years; about new ways of reaching our clients and of working together. The result is that we're supporting more people than ever before in more places than ever before, doing what we do best as experts in mental health.

Throughout we've kept true to our values, especially our value of learning and growing ensuring we found time to pause, reflect and learn as we move forward together. As we enter this transition year, we acknowledge how tough times have been for everyone, how so many more people are now facing new mental health problems alongside those who we've been supporting throughout Covid-19.

We know that we must focus on building a culture of inclusion and collaboration, supporting people to connect and reconnect with each other.

That's why our focus will be on rolling out our pioneering trauma-informed ways of working, alongside our new Addressing Racism Strategy. We will also embed new ways for us to learn and grow as an organisation through our Covid recovery planning which will help us create a culture of inclusivity and collaboration. This approach will benefit everyone we support as well as everyone in our growing staff and volunteering team.

You can find our Strategic Plan 2019-2022 here www.second-step.co.uk/raising-ambitions-second-steps-strategic-plan-2019-22/

Our priorities for 2022-23

Excellent Services and Innovation: Deliver excellent and innovative services for clients	Actions - how we will achieve excellent services	
	1.2	Implement Psychological, Adversity & Trauma Strategy
	1.9	Digital Inclusion
	1.10	Client insight - we will have meaningful and timely feedback loops

Organisational Development with motivated and talented staff: Improve the performance and quality of how we support clients	Actions- how we will achieve quality and performance	
	2.1	We will improve staff wellbeing by implementing Thriving at Work Recommendations and learning from Covid pandemic.
	2.2	We will invest in becoming a systems change organisation (organisational wide training offer and support)
	2.3	We will deliver our Addressing Racism strategy: Phase 1
	2.4	Pay and benefits review (benchmarking)
	2.5	We will update our appraisal system to improve staff performance and satisfaction.
	2.6	Work Force Planning: Recruitment and retention project
	2.7	Culture Beyond Covid (4Rs; blended working; use of BSq and other offices; re-engagement)

Infrastructure: Ensure the organisation is efficient and well organised	Actions - how we will be an efficient and well organised organisation	
	3.1	All client records will be digitalised: Phase 2 client access (My Inform)
	3.2	Office space will meet long-term organisational needs
	3.4	Staff will be able to communicate and share information more easily and effectively across the organisation: Phase 1
	3.5	HR Information Systems Improvement
	3.6	Central Services Cost Review

Meeting More People's Needs: Support growth and new business	Actions- how we will achieve organisational growth	
	4.1	We will deliver more services for people with serious mental health problems
	4.2	Our offer will include new services at primary care level
	4.3	Develop a distinctive education, volunteering and employment pathway.
	4.4	We will embed and develop our complex needs and system change model
	4.5	Our income will be diversified through fundraising
	4.6	We will have strategic partnerships to meet our ambitions

Speaking up for mental health: Put the voice of clients at the heart of external and internal communication	Actions - How we will speak up for mental health	
	5.1	We will strengthen client voice, internally and externally, through improved methods of engagement
	5.2	Agree updated Peer Strategy
	5.3	Updated external PR Strategy to include public affairs