



STRATEGIC PLAN

2013– 2016

1. WESC Foundation Statement of Strategic Direction

It is the time for change in the strategic direction of WESC Foundation – the specialist centre for visual impairment. Whilst we are proud to celebrate 175 years of continuous development and improvement in the education and care of young people with visual impairment, current knowledge of neuroscience is leading us into a new era in which we intend to be at the forefront.

Current developmental theories of learning, based as they are on sighted, sensory input, are insufficient in their application to the learning of children with visual impairment. Both those with ocular visual impairment and those with neurological visual impairment have significantly different ways of using memory and learning. Our mission is to understand how these actually work in order to ensure successful learning. To achieve this, we intend to develop both our action research function, so as to apply this new body of knowledge to our practice. This will be realised through the training and continuing professional development of the highest quality to ensure the specialist knowledge and skills of all our practitioners.

2. Overarching Key Strategic Objectives 2013-2016

- 1. To maintain the core business of the school and college as a VI specialist centre**
- 2. To maintain and develop protocols and practices for safeguarding learners**
- 3. To identify alternative markets beyond the core business**
- 4. To embed research, training and development within our culture and practice to develop theories of learning specifically to meet the needs of young people with visual impairment**
- 5. To improve the quality of teaching and learning by developing an overarching philosophy of education for those people with visual impairment**
- 6. To become a nationally and internationally recognised centre for visual impairment for education, care, research and development.**

3. Summary of Strategic Objectives 2013-2016

- a. To underpin the core business by offering increased flexibility of alternative provision of all services**
- b. To allocate resources to deliver services effectively and efficiently**
- c. To align remuneration to performance**
- d. To implement effective management and information systems**
- e. To diversify service provision for a range of other markets through an expansion in Outreach Services, assessment services and VI support services such as therapies and mobility**
- f. To develop internal expertise, knowledge and skills to develop the highest standards of service provision**
- g. To develop additional care provision through the expansion and registrations of residential and supported living**
- h. To meet the VI adult market through alternative models of provision such as employability, training and independent living and social skills through alternative modes of provision**
- i. To Increase partnership and collaboration with VI and other sector partners to create a combined service provision**
- j. To develop close working relationships with family groups**
- k. To develop co-location with such partners onto the WESC Foundation site**
- l. To develop and embed research, training and development to maintain WESC's USP as a specialist centre for visual impairment**
- m. To improve and develop of the current site and to identify alternative locations**
- n. To develop additional income streams through non-core activities such as fundraising, social enterprise and training and development services**
- o. To use the WESC Foundation re-brand and sub-brands to promote and market profile to a national and international audience.**

4. List of current collaborative Partners

- **UK – University of Lincoln – linked to Cambridge University – HEFCE funding secured 2013-15**
- **UK – The Ted Wragg Trust, Exeter, Devon**
- **UK - The National Health Service (NHS) Royal Devon and Exeter Hospital, Exeter, Devon**
- **Europe – Trondheim University, Norway, - linked to Uppsala University, Sweden – Dr Bengt Elmerskog – Funding bid submitted for 2014-17 to include research publication**
- **US – Veterans Association Palo Alto Health Care system – linked to Stanford University Dr Gregory L. Goodrich – funding being sought from Services charities and the Stroke Association (Stroke patients)**
- **US - University of Philadelphia - Dr Christine Roman –Lantzy - funding being sought from a range of places including HEFCE**

5. STRATEGIC PLAN

Strategic Priorities	Plan No	Outcome and Impact	Deadline for Completion	Actual Completion Date	Key Performance Indicator	Sub-brand
To underpin the core business by offering increased flexibility of alternative provision of all services	3a	To meet the needs of the full range of VI learners through differentiated and alternative modes of delivery in addition to existing residential provision	August 2016		A range of flexible, alternative modes of provision fully implemented to meet complex needs to the cognitively able.	Education: school and college
To allocate resources to deliver services effectively and efficiently	3b	To implement fully costed business plan	October 2014 October 2015 October 2016		All sub-brands to have fully costed business plans and budget allocations	Finance and Resources
To align remuneration to performance	3c	To base remuneration on a performance-related pay policy based on an analysis of market supply and demand	July 2015		All staff to be subject to performance management to determine remuneration	HR
To implement effective management and information systems	3d	To monitor the effectiveness of all MIS systems: Databridge, Access HR, SAGE Payroll, School Centre etc.			Accurate and timely reporting of data and analysis	All

Strategic Priorities	Plan No	Outcome and Impact	Deadline for Completion	Actual Completion Date	Key Performance Indicator	Sub-brand
To diversify service provision for a range of other markets through an expansion in Outreach Services, assessment services and VI support services such as therapies and mobility	3e	To secure a range of Agreements (SLAs) from LAs, GFES, HEI, Academies and Family Groups	August 2016		2 new SLAs per year (6)	Finance & Resources: Business Development / Marketing
To develop internal expertise, knowledge and skills to develop the highest standards of service provision	3f	To develop a fully-costed annual training plan based on strategic objectives and performance management outcomes	August 2016	Plans for: 2013/14 20/14/15 2015/16	An annual training plan based on strategic and operational objectives	Finance & Resources: Business Development / Marketing

Strategic Priorities	Plan No	Outcome and Impact	Deadline for Completion	Actual Completion Date	Key Performance Indicator	Sub-brand
To develop additional care provision through the expansion and registrations of residential and supported living	3g	To develop and expand supported living, domiciliary care and respite provision	August 2016	Phase 1: August 2014 Phase 2: August 2015	To complete the registrations of Heritage Homes, Cornwall House and a review of respite provision	Service Provision Support Services
To meet the VI adult market through alternative models of provision such as employability, training and independent living and social skills.	3h	To develop adult provision for employability via social enterprise and expanded partnerships	August 2016		The creation of 2new partnerships per year (6)	Finance and Resources: Business Development

Strategic Priorities	Plan No	Outcome and Impact	Deadline for Completion	Actual Completion Date	Key Performance Indicator	Sub-brand
To Increase partnership and collaboration with VI and other sector partners to create a combined service provision	3j	To develop partnership working with the National Health Service, the Ted Wragg Trust and Seeability to expand and diversify and create a combined service provision	August 2015			Finance & Resources: Business Development
To develop close working relationships with family groups	3j	To identify relevant family groups as a source of recruitment to meet the needs of children via alternative modes of provision	August 2014		The creation of two family group partnerships per year	Finance & Resources: Business Development
To develop co-location with such partners onto the WESC Foundation site	3k	To co-locate VI and other sector partners onto the WESC site	December 2014		The co-location of the NHS clinic and one other	Finance: Business Development

Strategic Priorities	Plan No	Outcome and Impact	Deadline for Completion	Actual Completion Date	Key Performance Indicator	Sub-brand
To develop and embed research, training and development to maintain WESC's USP as a specialist centre for visual impairment	3l	To identify funded projects to meet the needs of the VI sector through WESC expertise as a specialist VI centre and to focus research and development into Vi conditions and their impact on learning and informed by neuroscience developments	August 2016		A fully-funded 3-year projects plan	Service Provision: VI specialist services
To improve and develop of the current site and to identify alternative locations	3m	To maintain a fit-for-purpose campus informed by a baseline report and DDA and 'Green' audits	On-going review and actions		A site fit-for - purpose	Finance and Resources:
To develop additional income streams through non-core activities such as fundraising, social enterprise and training and development services	3n	To develop and expand funding streams through increased fundraising activities, social enterprise, training services and WESC resources for payment for private use	August 2016			Finance & Resources: Business Development
To use the WESC Foundation rebrand to market to a national and international audience.	3o	To use the WESC brand and sub-brands to promote and market WESC specialist expertise and services to a national and international audience	August 2016		50% increase in non-core income	Finance & Resources: Business Development

6. EQUALITY DIVERSITY MONITORING

WESC FOUNDATION MONITORS ALL EQUALITY AND DIVERSITY COMPLIANCE REQUIREMENTS AS PART OF THE NATIONAL EQUALITY AND DIVERSITY STANDARD.

7. RISK

WESC FOUNDATION IDENTIFIES ALL RISKS THROUGH THE RISK COMMITTEE AND MONITORS RISKS VIA THE RISK REGISTER AND OPERATIONAL PLANS.

8. STRATEGIC OBJECTIVES ALLOCATED TO DIRECTORATES AND OPERATIONAL AREAS

(a) Service Provision

(b) VI Support and Specialist Services

(c) Finance, Resources and HR

8.1 DIRECTORATE/AREA: SERVICE PROVISION (EDUCATION, BUSINESS AND TRAINING AND DEVELOPMENT)

STRATEGIC OBJECTIVE	NO.	PROPOSED OUTCOME	START DATE	BY WHOM	END DATE	IMPACT	KPI
To implement strategic levers for the direction of the management of all service provision to ensure Quality Assurance and compliance with national professional and occupational standards as required by inspection and audit agencies	3b 3d	The implementation of management steering groups, systems for curriculum review audit and inspection	01.09.11	Service Provision	01.12.11		
To diversify provision beyond the core business of the education and care of young people with visual impairment too other market segments through other dynamic modes of delivery	3a 3e 3g	The maintenance of a VI specialist centre for assessment, education and transition	11/12	Education and Support Services	01.09.14		
To develop an holistic curriculum and CPD provision that reflects the Foundation's USP	3a 3e 3f 3h	A VI specialist centre in all forms of provision	13/14+	Education and Training and Development			
To develop provision for meeting wider adult and community needs	3h	A range of provision to meet adult independence and employability	13/14+	Education and Support Services			

8.2 SERVICE PROVISION: VI SUPPORT AND SPECIALIST SERVICES - CONTD

STRATEGIC OBJECTIVE	NO.	PROPOSED OUTCOME	START DATE	BY WHOM	END DATE	IMPACT	KPI
To provide flexible, residential services responsive to needs of individuals and their families, which is compliant with statutory authorities	3g 3h	To provide 295 days support for pre 16 age learners who require it.	Sept 2013	Support Services	Sept 2013		
		To provide 52 week placement for young adults on WESC Campus					
		To look at feasibility of offering parents the opportunity of using WESC staff through domiciliary care	Dec 2013	Support Services	Sept 2014		
To extend WESC services to wider population of adults within the local VI community	3g 3h 3i	To open day services provision to pilot group of people with VI (to include WESC 52 provision clients)	Sept 2013	Education and Support Services	Sept 2014		
WESC to provide range of targeted courses for local VI community	3e 3h 3j	To develop package of short courses eg: Access technology, Braille, NVT, mobility.	Sept 2012	Education Training and Development	Sept 2014		
To provide range of 'off campus' supported living options.	3g	To provide supported living environment for young people (Topsham Rd)	Dec2012	Support Services	Sept 2013		
		To open supported living houses in conjunction with partner housing association	Dec 2012	Support Services Finance and Resources	Sept 2014		
To develop closer links between marketing team and WESC assessment and	3e	To ensure Informed marketing strategies aimed at identified target groups	Sept 2012	Specialist Services & Business	Sept 2013		

admissions department				Development			
To develop organisation knowledge and expertise regarding visual neuroscience	3f 3i 3l	To establish and develop further national and international partnerships to further knowledge in neuroscience (KTP)	Jan 2013	Specialist Services	Sept 2014		
WESC to provide a comprehensive and supportive service for VI community	3a 3b 3e 3f 3h	To develop provision of NVT as an outreach service for young people and adults with brain injury/stroke	Dec 2012	Specialist Services	Sept 2014		

8.3 FINANCE, ESTATES AND HUMAN RESOURCES

STRATEGIC OBJECTIVE	NO.	PROPOSED OUTCOME	START DATE	BY WHOM	END DATE	IMPACT	KPI
Resourcing the Strategy	3a 3b 3f	Matrix Audit Group set up in order to monitor that all provision is subject to contract	01.05.11	Finance & Resources	On-going		Delivery to contract. Databridge – funding logic check.
	3a 3b 3c 3d	Unit costing system implemented providing coherent financial planning and budgeting according to service areas	01.09.11	Finance & Resources	On-going		Full cost rec as a minimum Trading at br even or bette
	3n 3o	Fundraising for WESC through organising events, contacting trusts and driving through strategy for legacies, regular giving and major donors (Annual Targets agreed)	On-going	Finance & Resources	On-going		Fundraising targets. Individual ev budgets and plans. Progress aga agreed Fundraising year strategy
	3a 3b	Funding – be aware of all proposed funding reforms and how they may affect WESC.	On-going	Finance & Resources	On-going		Maximise funding. Good cashflo management
	3b 3c	Realign staff resources to best meet changing demands of the service provision Restructure within enabler staff to introduce pay progression linked to organisational objectives and competence	Jan 2013	Finance & Resources and HR	Sept 2013		

Attracting, managing and developing our People to enable high quality service provision		Equality SW Standard achieved	Jan 2013	HR	Dec 2013		
	3b 3n	Use of volunteers maximised through development and marketing of new roles.	April 2013	HR	April 2014		
	3b 3c	Staff recruitment, costs effective to ensure that WESC attracts the best talent available	Feb 2013	HR	Sept 2013		
	3b 3c	New staff benefit scheme. Staff engaged in future plans through staff forum.	Feb 2013	HR	Feb 2013 March 2013		
	3a 3b 3f	Staff training budget being targeted at high priority areas- through new HR system and better tracking	Sep 2013	HR Training and Development	Dec 2013		
	3c	Articulate strategic direction. Link Staff PMRs to pay.	Sep 2014	Executive/HR	Sept 2013		
	Deliver effective IT infrastructure to support data management and achieve efficiencies.	3b 3d	Introduce new HR system to enable effective monitoring of sickness and staff development.	May 2013	HR	Sept 2013 first stage	
3d		To introduce new MIS system (Databridge)	June 2011	MIS	July 2014		
3b		5 year ICT Strategy developed and on track for delivery	Jan 2013	Finance & Resources			
		Archive project developed	Jan 2013	Finance & Resources	Aug 2014		
Estates strategy developed to meet existing and future	3m	Plans developed for either move or development of WESC site	n/a	Finance & Resources	On-going		Develop curr site or move.

needs.							Maintain plan maintenance
	3a 3b	Catering provision reviewed	Jan 2012	Finance & Resources & HR	March 2013		

9. Principles for achieving the Strategic Vision

- (a) We are developing a highly specialist scope of practice. But look to collaborate with other sector partners and providers who to share our site and facilities, in order to develop a community of practice around Visual Impairment.**
- (b) That all ventures and developments are established equally as follows:**
- That they are at least cost neutral in the first year, and that they contribute to overheads in an agreed percentage after that time**
 - That they have a focus on the development and sharing VI expertise and knowledge**
 - That they offer services complementary to those offered by statutory provision.**

Milestones rolled-over from previous Strategic Plan

By the end of Year 1 (2011-2012) we should have:

1. A hierarchy of brands, including WESC, which reflect our activities and ranges.
2. A completed feasibility study for developing the site and make progress with plans.
3. Modelled the process for culture change and CPD needs for our own staff to embed the NVT, and be in the process of rolling this work out to our first outreach settings.
4. Model and showcase selected elements of our provision in a range of activities including one off provision and Founders' Week, for professionals, individual LAs and for groups.
5. A representative range of activities and contracts including:
 - adult services including Supported Living and adult curriculum
 - a family based project in the peninsula
 - a clear and effective curriculum offer for Post 19 vocational and social opportunities through social enterprise in peninsula
 - impact assessments of our first two GFE / HEI contracts, and further contracts to add to the two current ones
 - Renewed our contracts to deliver national specialist professional CPD to level 4 and above, and be reviewing our historical courses' content and delivery
 - Established some effective practice with at least one Consortium, including international HE research and development.

Milestones rolled-over from previous Strategic Plan

By the end of year 2 (2012-13) we should have:

1. Secured approval from air major parties for developing the site, have identified potential buyers for available land and be in a position to progress building.
2. Modelled the process for culture change and CPD needs to our outreach settings and be modifying, diversifying and seeking formal accreditation for the offers.
3. Continued the further modelling and showcasing of selected new elements of our provision in a range of activities including one off provision and Founders' Week, for professionals, individual LAs and for groups.
4. Established key provision highlighting effective practice within the following:
 - adult services including Supported Living and adult curriculum
 - family focus to outreach work in the peninsula
 - a clear and effective curriculum offer for Post 19 vocational and social opportunities through social enterprise in peninsula

- a range of peninsula wide GFE / HEI contracts
- Renewed our contracts to deliver national specialist professional CPD to level 4 and above, and be rolling out a series of updated professional courses linked into latest research and thinking
- Established the clear parameters of our own intended scope of practice, and dovetailed these with those of our key partners in any consortium, as part of the process of establishing legal agreements. Made key decisions regarding the expansion of the most sustainable elements amongst these partners.

Year 1 and 2 milestones 2013/15

By the end of year 3 (2013-14) we should:

1. Be beginning to build the new provision, including any provision for our partners.
2. Fully established ourselves as a centre for the continuous modelling and showcasing of selected new elements of our provision in a range of activities including one off provision and Founders' Week, for professionals, individual LAs and for groups.
3. Made key decisions regarding the expansion of the most sustainable elements amongst the following:
 - adult services including Supported Living and adult curriculum
 - family focus to outreach work in the peninsula
5. Fully established the strong emphasis upon vocational and social opportunities through social enterprise across the Peninsula
6. Fully established the range of peninsula wide GFE / HEI contracts
7. Fully established our contracts to deliver national specialist professional CPD to level 4 and above, including our updated professional courses linked into latest research and thinking
8. Confirmed clear legal agreements with all key partners in any consortium.

Beyond the 3 Year Strategic Plan

Year 2 and 3 Milestones 2015/16

By the end of year 4 (2014-15) we should:

1. Be completing the build of the new provision, including any provision for our partners.
2. Be in the third year of our Immersion Outreach provision, leading this as a franchise for sight loss across the country.
3. Begin developing our shared own research work growing from the continuous modelling and showcasing of selected new elements of our provision in a range of activities including one off provision and Founders' Week, for professionals, individual LAs and for groups.
4. Made key decisions regarding the expansion of the most sustainable elements amongst the following:
 - adult services including Supported Living and adult curriculum

- family focus to outreach work in the Peninsula
- 5. Have fully established the strong emphasis upon vocational and social opportunities through social enterprise across the Peninsula
- 6. Have fully established the range of Peninsula wide GFE / HEI contracts
- 7. Have fully established our contracts to deliver national specialist professional CPD to level 4 and above, including our updated professional courses linked into latest research and thinking
- 8. Be reviewing the effectiveness of the practice in work with all key partners in any consortium.
 - 9. Be moving into the new provision, including any provision for our partners, and fully vacating the current buildings.
- 10. Have become established as the leader for Immersion Outreach provision, leading this as a franchise for sight loss across the country.
- 11. Be increasing our own shared research work growing from the continuous modelling and showcasing of selected new elements of our provision in a range of activities including one off provision and Founders' Week, for professionals, individual LAs and for groups.
- 12. Have fully developed our own adult provision, including Supported Living and adult curriculum, and the family focus to outreach work in the Peninsula
- 13. Be leading on vocational and social opportunities through social enterprise across the Peninsula.
- 14. Be further diversifying the range of Peninsula wide GFE / HEI contracts
- 15. Be further diversifying our contracts to deliver national specialist professional CPD to level 4 and above, including our updated professional courses linked into latest research and thinking
- 16. Be further diversifying the practice in work with all key partners in any consortium.