



The best at supporting great care

Choice Strategy 2025 - 2030





Welcome to our new five-year strategy

This document sets out what we hope to achieve over the next five years – and we have big ambitions for the future!

We have come a long way since Choice was established in 2013. We provide a range of services, to the Trust and to other local services. We employ over 1,000 dedicated members of staff and have an annual turnover of around £150m.

We have five goals over the next five years:



1. To be a great employer



2. Grow the business



3. Work with others to innovate and grow



4. To excel at everything we do



5. Reduce our impact on environment

Focussing on these goals will help us to keep improving and achieve our vision of being **the best at supporting great care.**

Our vision

Our vision is simple, we want to be
the best at supporting great care.



Our values and behaviours

Our values are what we believe in and what we stand for. Our values make sure we have a culture where people can thrive.

Our behaviours are what expect from each other every day. This is about how we treat each other to make sure stay true to our values.



Compassion

We are kind and thoughtful in everything we do.

- We are kind and caring at all times.
- We let our colleagues know that we appreciate them.
- We support each other to do our jobs well.



Honesty

We tell the truth and we are fair.

- We have trust in each other and everything we do.
- We treat people fairly and with respect.
- We do not talk about people behind their back.



Open-minded

We are open to new ideas.

- We listen to what everyone has to say.
- We speak up and share our ideas to improve what we do.
- We don't ask anyone to do anything that we won't do ourselves.



Inclusive

We make sure everyone feels welcome in our team.

- We show everyone respect for the job they do.
- We work together to create a no blame culture.
- We make sure everyone knows how to do things.



Caring

We are caring and support each other.

- We are friendly and say, 'good morning', 'please' and 'thank you'.
- We are polite to each other and make eye contact and smile.
- We say sorry when we need to.



Excellence

We always try to be the best in all that we do.

- We work to the highest standards.
- We follow the rules and behave in a consistent way.
- We support each other and never stop learning.



Goal 1: To be a great employer



Our staff are really important to us. We want to take care of them and help them grow. We want to be a great employer.

This is how we will do it:

Hiring and keeping our staff

- Make it quicker and easier to hire new people.
- Listen to staff and make changes to improve.

Health and wellbeing

- Give more health and wellbeing support. Including mental health and menopause.

Training and growth

- Make sure that everyone has a yearly appraisal and a personal development plan.
- Make sure there is funding available to help people learn.
- Teach staff good customer service. Give all staff one day per year for career development.

Saying thank you

- Celebrate and reward staff for doing a good job.
- Look for more ways to say well done and thank you.



Goal 2: Grow the business



We want to grow our income from £150 million by 20%.

This is how we will do it:

Look at our services

- Find out which ones:
 - » can grow.
 - » need help to grow.
 - » are ready to grow.

Check our contracts

- See if there are new opportunities to grow.

Make new connections

- Network with local groups and businesses.

Work with others

- See where we can team up with other businesses.

Offer new services

- Bring our current services to new places.
- Start brand new services.

Study the market

- Look at what other large, local, organisations need.

Use online tender sites

- Check places like Find a Tender and Contract Finder for work we can apply for.

Get ready to apply for work

- Make sure we have the right paperwork and policies needed for tender submissions.

Talk to the Trust

- Join meetings and share ideas.

Food Network

- Ask for help and make a plan if we want to grow in this area.

Better marketing

- Improve our website and marketing materials to tell people what we do.



Goal 3: Work with others to innovate and grow

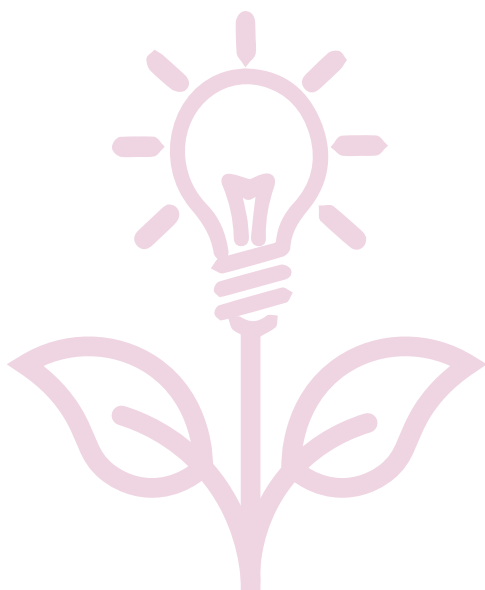


Over the last 10 years, Choice has made more money each year.

This happened mainly because:

- Prices in contracts went up with inflation
- Choice took on more work from the South Tyneside and Sunderland NHS Foundation Trust (STSFT). For example, when we took over Estates and Facilities at South Tyneside Hospital.

There aren't many services left to transfer from the NHS. So, Choice needs to grow in new ways.



This is how we will do it:

Meet more people

- Make more contacts to find new partners.

Work together

- Team up with public organisations to save money and improve services.

Form partnerships

- Work with businesses, charities, and community groups.

Look for sponsors

- See if businesses want to advertise or sponsor work.

Try new ideas

- Find ways to work better and offer new things to customers.

Goal 4: To excel at everything we do



To be the best we can be, we are focussing on four main things:

Big goals, smart choices

- Grow the business by finding new work and doing it well.
- Keep costs low while giving great service.
- Be one of the best in our field.
- Do well in checks and staff surveys.
- Win awards that help our team.

Using data

- Use facts and feedback to see what's working.
- Compare our work to others.
- Each team will focus on their top three goals.
- Make sure we give great service at the right price.

Helping staff learn

- Train staff and managers so they can help grow the company.
- Help managers learn how to handle problems early.
- Teach finance and technology skills.
- Set clear goals and check progress.

Smart spending

- Spend money on things that improve quality or save money.
- Try new ideas like robots and Artificial Intelligence (AI).





Goal 5: Reduce our impact on environment

We want to reduce our impact on the environment by using less energy, creating less waste, and using cleaner transport.

This is how we will do it:

Using less energy

- Check where we use the most energy by doing building studies and surveys.
- Know how much carbon Choice adds to the Trust's total pollution.
- Keep track of energy use in all buildings with smart systems.
- Include energy-saving goals in everyone's job - from the first day to yearly reviews.
- Use smart technology to make buildings run more efficiently.

Cutting down on waste

Most waste comes from medical or food waste. We can help reduce waste with these actions:

- Follow the 5 R's:
 - » Refuse
 - » Reduce
 - » Reuse
 - » Repurpose
 - » Recycle
- Use reuse platforms like Facebook Marketplace, Warp It, and Re-Use to share items.

Greener travel and transport

We are working towards switching to cleaner vehicles. Here is what we will do:

- By April 2025, Choice's 26 vehicles will all be electric.
- The full fleet has 112 vehicles, and all must be clean (ULEV or ZEV) by 2027.
- Promote greener travel options.



Greener supplies (Supply Chain)

Most of the carbon pollution comes from the things we buy. In 2019/20, 62% of the Trust's pollution came from the supply chain. We will:

- Find out today's number.
- Work with the buying team to understand it.
- Check if suppliers are trying to go green, like using electric vans.
- Buy more things from local companies.

Our net zero plan

This means creating no carbon pollution at all. We will:

- Put our ideas into one big green plan.
- Look at our buildings to see how much it would cost to make them greener.
- Look for more money from outside to help us reach Net Zero.

Telling people about our progress

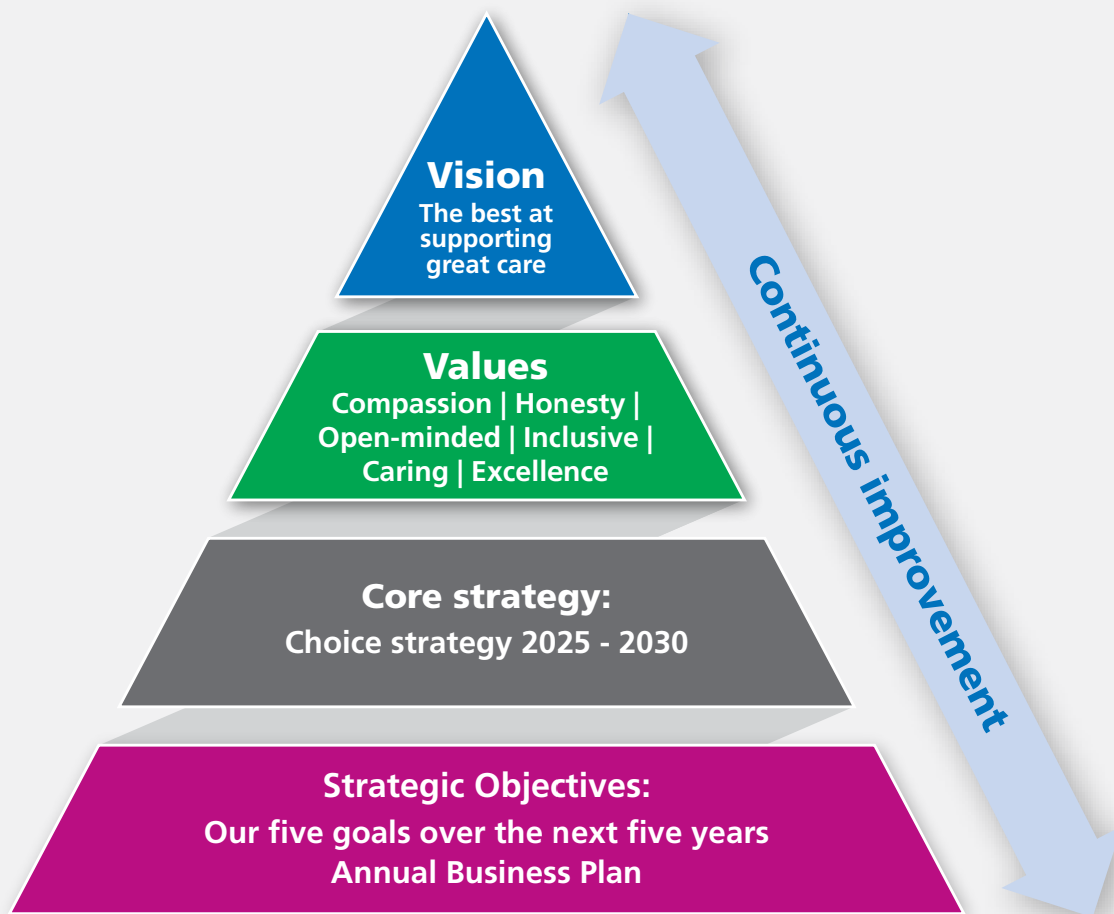
We want to share our success with others. Choice will work with the Trust's Sustainability Group to:

- Help deliver the Trust's new three year green plan.
- Decide what we need to do for the next five years.



So how will we deliver all of this?

This strategy sets out a clear plan for the next five years. It will help us as we work towards our vision to be the best at supporting great care.



We will regularly report our progress through our Board of Directors.



