



# Key Strategic Plan 2025-2028



# Introduction

Welcome to our Strategic Plan 2025-2028.

Our plan sets out our key priorities for the next three years – shaped by both the challenges we face and our hopes for the future.

The social care support sector is under immense pressure, with organisations like ours being asked to do more with fewer resources. Despite these challenges, we are focused on what truly matters: delivering high-quality, person-centred support to people across Scotland. At the same time, we're strengthening our resilience and building the capacity we need to navigate these demanding times.

Looking ahead, we're ready to innovate, adapt, and seize new opportunities—always guided by the evolving needs of the people and communities we support.







# Executive Summary

Our vision for Key over the next 3 years:

- ✓ A strong, sustainable organisation.
- ✓ A respected voice in social care.
- ✓ Support more people to live in their communities, not institutional settings
- ✓ A great place to work, with a skilled, valued workforce.
- ✓ Confident in using digital tools and systems.





# Who we are and what's important to us

What we do hasn't changed much since a group of passionate, pioneering families started our organisation over 40 years ago. We play a significant role in Scotland's public sector landscape as a Registered Social Landlord and social care provider. We have over 800 tenants and provide person-centred support to over 2,000 disabled people across 17 Scottish local authorities, enabling them to lead full, active lives in their own homes and communities.

We are privileged to work closely with TAG (The Advisory Group), a charity (SCIO) run by disabled people. Through this partnership people we support are involved in our board, helping us to make decisions about, and ensure the quality of, everything we do.





# Our Purpose, Vision & Values

## What we do

Our role is to be alongside each person we support, or tenant. Everything we do is about people being able to:

- Lead the life they want
- Play their part in society.

## Our values

It's important to us that we are:

- Kind
- Compassionate
- Trustworthy
- Creative
- Collaborative
- Rights-promoting
- Solution-focused
- Resilient.

## Vision

We want Scotland to be a place where people we support and our tenants are:

- Living their best lives
- Connected to their families and friends
- Contributing to their communities as equal citizens.



# Our culture and workforce

In everything we do, and with everyone who has a relationship with our organisation, it's important that we:

- Treat people with dignity and respect
- Challenge discrimination
- Respect people's cultural and other identities
- Are honest about what we can and cannot do
- Communicate openly and clearly
- Act upon people's suggestions and concerns
- Support team working and accountability.

## Our workforce

Our staff, no matter their role in the organisation, are central to helping us achieve our goals for people we support, tenants, and our organisation.

We want our staff to be:

- Well-supported
- Knowledgeable
- Motivated
- Well-trained
- Skilled.





# A snapshot of our organisation



**2000**  
people supported



**17**  
local authorities



**700 +** homes



Over **2,200** staff



**700 +**  
people on staff relief register



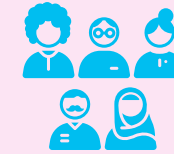
**60,000 +**  
support hours every week



**700 +**  
people supported on  
individual budgets



**71%**  
of our workforce is female



**16 - 78 years old**  
is the age range of our staff



**10%**  
of our staff have more than 20  
years' service



**34%**  
joined us in the last 5 years



youngest person we support  
**is still at school**



**92**  
is the age of the oldest person  
we support



weekly support ranges from  
**0.5 - 273 hours**



**825**  
tenants





# What people tell us we do well

The people we support, our tenants, staff, and partners tell us that:

- Our culture is energetic, enthusiastic, and creative
- We get it right for people we support and our tenants
- The people we support have great lives
- We are responsive and focused
- We build positive relationships with people we support, tenants, and their family and friends
- People who work with us often stay with us for a long time
- Our staff are well-trained, well-supported and qualified.



# What we're working on

Over the next three years we will develop and strengthen our approach to ensure we:

- Collaborate effectively across all our work
- Can demonstrate the impact of what we do
- Have systems which support our workforce in their roles
- Build the digital skills and confidence of our workforce, the people we support and our tenants
- Communicate clearly and inclusively with all our audiences: staff, people we support, tenants, and others
- Invite and act upon feedback about the quality of what we do
- Recruit and retain great staff
- Are guided by our values, principles, and priorities in everything we do.





# What we know about the world we work in



## Financial Pressures

We are operating in a difficult fiscal environment, with unfunded increases to costs, such as employers' National Insurance, threatening the stability of our sector.

This financial pressure is likely to continue over the next three years so we will be continuing to work efficiently and make the best use of our resources. At the same time, as a member of CCPS, we will join with other organisations to call for action to address the underinvestment in our sector and properly fund the important work we do.



## Workforce Challenges

Recruitment and retention of staff remain significant issues. The inequality of terms and conditions and disparity of pay compared to the public sector are particularly damaging.

Despite these challenges, we want to grow and we know that a diverse workforce, which is representative of the communities we work in, can help us do this.

This means we need to stand out as an employer and offer flexible, agile work conditions. A focus on wellbeing and engagement is also crucial.



## Commissioning and Procurement

Alongside increases in unmet need, commissioning priorities are turning towards delayed discharge and supporting people with complex needs.

We know that community-based solutions offer the best opportunities for people to live good lives. We need to emphasise the experience we have in delivering complex support which is rights-based and leads to good outcomes for people.



## Policy and Regulatory Changes

The policy environment is challenging. There is recognition that social care needs urgent support but also longer-term, wholesale reform. There is still uncertainty about whether the Care Reform Act can deliver upon the culture and systems change required. Add to this, variable progress with Fair Work, Coming Home, and Self-directed Support, it's essential we play a key role in discussions about our sector's future, and one which delivers on the ambitions of the Feeley Report.

Scottish Parliament elections will take place in 2026 too. This could mean a change in government or, at the very least, a shift in focus and priorities.



# Our strategic priorities

## Strategic Priorities for 2025-2028



We provide excellent personalised support which is focused on increasing people's citizenship and participation, and we can show it how it makes a real difference



We support more people to live well in their local communities, not institutional settings



We are a great place to work, and our workforce is skilled, committed, engaged, valued and well-supported



We are guided by our people (the people we support and employ) to speak up on the issues affecting them and social care, and work closely with others to make a difference



We work well together, have a plan for our financial sustainability, and make good use of our resources



We have access to the right digital tools for doing our jobs well and feel confident using them



# Our strategic priorities 25-28



**We provide excellent personalised support focused on increasing people's citizenship and participation, and we can show it how it makes a real difference**

We will develop a quality strategy, alongside TAG, which encourages feedback from our stakeholders and ensures we can evidence that:

- Our words are matched by our actions
- People we support and tenants are meeting their outcomes
- People's support delivers on what matters to them
- People are connected to their communities, friends and loved ones, and can access relevant opportunities
- People we support and tenants can share their views with us
- We are continually improving.



**We support more people to live well in their local communities, not institutional settings**

We will:

- Grow our presence in communities where we work to ensure that people we support and our tenants can lead fulfilling, meaningful lives
- Further build our reputation as a provider which delivers positive outcomes for people with a whole range of needs, including people who would otherwise be in institutional placements
- Work with policy and commissioning partners to advocate for community-based alternatives to institutional settings which are appropriately funded and promote people's dignity and human rights
- Utilise our expertise as a specialist housing association, collaborating internally and externally to influence the availability of appropriate housing for people with a range of support needs
- Continue our close partnership with TAG to ensure participation and inclusion are embedded in everything we do, and that people, and families, are individually and collectively engaged with us.







# Our strategic priorities 25-28



We are a great place to work, and our workforce is skilled, committed, engaged, valued and well-supported

We will:

- Develop a recruitment and selection strategy that helps us to attract and employ the right people with the right values, skills and commitment
- Increase the participation of people we support within our staff recruitment and feedback processes
- Increase opportunities for staff consultation, engagement and feedback
- Ensure our workforce is well-supported and has easy access to clear, simple, straightforward systems, policies, guidance and procedures that enables them to do their job
- Deliver organisation-wide induction, training and leadership programmes that make best use of digital technology and ensures all colleagues fully understand the needs of the people we support, our values and principles
- Have a clear framework in place to support a compassionate, supportive leadership approach across everything we do
- Develop more opportunities to reward, recognise and celebrate the contributions of our workforce.



We are guided by our people (the people we support and employ) to speak up on the issues affecting them and social care, and work closely with others to make a difference

We will:

- Listen to people we support, TAG members, My Home Group members, tenants and staff to find out about the issues affecting their lives and support
- Use the experiences of our key audiences to develop a set of clear core messages and positions on issues affecting the people we support, our tenants and our staff
- Increase our strategic partnerships to ensure we have a strong voice in relation to fair work, proper social care investment and social care reform
- Continue to work openly and constructively with our funders, commissioners, and partners.



# Our strategic priorities 25-28



**We work well together, have a plan for our financial sustainability, and make good use of our resources.**

We will:

- Further strengthen our Board's access to the information and skills they need to guide our work and keep us accountable
- Continue our commitment to the participation of people we support within our governance structures, working in partnership with TAG to achieve and further develop this
- Ensure everyone in our organisation is clear about their responsibilities and how to meet these
- Assist our managers in accessing the tools they need to lead their teams effectively
- Support our central functions to work well together and make the best use of our skills, talents and resources
- Develop a better understanding our environmental impact and how we can reduce it where this is possible.



**We have access to the right digital tools for doing our jobs well and feel confident using them**

We will:

- Invest in our systems to ensure that these are robust and support the organisation, our workforce, the people we support and our tenant's needs.
- Use data to promote evidence-led decision-making across all areas of the organisation.
- Adopt a digital approach which promotes the benefits of technology enabled care and support, and ensures the people we support and our tenants have access to digital information, tools and services.
- Ensure that our workforce understands the importance of cybersecurity and has the skills and confidence to interact with the digital world.