

One World

**Choice Support 5-year strategy
2026-2031**



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With people, for people: our 5-year strategy

People with learning disabilities, autistic people, and those with mental health needs are decision makers in their own lives. Every day, they make meaningful choices and contribute to their communities. Our role is to walk alongside them, remove barriers, create opportunities, and make sure people are listened to and taken seriously.

At Choice Support, we believe in ordinary lives filled with unlimited potential. When things are working, we step back, and when they're not, we step up.

We've never followed the crowd. From the start, we've pushed for self-directed support because people should always lead their own lives. We've built everything on rights, not assumptions. Choice Support is rooted in communities, real homes and relationships. From creating social enterprises to unlocking access to work and skills, we focus on support that fits everyday life, not systems that pull people away from reaching their potential.

What makes us so different?

People tell us it feels real, human, grounded, and honest here. It's a place where people can speak up, lead, and belong.

Whether you're someone we support, a family member or a loved one, a colleague, or a community partner, you'll find a culture that is innovative and ambitious, yet deeply human. We bring people together in ways that build confidence, spark pride and prove what's possible when we work as one.

We're in a new chapter, with new leadership and a fresh plan. We're holding on to what's always mattered to us, while being clear about where we're going next. This strategy is built on a simple picture of the world we want to help build:

Our vision

One World, where everyone thrives and belongs.

Our values

Our values show how we want to treat people and how we do our work every day, side by side with the people we support.



Shared belonging

Celebrating difference and making inclusion part of daily life.



Act with kindness

Showing care, compassion and empathy in everything we do.



Champion choices

Supporting people to have real choices and turning those choices into everyday action.



Ambition with impact

Staying curious, thinking boldly and making meaningful things happen.



Create connections

Building trusting relationships and meaningful partnerships.



Our strategy

This is our 5-year plan. It's a practical roadmap for real change built on strong partnerships, fresh thinking, and a simple belief: people should be in charge of their own lives. We're focusing on communities where people don't just live, they shape what happens around them.



Our guiding principles



Knowing where we're heading matters, but how we show up each day matters just as much. The choices we make, how we work alongside people, and what we expect of ourselves shape whether this strategy becomes real. These guiding principles set the standard for how we do things, day in, day out.

1 People and communities

We put people, their families or loved ones, colleagues, and communities at the heart of every decision.

2 Excellence

We aim for great support every day. We keep learning, we keep improving, and we don't settle for "good enough".

3 Innovation

We don't stand still. We look for smarter ways, better ideas and new solutions. Curious, open and ready to do things differently because that's how progress happens.

The non-negotiables

Some things aren't up for debate, they are the baseline and our non-negotiables. But here's the truth: every responsible provider should be doing this. These are the basics. They're not what makes us different.

1 Quality and adherence A good CQC rating is the minimum, and we will work towards being outstanding in everything we do.

2 Financial strength Staying resilient, transparent and responsible reinvesting our reserves into people and communities.

3 Safety and ethics Keeping people safe, doing the right thing, and handling information properly.

4 A place where people want to work Fair pay, safe conditions, and a culture where colleagues feel valued and can belong.

The next 5 years: turning ambition into action

This strategy is about what people feel in day-to-day life. Big changes are coming in social care, so we'll stay flexible and ready to adapt. We'll pause after three years, check what's working, and then plan the final stretch.

We'll lead where it matters most: support that's personal, connected, and ready for what's next. We'll try new ideas, build brilliant teams, and make sure people stay in control of their own

lives. And we'll show the difference we make in people's lives, in communities, and for the public purse, so social care is seen for what it is: a force for good.

Our 5 commitments power this strategy. They're bold, practical, and we can measure them. Each one deals with today's challenges and helps us get ready for tomorrow. Together, they help us build on what we do well, change what needs to change, and create new opportunities.

“We believe great support should be the standard, not the exception.”



5 Commitments

- 1



Put people in charge
- 2



Reimagine support
- 3



Innovate with purpose
- 4



Build amazing teams
- 5



Reach more people

The next 5 years: our 5 commitments



Put people in charge

Real change starts when people lead. Listening is only the first step. We have to act on what people tell us. We'll make sure there are real chances for people to lead, speak up, and shape decisions. People we work alongside will help set the agenda and show what's possible.



“ People know their own lives best. Their voices, choices and ambitions lead the way. ”

Our areas of focus:

1

From voice to impact

People's experiences shouldn't sit on the sidelines. They should drive what happens next. We'll build a clear national route into paid leadership and advocacy roles, so people with lived experience help shape how we work, influence decisions, and lead change. This is about power people can see and feel: leading campaigns, calling out what doesn't work, and helping make decisions that matter.

2

Connecting people and communities

We'll use communication to bring people together and we'll do it differently. It will be designed and led by the people we support, alongside families, colleagues, and local communities. We'll share stories that feel real and matter. We'll show everyday life, celebrate what's working, and start conversations that help shift attitudes.

Think WhatsApp channels that feel personal, podcasts and videos that people actually want to watch, and accessible updates that bring in voices from across our community, not just inside Choice Support, but across local neighbourhoods and our wider sector. These channels will make space for people to tell their stories and share lived experience that helps lead local and national conversations.

3

Lived experience advocacy: a national, rights-led approach

We're bringing the strongest parts of our lived experience roles into one clear, national approach. Our Advocacy Team connects people's day-to-day lives with the decisions we make. Advocates spend time with people at home and in the community. They spot rights issues early and describe what life really feels like. What they learn helps us improve, set local priorities, and make better decisions as an organisation.

A national Advocate Board will help keep us honest and hold Choice Support to account, properly grounded in lived experience, independent, and listened to.

Advocates will spot the gap between what looks good on paper and what life is really like. They will raise concerns, highlight cultural issues, and make sure problems are seen and acted on at the highest level.

This is a move from "being involved" to leading. It's a consistent, rights-led approach that helps us improve quality faster and keeps people's lived experience at the centre of everything we do.

The next 5 years: our 5 commitments



“Great support belongs in everyday life – at home, at work, with friends, and in the community.”

Reimagine support

Forget rotas, think real lives. We'll design support around what actually matters to people: homes, relationships, choices, and lives full of connection, independence and unlimited potential.

Our areas of focus:

- 1 Outcomes, not hours**
Good support shows up in everyday life. We'll look at what's changed for someone: more choice, more confidence, and more time doing the things that matter. We'll use Active Support and positive behaviour support to help people take part in daily life, make decisions, and build skills and independence.
- 2 Connected lives, everywhere**
People thrive when relationships and community are part of daily life. We'll scale a simple, proven way to build friendships, community, and loving relationships.
- 3 Strong starts for young adults**
Transitions should launch, not break. Together, we'll design a pathway into adulthood that evolves as people grow, with support that stays strong when life changes.



“When people feel valued and proud, they bring confidence, kindness and skill to every day.”

Build amazing teams

Great support starts with great people, people who feel valued, inspired, confident in their work and supported to do it well. We'll build teams that belong, grow, and lead through practice. That means creating open, healthy cultures where honesty is welcomed, support is offered when it's needed, and difference is celebrated every day. When our teams thrive, the people we support thrive too.

Our areas of focus:

- 1 Practice-first leadership pathway**
A clear route from Support Worker through the Care Workforce Pathway, with protected time to reflect on practice and regular coaching.
- 2 A culture people choose and stay for**
We'll make it clear what Choice Support stands for as a place to work and make sure people feel it day to day. That means open, healthy teams where honesty is welcomed, help is there when it's needed, and fairness isn't up for debate. We'll listen well, act quickly, and create spaces where people feel safe to speak up and proud to belong.
- 3 Equality, diversity & belonging everywhere**
We'll build a culture where colleagues feel they belong. We'll celebrate difference, tackle bias, and make inclusion part of everyday practice. Each year we'll report on the Adult Social Care Race Equality Standard (ASCRES) and use its nine measures to drive real change in representation, progression, and experience.

The next 5 years: our 5 commitments



“The best ideas make life easier, richer and more connected, because they are shaped with the people who use them.”

Innovate with purpose

New ideas only matter if they make life better, and if we look after the world we share. We'll focus on changes that help people do more for themselves, make it easier for teams to get things right first time, and help us grow in a responsible way. We'll design and test ideas with the people we support, so they fit real life. We'll also take our responsibilities seriously: cutting waste, reducing our impact on the environment, and running the organisation well and openly.

Our areas of focus:

- 1 The Choice Support way: define, embed, enable**
A co-designed, digital-first way of working that makes it easier to deliver great support every time, cutting out waste and helping teams work well.
- 2 Everyday tech for everyday life**
Simple tools that help people get out and about, stay in touch, manage money, and feel safe, so digital support becomes part of everyday life.
- 3 Community innovation fund: test, launch, scale**
Time and space to try out bold ideas, learn fast, and grow what works, focusing on solutions that help communities and reduce our impact on the environment.



“More people are living the lives they choose – in their own homes, with real opportunities, relationships and belonging.”

Reach more people

We grow so more people can live in their own homes, work in ordinary jobs and belong in their communities. Growth isn't about size or money for us, it's about impact. We'll scale what works without losing what makes it personal so life stays on people's terms.

Our areas of focus:

- 1 Take what works to new places**
Take proven models into new places with a clear blueprint for quality, belonging, and own-home options.
- 2 New ways to grow that put people first**
We'll find ways to reach more people that don't rely on big budgets, for example: community-led models, creative housing options, and employment support, so more people can live and work where they choose.
- 3 Partnerships that shape the future**
We'll work with housing providers, employers, and VCSE and social impact partners. We'll design things together with people, using ideas from our advocacy work, and we'll be ready for what comes next, including a National Care Service. These partnerships will help create opportunities and influence how things are done.

Our vision for 2031: what success looks like



By 2031, success will show up in everyday life. People will tell us they feel in control, connected, and hopeful about the future, living in their own homes, with real chances to work, contribute, and build relationships that matter. Our teams will feel proud and valued, because they can see the difference they make every day.

Choice Support will be known as a trusted partner that works side-by-side with people, tries new ideas, and helps improve social care. Communities will be stronger and more inclusive, and we'll grow in a responsible way that protects the world we share.

We've set clear measures of success, so we can hold ourselves to account. By 2031, these are the things we want to be able to point to and say: we did this.

Like all strategies, we'll have measures to keep us honest, and each year our Impact Report will show what has changed. But success is not just a set of numbers. By 2031, more people will be living lives they choose: opening the door to homes of their own, going to work, meeting friends, trying new things, building meaningful relationships, being heard, and belonging in the places around them.



For people we support

People live their own lives. They choose where they live, how they spend their time, who they spend it with, and what they want to try next.

Homes are theirs. Days include work, learning, volunteering, hobbies, nights out, travel, sport, music, friendship, family, quiet time, and happiness.

People take risks, make mistakes, learn, grow, and lead. Their choices are respected, their voices carry weight, and their plans for the future are taken seriously.

For colleagues

Colleagues feel proud because their work has purpose, and they feel a sense of belonging at Choice Support. They are not just completing tasks. They are helping people build confidence, make choices, stay connected, and live with more freedom.

Kindness, curiosity, and ambition shape the way colleagues work. Learning feels practical, support feels close, and good work is noticed.

Simple tools and flexible ways of working give colleagues more time with people and more room to do what matters.

For Choice Support

People's voices shape our direction. Decisions are made with people, not away from them, and lived experience helps define what good looks like.

Ambition with impact means growing carefully, improving honestly, and staying focused on the difference people feel in their own lives.

Strong leadership, clear governance, and bold partnerships help us keep moving, without losing sight of the people and places at the heart of our work.

For communities where we work

Communities grow stronger when people are present, known, welcomed, and valued. Our work will help open up more chances for people to take part in local life.

Partnerships with families, loved ones, neighbours, employers, commissioners, and local groups will create more routes into friendship, work, contribution, and belonging.

Care for the environment will sit inside everyday decisions, because protecting the world around us is part of building a future where everyone can thrive.

Looking ahead

Over the next five years, Choice Support will keep moving towards our one clear vision: One World, where everyone thrives and belongs. Every commitment in this strategy takes us closer to that future. People will have more say over their own lives. Colleagues will have more confidence, support, and pride in their work. Communities will become more open, connected, and welcoming. Our job is to keep making that future real, one ordinary day, one brave choice, and one stronger connection at a time.

Notes



**Where everyone
thrives and belongs.**



**Find out more
choicesupport.org.uk**