

# FitzRoy

Our Impact  
2023 - 2024

**We are seen**  
**We are heard**  
**We make a  
difference**



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# Introduction from our Chief Executive



As we embark on the next phase of the FitzRoy journey together, I've been reflecting on the incredible path that has brought us here. When I joined FitzRoy as Operations Director one day before lockdown in March 2020, I could never have imagined the unbelievable change we would go through and what we were going to achieve in the coming years.

Having recently been appointed as Chief Executive, following Anna Galliford's retirement, I am proud to be driving forward our ambitious three-year strategy, dedicated to amplifying the voice of the people we support and placing our communities at the heart of everything we do.

But none of this is possible without our amazing colleagues. With a new executive team in place and a renewed focus on partnerships, technology and quality, I feel that we are well placed to face the future together. We know that there are challenges across social care but with a new government, this feels like a once in a generation opportunity to work collaboratively, across organisations and party lines to really fix social care.

Our vision is clear: a society where every person is embraced as an equal, with their rights and aspirations at the forefront of everything we do. We know however, there are a lot of challenges ahead, including the rising cost of living and reduced local government funding.

But we will keep true to our values, delivering ambitious support so that everyone with

a learning disability, autistic people and people with mental health issues can thrive. Together we'll strive to enable people to live as equals in society, living gloriously ordinary lives.

This report introduces our new strategy – after 18 months consulting with our stakeholders to ensure we have the right aspirations and the right focus – and building on everything we have achieved. We're showcasing the first three of our six strategic goals in action.

## **Quality, Voice, Community, People, Sustainability, Transformation**

Together, with our beneficiaries, their families, incredible staff and our lived experience forum Nationwide, we head into the coming months with determination and optimism. We will continue to challenge the status quo, advocate fiercely, and most importantly, ensure that every voice is heard and valued.

*Angela*

**Angela Murphy**  
Chief Executive

## Our vision

A society where people are treated as equals within inclusive communities and empowered to ensure their rights and aspirations are met.

## Our purpose

We enable people with learning disabilities, mental health issues, and autistic people to thrive, living more independently at home and at the heart of their communities.

## Our values



### We see the person

Every person we support is unique, with their own wishes, needs and aspirations. At FitzRoy people come first, and we continue to put the people we support, their families and our incredible staff at the heart of everything we do.



### We are brave

Decades ago, a mother bravely fought for the rights of her disabled son. Today we continue that fight, searching out and embracing opportunities to reach more people. With tenacity, we advocate and find new ways of supporting people to live gloriously ordinary lives. We don't take no for an answer.



### We are creative

The people we support have often faced a lifetime of barriers and challenges that they and their families have had to overcome to enable them to live their best lives. When we support someone, this work continues. Through creative thinking, we enable people to dream bigger and believe in themselves and what they can achieve.



62 years ago, Elizabeth FitzRoy refused to accept a society where people with learning disabilities were marginalised and excluded. Decades later, our work continues, and we are proud to present our strategy for 2024 to 2027.



**Quality**

- Deliver outstanding services
- Expand our clinical leadership and expertise
- Deliver family designed services
- Embed our mental health provision

**Community**

- Our services are active in our communities
- People we support are heard and belong
- Increase our impact and our social value
- Fundraise to improve lives

**Voice**

- People with lived experience influence our strategy
- Increase our profile as a leading care provider
- Demonstrate the difference we make
- Amplify the voice of our stakeholders

**People**

- Our staff are proud to work for us
- Invest in our leaders
- Embrace equality, diversity, inclusion and wellbeing
- Value our staff as experts

**Transformation**

- Invest in our digital resilience
- Insight and data drives our decisions
- Exploit new technology to enhance people's lives
- Drive a culture of continuous improvement

**Sustainability**

- Deliver purposeful growth
- ESG is part of our everyday decision making
- Deliver financially sustainable services
- Invest in our property portfolio

# FitzRoy at a glance

## People we support

We supported 886 people with a range of support needs, including:



**14**  
people referred from ATUs

**135**  
have a visual impairment

**290**  
have a mental health issue

**146**  
have profound and multiple learning disabilities

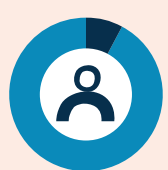
**203**  
have epilepsy

**98%**

say they are supported to do the things that are important to them

“I help write my support plan, staff ask questions and listen to me.”

## Our staff



**8% have a disability**



**76% are female**  
**24% are male**

**1400**

**Members of staff**

## Staff survey



**94%** I feel I make an impact through the work I do

**84%** I am proud to work at FitzRoy

**83%** People here are treated equally irrespective of ethnicity, gender, disability, age, sexual orientation or religion.

## Where we work



## Our services



**280** people live in supported living

**199** people live in one of our care homes

**185** people are supported at one of our four FitzRoy day opportunities

**118** people live in supported living for mental health and trauma related support needs



**104** supported by Support at Home teams



We have contracts with **67** commissioning authorities across England.



# Our Strategy in action



Quality



Community



Voice







**FitzRoy exists because of the powerful voice of a mother more than 60 years ago, determined to change the expectations that people with learning disabilities should be isolated from society and living in institutions. We value the experiences of the people we support and their families, their insight and hopes shape how we work.**



## Voices of the people we support

With more than 50 attendees at their last meeting, and Nationwide members on the panel for the recruitment of our new Chief Executive, our Nationwide lived experience forum has been the backbone of our insight into the needs and wants of the people we support. Nationwide looks forward to more people we support being able to get involved as they launch their regional forums in the autumn.

## What do the people we support say about FitzRoy?

- 97%** feel that staff know and understand them
- 98%** say they are supported to do the things that are important to them
- 97%** make decisions and choices about their life
- 99%** think that FitzRoy does a good job



**“I enjoy going to Nationwide because I can be a voice and speak up for the people...that are unable to speak up for themselves...it’s so important to be heard. It was an honour to be on the interview panel for the new CEO and a fantastic experience. I think Angela will be good in the new role.”**

Luke,  
Nationwide member

## Quality



**We push ourselves to do better, to be brave with the choices we make and the support we offer. And we focus on what people can do, never what they can't. This strengths-based approach identifies and builds on their abilities, talents, and resources to empower them. Our focus is on the individual, and what support they need from us so they can live a gloriously ordinary life.**

Joseph is 24 and he moved into his own flat in a shared supported living home 18 months ago. Six months later, FitzRoy took over the service and we met Joseph for the first time.

His mum Angela told us: "Before FitzRoy took over, there were a lot of different managers, I could tell Joseph was scared, he was thinking, they don't know what they are doing, and the staff were all too scared to support him. He was so volatile when FitzRoy took over, and building that confidence with the staff team took quite a bit of work."

Over the next few months we built a team of expertise around Joseph, with his parents Angela and Richard at the very heart of it.

Our mental health lead Kim Knights and our positive behaviour support lead Elaine Moody met with Joseph, the support staff and Joseph's family to find out more about what was going on. We worked out a plan, how to manage his environment, find out what is not working, and what we can adapt.

Service Manager Courtney Bryson said: "Joseph is over six foot and very strong, if someone that size and that fast comes running at you, your natural reaction is to run away, which would scare Joseph more. Now staff have the confidence to stay and manage the situation and have the knowledge to avoid the situation arising in the first place."



Angela said: "When I heard FitzRoy were taking over, I thought, 'great another one!' but the training, the management and the consistency have all made a massive difference. I think Joseph is happier now than he has been for a while, he is getting his swagger back, he is more upbeat. Things have improved so much with the staff. They were scared and I understand that, with his size and his strength, but I have respect for FitzRoy, they didn't chuck us out, they are having a go – and now he is settled and showing the true him."





## Community

**Empowering the people we support to be at the heart of their communities where they are able to participate and contribute is a core element of our strategy. We believe that fostering connections and networks will enrich the lives of the people we support as well as our neighbours. We want to take advantage of local opportunities to work together, so the people we support can play a valued role in their community.**

### **Growing Together: Transforming lives and the environment**

At our Rural Skills gardening project in Hampshire, members have been growing 1500 trees from seed, which will be planted in the local community as part of a wonderful partnership with The Tree Council and Petersfield Community Garden.

Members of Rural Skills have been involved in every step of the process, from harvesting the seeds from local trees, to planting and propagating and nurturing. As the saplings grow Rural Skills will be gifting them to local community groups, residents and programmes such as Network Rail's Rail Roots project. Through this, our members are contributing to their local communities, and playing their part in tackling climate change.

“

I have had the privilege of witnessing the impact of bringing FitzRoy's Rural Skills group together with volunteers at the garden as part of our recent tree growing collaborations. Everyone was working together, chatting and gaining a deep sense of achievement. It was uplifting to see members of the Rural Skills group grow in confidence both socially and through skills development and to actively participate in activities at the Community Garden.

It's everyone's responsibility to take action for nature, but time and specialist approaches are needed to harness the skills of disabled people. Community groups have so much to gain, but there are skills and awareness gaps which often create barriers for disabled people who want to participate.”

Sue, Petersfield Community Garden

# A message from our Chair

I want to say thank you to everyone involved over the last 18 months in the development of our 2024–2027 strategy – colleagues across the organisation, the people we support and their families. There have been creative and brave conversations about where we want to be in 2027, and as always, the people we support have been at the heart of all of our discussions.

There is a strong strategic focus on our workforce and quality of our service delivery. Our aim in the next three years is to foster innovation, finding ways to improve the support we provide so people can continue to thrive and be in control of their lives. We want to develop closer partnerships with our colleagues across the sector, including health and local authorities. Together with our aim to make the most of the benefits that technology can bring, we aim to ensure we continue to provide outstanding support to people with learning disabilities, mental health issues and autistic people.

In these challenging times, we are also focusing on our financial sustainability and digital resilience. This pragmatic approach will ensure that we have the bedrock in place so that we can meet the ambitions and aspirations of the people we support.



Community plays an enormous part in our strategy. How we can build relationships in the communities where the people we support live, empowering them so they can have a greater voice as valued members within society is a core part of our vision. I am so proud of everything FitzRoy has achieved over the last year, and I look forward to the years ahead with our new, ambitious strategy driving us forward to achieve more for the people we support – it is clear that the values that our founder Elizabeth FitzRoy displayed all those years ago are still woven through everything we do today.

A handwritten signature in black ink that reads "Martin Kyndt".

**Martin Kyndt**  
Chair, FitzRoy Board of Trustees



# Financial summary

In the last financial year, we have seen a 30% growth in our operational income. This is largely due to recognition of our expertise in supporting people with increasingly complex support needs including forensic services, and mental health support.

This growth in Oxfordshire, Nottinghamshire, Derbyshire, Hampshire, and Coventry has led to the opening of eight new services, supporting 58 people, with 119 FTE staff.

## Income

**£53.9m** Total income

**99%** operational income

**1%** donations and legacies

## Expenditure

**£53m** Total expenditure

**90%** operational costs

**10%** central support



# The difference your support makes

Thank you for your continued support, which this year has enabled hundreds of people to live more independently at home and in their communities. **Thanks to you, we have been able to:**

## Promote skills, confidence and wellbeing

Since our fundraising appeal to support people who were coming out of institutions, it was wonderful to see Rupan thriving, going on a bus for the first time, going clothes shopping and so many other day to day activities that many of us take for granted as he lives a gloriously ordinary life.



## Create homes for the future

People's housing and support needs can change. When our Malvern care home was originally built, it was designed for people with less complex support needs. As their needs changed, getting around their home became more difficult, and the layout of the house meant that there was limited communal space for activities and socialising.

Thanks to your incredible support, we have been able to transform their home with a large extension that they now use for everything from arts and dancing to therapeutic sessions and relaxation.

**Thank you to our brave and creative fundraisers. From wing walks, skydives and abseils to marathons, walks and cycling, our incredible fundraisers have raised around £20,000 this year.**



Thank you to everyone who supported us over the year, including the generous support of the following charitable trusts and foundations:

**The Chalk Cliff Trust**

**The Hobson Charity**

**The Tree Council**

**The Mr & Mrs Leslie and Joan Smith Charitable Trust**

**The Hospital Saturday Fund Charitable Trust**

**The Oliver Ford Foundation**



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## Executive Team

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**Diane Mee**  
Executive Director of  
Business Development  
and Partnerships

**Gillian Pleasance**  
Executive Director of  
Human Resources



FitzRoy works with you,  
wherever you are, at home  
and in the community, to give  
you independence, support,  
and a voice about the things  
that matter to you.

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# FitzRoy

FitzRoy Support, registered charity number 1011290  
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England number 2699902