



All TOGETHER Plan

2026 - 2031

TOGETHER
TRUST
charity

Hello from Mel

(Our Chief Executive)



and Giles

(Our Chairman)



Together Trust provides specialist education, care, therapy and support to people across Greater Manchester and beyond. Rooted in a rich history of compassion and community, our charity has spent generations standing alongside those who need us most.

Despite a challenging operating environment, our charity has, over recent years achieved a great deal—working alongside the people we support, their families, volunteers, like minded organisations and communities, we have developed and strengthened our services, forged new partnerships, campaigned for change and grown our impact.

As we look ahead, guided by new leadership, we will build on past successes, continue to work

through challenges, learn and grow with renewed energy and resolve to create tangible social change.

With that resolve we are excited to share with you, our new 5-year strategy – **Our Together Plan**. Shaped through engagement, collaboration, evidence and co-creation, and with determination to create real, measurable social change, our new plan sets out how we will **champion change, create opportunities and improve lives**.

We believe deeply in our new shared vision and mission. With clear aims, impact roadmap and measures of success, and with a shared focus on delivering meaningful change with **Courage, Compassion and Collaboration** we are confident that **Together** we will achieve our goals.

Here's what to expect

Who we are	4
Our history	5
How we developed this strategy	6
Our vision, mission and values	7
Our values in action	8
Courageous	8
Collaborative	10
Compassionate	11
Our strategic aims	12
1. Enable the people we support to live the life they want	14
2. Grow partnerships and influence	16
3. Develop our people and culture	18
4. Strengthen our foundations	22
Our impact roadmap	20
What it means to thrive	24
Our planned impact	26

We are  **Together Trust**
a specialist education, care,
therapy and support charity,
working with neurodivergent
people, disabled people, people
with a learning disability and
children and young people in care.

**We champion change, create
opportunities and improve lives.**

Our history

Together Trust has a rich 155-year history of creating impact and changing lives for the better across the North West.

Our story began in 1870 supporting children facing the harsh realities of Victorian Britain and working tirelessly to give all young people a better start at life.

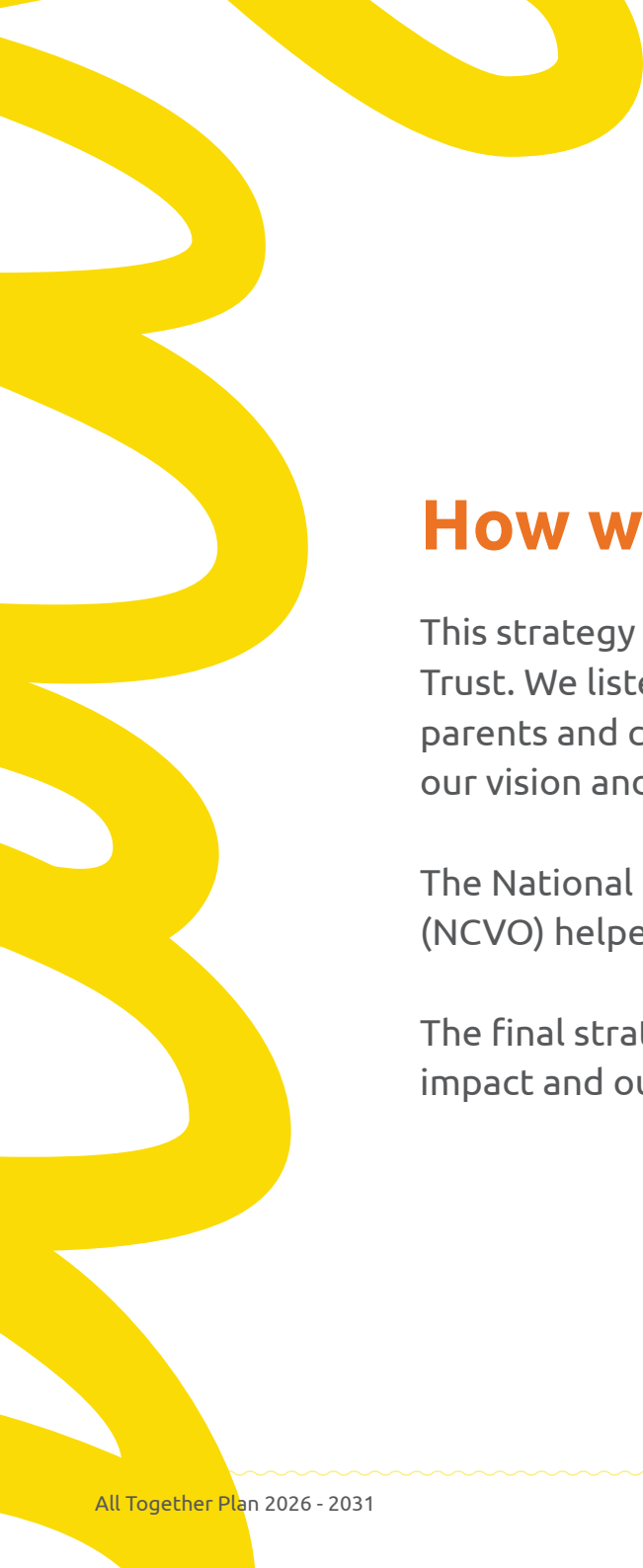
Whilst much has changed in the world since then, Together Trust has always been there for the people who need us and our service provision has been shaped and grown in response to their changing needs, enabling countless people to thrive.

As we look to the future, we know our work is as important as ever.

Demand for services is rising, particularly around neurodiversity, mental health, Post-16 and Post-19 provisions. At the same time, local authority financial pressures, shifting national policies and continued economic strain are creating a tough environment for the people we support and their families.

We're committed to responding to these challenges and maximising our impact, so more people thrive in their community.



A large, thick yellow wavy line graphic on the left side of the page, resembling a stylized 'S' or a series of connected loops.

How we developed this strategy

This strategy was co-created by colleagues, leadership and key stakeholders of Together Trust. We listened to and drew on the views of the people we support past and present, parents and carers, our funders, our colleagues and other key stakeholders in shaping our vision and priorities for the future.

The National Council for Voluntary Organisations (NCVO) helped us to shape our approach and thinking.



The final strategy and our impact roadmap collectively represent our clearest route to impact and our key internal and external focuses for realising this change.

Our vision

Together we strive to ensure everyone belongs, achieves their ambitions and thrives in their communities.

Our mission

Together we champion change and create opportunities for people to live with choice and dignity through person-centred specialised education, care, therapy and support.

Our values

Together we are:



working together, building strong relationships, and trusting everyone to achieve



caring for others, championing inclusion, and putting people at the heart of decisions about their lives



having a growth mindset, acting with integrity, and turning challenges into opportunities



Our values in action

Courageous

Family life had become overwhelming for seven-year-old Max's* mum, a single parent whose first language is not English and has autism and learning difficulties.

After a panel ruled that Max and his two younger siblings were no longer able to stay in his mother's care, the children moved in with their grandmother while decisions were made about their future.

Lyndene, our bold early intervention service, stepped in to help keep the family together. We supported grandma to create structure and predictability, introducing visual supports and helping secure funding for toys. We then provided tailored training to mum and grandma - first separately, then together – to create consistent communication and build their confidence.

The impact was immediate. Within two months, the children could return to mum's care whilst still living with grandma. Mum is now actively involved in home life and the children's routines, such as reading their bedtime stories. In the future the family are looking to move back together into their own home.

The work by the Lyndene team and Max's family has prevented all three children from being taken into full-time care, and given them a chance to grow up together as a family.

*Name changed to protect identity



Our values in action

Collaborative

Bayleigh had become isolated since leaving school aged 16, and his learning, communication and behavioural difficulties made working out his next step in life even more challenging.

In 2024, he discovered Bridge College's new supported internship program, a collaboration with food services company Sodexo.

At first, he was quiet and struggled to engage. Staff weren't sure if the program was the right fit. However, with steady encouragement from Bridge College and Sodexo, his confidence started to grow and he discovered a passion for working in the kitchen.

Bayleigh's skills and confidence developed so much that, at the end of the internship, he was offered a permanent role as Kitchen Porter. He has transformed into a confident, determined young man who is thriving in his new job and has come out of his shell outside of work.

With the support and collaborative effort between the Together Trust's Bridge College and Sodexo, Bayleigh has found purpose and is enjoying a rich life with many more opportunities to come.



Our values in action

Compassionate

30-year-old Jay*, who has learning disabilities, and autism, came to the Together Trust in January 2021. His dad, exhausted and overwhelmed, was put in contact with us after facing the prospect of his son put in hospital for his own safety.

We worked with Jay and his family – getting to know who he is, how he communicates, and what helps him feel safe. Jay moved into his own supported tenancy, giving him independence and support designed around his needs.

Before this, Jay's experiences with health services – particularly dental care - had been distressing. Jay found clinical environments overwhelming, making it extremely challenging for him to receive the treatment he urgently needed.

Our team built trusting relationships and approached Jay's health needs at his pace. In 2024, after a carefully coordinated journey, Jay was able to undergo essential dental surgery and receive new dentures which have drastically improved his quality of life.

Now, Jay is thriving in his own home. His story is testament to what can be achieved when support is shaped around the person, and when health interventions are provided with collaboration and compassion.

*Name changed to protect identity

Our strategic aims



Aim 1

Enable the people we support to live the life they want

Our core work is delivering life-changing care, support, therapy and education to people across the North West. This hasn't changed since 1870. We will continue to deliver excellent services that reflect the diversity of the people we support and fill the gaps we know exist so everyone can achieve their ambitions.

Our goals are to:

Increase opportunities for people in services to enter employment.

Grow our expertise in transition to support smoother transitions, particularly through adolescence and into adulthood.

Campaign for meaningful systemic change on issues that impact the people we support.

Continue to strive for excellence and improved wellbeing of the people we support.

Ensure more people access services in their local area, at the time they need them.

Support family and carer involvement in our work and grow peer support networks.

Priority outcomes:

The people we support have their voice heard.

The people we support have improved skills.

The people we support have an improved quality of life.



Aim 2

Grow partnerships and influence

We know that we can't achieve our vision alone. We need to grow partnerships across our services internally and externally with local and national decision makers, industry, other charities and service providers.

Our goals are to:

Identify external partners and the role they might play with us, for example in service delivery & co-delivery, campaigning and referrals. Build strong meaningful relationships with these partners.

Increase opportunities to work holistically, breaking down silos between services and sharing knowledge and resources.

Build relationships with local education, social and health care providers creating placements and career options at Together Trust.

Priority outcomes:

More decision makers recognise Together Trust as a valuable partner.

The people we support have their voice heard.



Aim 3

Develop our people and culture

Our colleagues are at the core of everything we do. We want to be the place where people want to work and feel happy and fulfilled in their work.

Our goals are to:

Improve colleague communication so that it is consistent and accessible to all across the organisation.

Continue to cultivate intentional, compassionate leadership.

Secure our future through succession planning for leadership roles.

Create a learning and development offer that meets the needs of all parts of the organisation and embeds personal development planning.

Improve colleague engagement, growing the impact of our Together Council and making sure everyone at Together Trust feels valued and supported.

Ensure values-based recruitment.

Priority outcomes:

Colleagues have an increased sense of belonging.

Together Trust's workforce is better aligned with current and future needs.



Aim 4

Strengthen our foundations

The external environment is challenging for charities. We need strong foundations to weather challenging times and ensure we can perform at our best whilst providing the highest possible return on investment and social value.

Our goals are to:

Improve our data and systems so we have real time easy to access insights about our services and impact.

Where possible, reduce our costs and identify ways to ensure our pricing is competitive.

Ensure financial resilience by identifying alternate funding streams.

Continued improvements of our buildings to make them modern, efficient and accessible. Meeting the needs of the people we support and our colleagues.

A clear, meaningful volunteer program which strengthens and complements the services we provide.

Embed environmental and social responsibility, inclusion and good governance into all decision making.

Priority outcomes:

Together Trust's finances are more sustainable.

Together Trust's infrastructure more readily meets our current and future ambitions.

Social value is more embedded in all that we do.

Join TOGETHER Festival





Our impact roadmap

We used a 'theory of change' approach to design this plan which describes how our work leads to real, lasting outcomes in the short, medium and long-term for the people we support, their families and how we think the impact we want to create is likely to take place.



We use the following terms:

Impact

This is the broad longer term change that our work contributes towards for the people we support, their families and our communities.

Outcomes

These are the specific, real-world changes that result from our activities.

Activities

This is the work and activities we do to achieve the outcomes.

Assumptions

These are the necessary conditions that need to be in place to make the theory work and for our organisation to achieve the outcomes and impact we want to see.

Enablers

The key internal factors which exist to ensure our planned activities lead to our desired outcomes.

Activities

- ★ Adult homes and day services
- ★ Children's homes
- ★ Education services delivered by Bridge College and Inscape House School including supported internships
- ★ Fostering services

- ★ Evidence based support, information, advice and mediation
- ★ Short breaks and day provision including overnight support

- ★ Evidence based communication and engagement with decision makers including commissioners and key partners

Short-term outcomes

- ★ Feel more accepted
- ★ Safe environment to live or go to school
- ★ Improved relationships
- ★ Know more about themselves
- ★ Increased happiness

- ★ Increased happiness
- ★ Improved relationships
- ★ Increased awareness of their rights

- ★ Increased understanding of Together Trust and the people they support
- ★ Increased engagement with Together Trust

Mid-term outcomes

Individuals we support

- ★ Improved skills
- ★ Their voices heard
- ★ More independence
- ★ More knowledge of their rights

Parents, carers and families we support

- ★ Their voices heard
- ★ Improved skills

Decision makers and partners

- ★ Increased and improved partnerships between Together Trust, partners and decision makers
- ★ Co-design more services with Together Trust

Long-term outcomes

- ★ Increased community presence
- ★ More resilient
- ★ More opportunities to feel successful
- ★ Improved quality of life

- ★ Improved strategies to support themselves
- ★ More resilient
- ★ Become lived experience advocates
- ★ Improved quality of life

- ★ Recognise Together Trust as a valuable partner
- ★ Implement more effective and impactful services

Impact/vision

Children, young people and adults we support are more able to live the life they want to live

Parents, carers and families are more able to live the life they want to live

More people receive the right support at the right time

Together we ensure everyone belongs, achieves their ambitions and thrives in their communities

Assumptions

Core enablers

- ★ Our experienced, multi-disciplinary **therapy team** working across our services
- ★ **Effective and compassionate leadership** which empowers colleagues
- ★ Our central **income generation teams** enabling us to do more for the people we support

People

- ★ We stay true to our values and champion inclusion and wellbeing
- ★ Colleagues have the skills to deliver our ambitions
- ★ We proactively plan for future workforce needs

Structures

- ★ We have a good reputation which allows us to build meaningful partnerships
- ★ We have appropriate funding, facilities and central services which meet the needs of our colleagues and the people we support

Compliance

- ★ We have a high-quality service that is regulatory compliant
- ★ We have strong systems, data and outcome measurement which demonstrates value
- ★ Both our board of Trustees and policies are effective

Definitions

By the **people we support** we mean the children and adults we support directly through our services and the parents, carers and families we support both directly and indirectly due to our relationship with their family member or the person they care for.

By **partners** we mean organisations or individuals we work with, or could work with to deliver change for the people we support.

By **decision makers** we mean those with power over our organisation or the system we operate in.

Thrive





Making your own choices

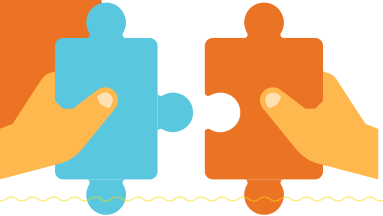
People can make choices about what matters to them — big or small — and are as independent as possible.

Support to make informed decisions

People get the information, guidance and confidence they need to understand their options and act on their decisions.



People feel safe, healthy and part of a supportive community where they can flourish.



Access to skills and opportunities

People can grow, learn and develop through education, skills and opportunities that help them work towards their own goals.

Freedom to be yourself and achieve

People have the space to follow their aspirations without unnecessary barriers, limits or expectations holding them back.





Our planned impact

The future we want to create is one where everyone belongs, achieves their ambitions and thrives within their communities.



Our review of the landscape highlighted several priorities for us to consider as we plan for this future. We were particularly mindful of factors including:

- The 'cliff-edge' in support and lack of sustainable destinations and funding for young people's care and support post education.
- Sustained and worsening financial pressures in local governments - 'more for less' and significant cuts to statutory services.
- Rapid technological changes including advancements in artificial intelligence.
- Significant legislative and policy change ahead including Special Educational Needs and Disabilities (SEND) reform.

High-quality services remain the core driver of our impact, and we will continue delivering them with clarity and purpose while staying adaptable to change and strengthening the support we provide to achieve the best possible outcomes for the people we support.

Our adult homes and day services, children's homes, education provision and fostering services mean that the people we support feel more accepted, valued and heard giving them the opportunity to try new things and know more about themselves, each other and the communities around them. This leads to improved skills and, as the people we support build on the effects of these outcomes, more independence, resilience and self-esteem, allowing them to be more present in their communities, more able to participate, valued by others and therefore empowered to live the life they want to live.

Through evidence-based support, information, advice, mediation, short breaks and day provision for parents and carers we grow awareness of rights, support needs and resilience, generating improved quality of life.

We know we can't achieve our vision alone. Developing improved relationships with decision makers and partners will allow us to deepen collaboration and co-design more services meaning more people receive the right support in the right place, at the right time.

To ensure success in these external facing aims, we know that the wellbeing of colleagues is key. Our focus on people and culture will ensure this, and strengthening our foundations will build our resilience and help us to respond to the rapidly changing environment in which we operate.





Disability,
specialist education
and care