



IMPACT REPORT 2025



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Sustainable Growth, Increasing Quality and Compliance



Paul Tolley - CEO

I am incredibly proud of everything that we have achieved over the last year here at New Directions.

Daisy Court, our beautiful new 10 bed care home now feels like a 'home' rather than a 'new build' and is almost full. We have successfully increased our staffing numbers even further and we now employ over 200 people including our 30 Bank staff.

We have reduced the number of our vacant supported living flats and will continue to do so over the coming year. We have had yet another record breaking year for our respite service at Milner House. Our preparations to extend our respite capacity by repurposing our Vicarage Road property are also in full swing ready for 2026 which will be our 75th anniversary year.

As ever, what has made each of our successes possible over the last year has been the way in which all of our staff teams have coordinated their efforts and focused upon our objectives in order to continually improve, move forwards and be the very best that we can be.

Paul

“ Just continue the excellent work you are doing .
Your staff are all so committed , kind and knowledgeable.

**Chiropodist
- visiting Poppy Place**

”

9



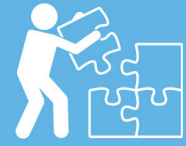
Individuals supported to take up their own tenancies within Supported Living from April 2024 to March 2025

43



Families received a break from caring through our increased provision of respite

IMPROVING OUR STAFFING RECRUITMENT & RETENTION



Recruitment and retention has been a key challenge for every social care organisation in the country. Over the past five years it has been at the forefront of every provider's mind.

The last 18 months have been a key turning point for New Directions and our recruitment and retention levels have improved significantly during this time.

Between April 2024 to September 2025, we have a net gain of **31 staff!**

Whilst there is no single 'silver bullet', we have put additional resources in place that have helped us achieve these results:

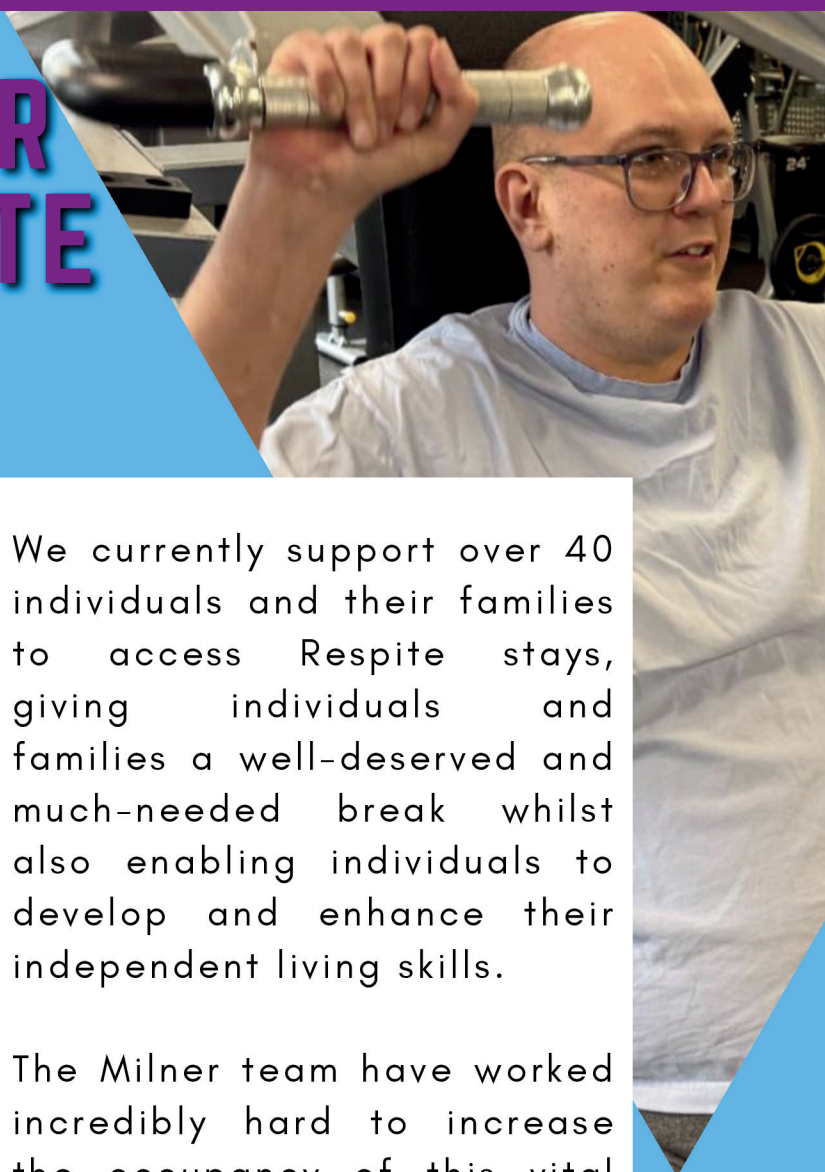
- Invested heavily in staff training and development
- Invested in our support staff, paying more than many similar organisations
- Accessed high levels of Apprenticeship Levy funding to fund qualifications for our staff
- Invested in background checking software from 'Zinc' to speed-up our recruitment processes, enabling new staff to start work more quickly
- Remaining focused upon our values-based approach to recruitment, ensuring staff working within New Directions demonstrate the values required to support individuals to be as independent as possible.

“ My son has a wonderful time with his 1:1 staff (Ty and Kylie) They are just brilliant as are all the staff at CCN

Parent of an individual supported
at CCN



A NEW CHAPTER FOR OUR RESPITE SERVICE



Milner House has a fantastic record of providing much needed respite since 2011. Demand for our respite service has steadily increased over recent years and the last three years has seen monthly occupancy levels rise from 75% to 100%

This level of demand requires us to respond and work differently, becoming fitter for the future!

In order to meet the needs of more families and give greater choice and flexibility to the families we already support, the Board of Trustees has agreed to redevelop our Vicarage Road property in order to provide 4 additional respite and short-stay bedrooms.

We currently support over 40 individuals and their families to access Respite stays, giving individuals and families a well-deserved and much-needed break whilst also enabling individuals to develop and enhance their independent living skills.

The Milner team have worked incredibly hard to increase the occupancy of this vital service and ensure it can remain sustainable for many years to come.

We are incredibly excited to be preparing for the expansion of this vital service so that we can support even more individuals and families to access regular breaks and develop their independent living skills



Milner House stays can provide short breaks, a short holiday or a new experience with support.



Milner House Opens 2011

Cutting the ribbon with The Mayor and MP Mark Pawsey

**DURING 2024/5, WE
ADMINISTERED OVER
154,000 SEPARATE
MEDICATIONS AND
HAD A SAFE
ADMINISTRATION
RATE OF 99.5%!**



INCREASING OUR QUALITY & COMPLIANCE LEVELS

Debbie Thunder joined New Directions as our Quality Assurance Manager in January 2025 and has certainly hit the ground running.

We have always worked to very high standards here at New Directions Rugby and we know that we go 'above and beyond' on a daily basis to deliver the 'New Directions Difference'.

The quality of our work, documentation and recording, processes and outcomes for the people we support are regularly reviewed both internally and by Warwickshire County Council's Quality Assurance team who inspect evidence of compliance in key areas including:

- Staffing levels
- Customer feedback
- Training compliance
- Staff supervision and appraisal
- Safeguarding, complaints and compliments
- Goals and outcomes achieved

We received excellent Quality Assurance Reports during the year for our Supported Living and Day Opportunities services, highlighting the positive work in place. Our robust internal audits ensure our high levels of compliance at all times. From team leader audits, to managers cross-compliance audits to Trustee observation visits, we invest significant levels of time and resource to ensure that the quality of our services and support are as high as they can possibly be.

We continue to strive for excellence in all that we do.

2025

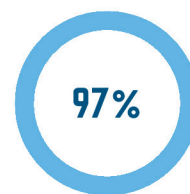
YOUR VIEWS ON OUR SERVICES MATTER

At New Directions, we are always looking for ways in which we can gain feedback from the people we support, their friends, family and the professionals who we work with.

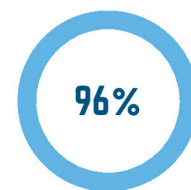
For the last three years we have encouraged everyone to give feedback through our well established paper-based survey forms and our online versions and the response has been fantastic!

During 2023/4 we received a total of 115 responses and this rose to 183 for 2024/5 demonstrating a broader reach and greater numbers of responses from families, friends, visiting professionals and contractors.

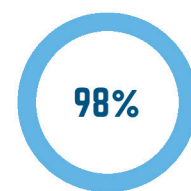
It would be unrealistic to expect that all of our services could be 100% perfect all of the time however the responses have been overwhelmingly positive, whether from visiting professionals, family members, friends or the people we support themselves.



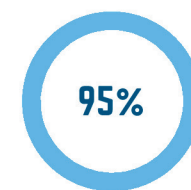
THE SERVICE MAKES PEOPLE FEEL SAFE AND SECURE



THE SERVICE ENCOURAGES PEOPLE TO MAKE INFORMED CHOICES ABOUT THE SUPPORT THEY RECEIVE



STAFF ARE PROFESSIONAL, FRIENDLY AND POLITE AT ALL TIMES



THE SERVICE SUPPORTS PEOPLE TO BE PART OF THE WIDER COMMUNITY AND CREATE POSITIVE RELATIONSHIPS

Respite Family Feedback:

“ We are proud to say that New Directions are one of the best services providers in the country. Keep doing what you are doing. ”



If you would like to give feedback on any of our services then please email us at feedback@newdirectionsrugby.org.uk as we would love to hear from you.



Our Supported Living properties all require regular maintenance and periodic refurbishment. Some of our Supported Living properties are owned by New Directions. In other cases, we work with local Landlords to ensure that a mixture of flats and apartments are available to meet the needs of as many people as possible.

During 2025 we have worked with the Landlords of our Lennon Court properties in order that a refurbishment programme could begin ahead of entering a new long-term lease in 2026.

The new kitchens, bathrooms and flooring bring these generous and spacious flats up to date and provide us with the opportunity to extend our lease arrangements. This in turn secures the homes and tenancies for the people we support.

At the heart of our approach to supported living, we work in partnership with local Landlords to provide the people we support with the ability to live as independently as possible in the heart of Rugby, enjoying all that the town has to offer.





WORKING WITH OUR COMMISSIONERS

At New Directions, we take our partnership working seriously and the concept of ‘co-production’ even more so.

Co-production describes a partnership approach where people who use services, carers, and professionals work together as equals to design and deliver services.

We were thrilled to be asked to be involved in Warwickshire County Council’s recruitment exercise for their commissioner for disabilities and mental health.

Three of the people we support volunteered to form an ‘experts by experience’ interview panel, designing their own questions and grilling the candidates to ensure that the best person for the role, demonstrating empathy and understanding secured the post.

Naturally, a hard day of interviewing was rewarded with a lovely lunch out!



STATISTICS 2024-25



97%

tell us our services
make people feel
safe and secure

13

Staff working toward
Level 3 Adult Care
Worker in Health and
Social care

3

Managers working
toward their level 5
'Leader in Adult Care'
qualification

100%

Staff achieved their
Certificate in Care
within their first 12
weeks of employment

96%

Feel our services
encourage people to
make informed choices
about their support

3

Staff achieved Level
3 Adult Care Worker
in Health and
Social care



STAFF SURVEY RESULTS 2025



We are very pleased to share the results of our staff survey from March 2025. As in previous surveys, the results reflect positive responses in the majority of areas and some great feedback from staff, as well as areas for the company to focus on.

The survey consists of 13 set questions and 2 themed questions and is sent to all staff and bank workers. It is completed anonymously to encourage staff to be open in their feedback.

A straightforward rating system is used that gives staff the following options in their replies:

- always
- mostly
- sometimes
- never

Staff continue to respond positively about our great reputation locally and feeling proud to work for the company as well as in relation to New Directions supporting staff to learn and develop, which was sustained at 93%!

“ We have a great training program and encourage staff to develop themselves professionally. ”

93%

STAFF SAID THEY FEEL PROUD TO WORK FOR NEW DIRECTIONS!

94%

PERFORMANCE IS REGULARLY REVIEWED WITH THEIR SUPERVISOR

93%

THEIR WORK IS INTERESTING AND USES THEIR SKILLS AND KNOWLEDGE

93%

NEW DIRECTIONS SUPPORTS STAFF TO LEARN AND DEVELOP

If you would like to give feedback on any of our services then please email us at feedback@newdirectionsrugby.org.uk as we would love to hear from you.



Highfield Approved Centre

OUR TRAINING RECEIVES EXTERNAL ACCREDITATION

We are now officially recognised as a Highfield approved training provider.

This new accreditation means we can now deliver the Emergency First Aid at Work qualification through one of the country's most respected awarding organisations.

Our Training and Admin teams have poured heart and soul into radically redesigning our induction, refresher, and in-house training programmes over the past three years and it has been no small task.

Having sustained 99% compliance for our core training across over 200 staff over the last year by investing in and delivering more face to face training, this new status gives us more than just recognition. It opens doors.

As a Highfield certified training provider, we now have the opportunity to deliver the Emergency First Aid at Work qualification through our expert Learning and Development Manager who is not just a trainer, but also has extensive knowledge and experience within the social care field.

We are excited that we can share and support other social care providers that are striving to deliver outstanding care, just as we are, and can now benefit from our expert-led, accredited training.



FUNDRAISING SUPPORT 2024/25



We have seen a number of donations and grants made as a result of our fundraising efforts during 2024/5.

The fundraising activities of Rugby Rotary led to a very generous donation of £1500 during the year following Pauline Kimber, Chair of Rugby Rotary, making New Directions Rugby her charity of the year.



The largest grant received was of £20,000 secured from the National Lottery Community Fund which we used to fund our latest minibus.

We also secured £5000 from the Screwfix Foundation towards a hoist within our respite service.



The generosity of charities, local businesses, family members and members of the public means that we can go even further in our efforts to make a difference to the lives of everyone we support each and every day.



STRATEGIC PLANNING FOR THE YEARS AHEAD

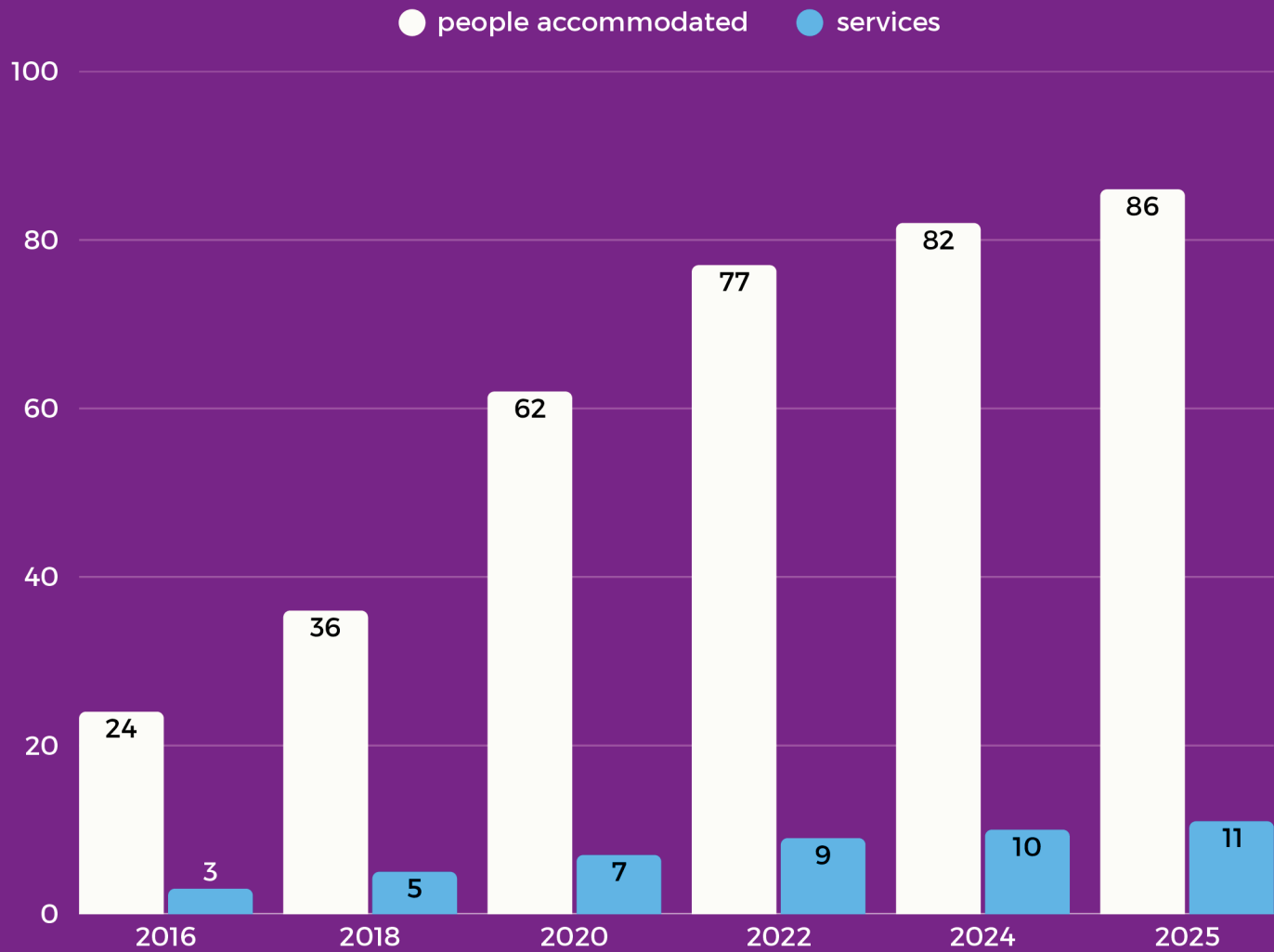


Our 2025-28 strategic objectives are:

- To expand our respite provision by redeveloping and repurposing Vicarage Road into a 4 bed respite care home to be run alongside Milner House.
- Embed our Awards ceremony held within our 2024 AGM in to every AGM going forward.
- Refresh the New Directions Website and branding in readiness for our 75th year celebrations.
- Celebrate our 75th year of providing accommodation and support in 2026.
- Secure the Care Home tender for Warwickshire's framework of residential providers.
- Expand our training offer externally and achieve accreditation through Highfield.
- Secure a new Minibus through fundraising to increase our fleet of company vehicles.
- Maintain our Supported Living void levels at below 5

Most importantly we will continue to thank, reward and develop all of our staff across the organisation who work tirelessly to build a stronger future for New Directions Rugby and the people we support.

OUR CONTINUING GROWTH



At New Directions we continue to sustainably grow and develop the number and range of our modern innovative services and accommodation to meet the needs of vulnerable people across Rugby.

Having increased our Residential capacity, we are now increasing our Respite capacity so that we can support even more individuals and families. When we include our Respite and Day Opportunity provision too, we provide support to over 100 people every day.

If you would like to join us in our journey to develop more partnerships and to help us support even more people in the future, then please contact us.

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TEL: 01788 573318

THANK YOU ALL FOR YOUR CONTINUED SUPPORT

We have so many people to thank for continuing to support us including our funders and commissioners at Warwickshire County Council and the Integrated Care Board.

- The local businesses that we have worked with during 2024/5 including:
 - Rugby College
 - Rugby Free Secondary School
 - Southam College
 - Rugby School
 - Hillstreet Community Centre
 - Princes Trust
 - Screwfix Foundation
 - The 29th May 1961 Charitable Trust
 - Kind Communities Kind Food
 - Baron Davenport Charity
 - Motorola Solutions
 - Rugby BID
 - Warwickshire Police, Rugby Safer Neighbourhood Team
 - Warwickshire's Emergency Services

2024/25 was yet another fantastic year as we prepare for our 75th year anniversary celebrations during 2026.

