

Swiss School of Business Research

PHD By Portfolio

Charlotte Williams

Word Count: 7495

MODULE 3 Assignment

REPORT

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Introduction

The author of this proposal is the Executive Director and founder of Elysian. Elysian is an organisation, initially established in 2015, providing farm based and animal assisted therapy and learning for children and young people. This includes 3 farms that have Registered Independent School status and 2 other sites that provide additional spaces and a careers centre. Elysian caters for children and young people with SEN needs, and facilitates a range of programmes for all ages during the weekends and holidays.

Elysian's focus is mainly on farm based therapy and education provision. Farming, however, has not actually been part of our agenda, and rarely comes into the Elysian world in its more traditional sense. It could be argued there are missed opportunities and benefits to integrating farming into the organisational practises. This report addresses the potential for this undertaking while proposing the undertaking of a tenancy for a 145 acre farm from the Local Authority, to commence and develop this work.

In the contemporary landscape of agricultural and educational innovation, there is a clear need to move on from traditional methodologies and embrace more holistic and sustainable approaches. This report presents a unique proposal for Elysian to launch a new provision at a property called St. Joan's Farm. The project would aim to bring together regenerative farming practices with Animal-Assisted Interventions (AAI) and outdoor learning environments, which is services ultimately tailored for vulnerable children and young people. Bringing these elements together not only addresses pressing environmental concerns but also fosters socio-emotional development and educational engagement among marginalised populations. Bringing these together also opens up opportunities for Elysian to obtain a model of utilising Local Authority tenanted farms, with their own re-generative farming agenda's, and build on Elysian's mission to expand on its services.

The drive behind this initiative is rooted in the recognition that conventional farming and educational practices are often insufficient in addressing the multifaceted challenges faced by society today. Regenerative farming, with its focus on restoring ecological balance and enhancing biodiversity, offers a viable solution to the degradation caused by industrial agriculture. At the same time, AAI and outdoor learning provide therapeutic and educational benefits, creating inclusive environments where vulnerable young people can thrive. They match well. Elysian's challenge is finding suitable premises, and Local Authority farms exist with new opportunities to develop what the organisation already does well, serving the community that the Local Authority is obligated to look after.

By using the opportunity of a tenanted farm, it not only ensures the sustainable management of public assets but also alleviates the financial pressures typically associated with private agricultural ventures. This promises a win-win scenario: the Local Authority benefits from a stable and healthy rental income while the farm evolves into a model of ecological and social sustainability. Elysian benefit from premises that allows the organisation to achieve the planned expansions, and space and resource for further creative thought and opportunity.

The significance of this proposal lies in its holistic approach, which integrates advanced agricultural techniques with the more specialised educational frameworks. There are no other education and therapy provision quite like Elysian in the UK, though there are many currently trying to create similar models, so the business is graduating to a competitive field. The focus on the Re-gen agriculture with the therapy and education amalgamation, addresses critical business problems and redefines professional practice in both fields. The proposed model demonstrates substantial authority and innovation, emphasising professional integrity and

autonomy. Furthermore, it also develops new ideas and processes at the forefront of the work, setting a precedent for future initiatives.

This report aims to convince relevant stakeholders of the efficacy of this proposal by detailing the innovative elements, the strategic alignment with local authority goals, and the projected outcomes. Through a comprehensive synthesis and evaluation of the proposal's components, along with detailed strategic plans, this report will illustrate how the integration of regenerative farming with AAI and outdoor learning represents a pioneering advancement in the fields of agriculture and education, and how this can present as a financially viable and potentially lucrative venture.

Regenerative Farming Practices

Regenerative agriculture centres around building a system resilience, tackling the increase of current environmental risk, and challenging conventional farming methods. It is also about fostering sustainability. This approach involves working with natural systems to restore and enhance biodiversity, soil fertility, and ecosystem services such as carbon sequestration and water retention. It is about changing the whole culture of who land is considered, thought of, utilised and effectively – previously exploited. The proposal for St. Joan's Farm leverages these principles, aiming to create a model of agricultural and social innovation that aligns well with developing and changing policy directions and environmental goals.

Key Principles and Practices

1. Building Soil Health and Biodiversity:

Regenerative agriculture prioritises the protection and restoration of soils, which have been degraded by how traditional farming operates today. This includes practises such as mechanisation, pesticide use, monocropping, and intensive farming practices. At St. Joan's Farm, Elysian will implement practices such as cover cropping, no-till farming, and crop rotation. These methods minimise soil disturbance, enhance soil organic matter (SOM), and foster a diverse and resilient ecosystem. Cover crops will prevent soil erosion, improve fertility, and increase biodiversity, while crop rotation will break pest and disease cycles, reducing reliance on chemical inputs.

2. Livestock Integration:

Integrating livestock into the farming system is another important aspect of regenerative agriculture. Controlled grazing by animals like sheep and cattle will naturally fertilise the soil, promoting nutrient cycling and improving soil structure. This practice not only enhances soil health but also contributes to the overall resilience of the farming system.

3. Agroforestry and Perennial Crops:

Incorporating trees and perennial plants into the agricultural landscape will provide multiple benefits, including improved soil health, enhanced biodiversity, and increased carbon sequestration. Elysian is proposing to take a portion of the land, to do this, and integrate this with the livestock integration. Agroforestry practices will be in the farm's design, with trees planted alongside crops and pastures to create a diverse and multifunctional ecosystem.

St. Joan's Farm will also enhance the efficiency and effectiveness of its regenerative practices through the integration of some agritech advances. Advanced ecological monitoring tools, such as drones and sensors, will collect data on soil health, crop performance, and biodiversity, enabling precise management decisions. Precision agriculture technologies, including GPS-

guided equipment and variable rate application systems, will optimise input use, which also minimises waste and the environmental impact while also boosting productivity. Additionally, there is also the option for the farm to participate in different certification schemes for soil carbon, ensuring accurate measurement and monetisation of carbon sequestration, creating potential new revenue streams and promoting sustainable practices.

Policy Alignment and Financial Incentives

The agricultural sector is undergoing quite significant policy shifts, with the phasing out of Basic Payment Scheme (BPS) payments and the introduction of new support schemes focused on sustainable farming. The Environmental Land Management (ELM) scheme in England, along with similar policies in Wales and Scotland, promotes practices aligned with regenerative agriculture, such as cover cropping, biodiversity promotion, and nutrient management.

At St. Joan's Farm, the adoption of regenerative practices will work towards improving environmental outcomes, and it will also position the farm in a way that benefit from various emerging policy incentives and financial support. By enhancing soil health, increasing biodiversity, and sequestering carbon, the farm will align with national and regional sustainability goals, ensuring long-term viability and success. This meets the agenda of the tenancy criteria for the Local Authority and has a wealth of community and environmental benefits, that ultimately benefits the stakeholders of Elysian through the expansion and diversification of the services that Elysian provides.

Social and Community Impact

Regenerative agriculture has another element and focus, which is centred around the building of resilience of social capital. In other words, supporting rural communities and wider supply chains. St. Joan's Farm will engage with local schools, community groups, and organisations to promote education and awareness about sustainable farming practices. Workshops, farm tours, and community events will foster a sense of connection and shared purpose, enhancing the farm's role as a hub for social and environmental innovation.

The regenerative farming practices proposed for St. Joan's Farm represent a transformative approach to agriculture, combining ecological restoration with technological innovation. By building system resilience, enhancing biodiversity, and contributing to climate goals, the farm will serve as a model for sustainable and profitable farming, benefiting both the environment and the local community.

Animal-Assisted Interventions (AAI)

Animal-Assisted Interventions (AAI) is Elysian's 'Bread and Butter'. It represent a progressive and multifaceted approach to therapeutic and educational support. What Elysian does on a day to day is already seen as innovative advanced and specialist. The outcomes of the organisation evidences its potential success in engaging the most vulnerable. The approach itself aligns well with the further innovative objectives of the St. Joan's Farm proposal. This section will outline the various dimensions of AAI, its benefits, and how it integrates into the overall strategy for St. Joan's Farm, providing a unique, holistic solution for vulnerable young

people, by proposing this whole new development that may become a flagship for a new innovative approach to integrative farm based therapeutic education.

Understanding Animal-Assisted Interventions (AAI)

AAI involves the purposeful inclusion of animals in therapeutic, educational, and recreational settings to promote human health and well-being. This creative approach utilises the human-animal bond to foster physical, emotional, cognitive, and social improvements.

AAI usually involves animals as a part of the treatment for individuals with various disabilities, illnesses, or mental health conditions. It refers to the intentional inclusion and utilisation of animals during therapeutic or educational interventions to achieve psychological and physiological benefits (Steel et al., 2021). It also refers to a broad range of therapeutic interventions utilising animals as a component for achieving specific goals such as improving cognitive or physical function, mood enhancement, and socialisation (Shi et al., 2020). It serves as an adjunct therapy that complements traditional forms of treatment by providing emotional support and motivation. The use of AAI has increased in recent years, including within educational settings for young people (Huber et al. 2022a).

AAI Implementation at St. Joan's Farm

1. Integrating AAI with Outdoor Learning:

St. Joan's Farm aims to create a synergistic environment where AAI is seamlessly integrated with outdoor learning activities. This holistic approach will provide vulnerable young people with a unique therapeutic and educational experience, using the natural environment and the human-animal bond.

- ✚ **Therapeutic Sessions:** Designated areas of the farm will be developed for structured AAT sessions, facilitated by trained therapists and involving animals such as horses, dogs, and small farm animals. These sessions will address specific therapeutic goals tailored to the needs of each individual.
- ✚ **Educational Programs:** AAE will be incorporated into the farm's educational curriculum, where animals are part of interactive learning modules. These programs will cover subjects such as biology, environmental science, and animal care, enhancing the learning experience through direct interaction with animals.

2. Community and Social Impact:

The AAI program at St. Joan's Farm will also focus on building social capital by involving the local community in its activities.

- ✚ **Community Engagement:** Regular community events, workshops, and open days will be organised to educate the public about the benefits of AAI and sustainable farming practices. These events will foster community cohesion and raise awareness about the farm's innovative initiatives.
- ✚ **Volunteer Programs:** Opportunities for volunteering will be provided, allowing community members to participate in AAI activities and contribute to the farm's mission. This engagement will not only support the farm's operations but also create a sense of ownership and involvement among the local population.

Innovative Aspects and Alignment with Goals

The implementation of AAI at St. Joan's Farm represents a cutting-edge approach that aligns with the core goals of the proposal:

- ✚ **Innovation and Authority:** The integration of AAI with regenerative farming and outdoor learning is a pioneering concept that demonstrates substantial innovation and authority in the field. It redefines traditional therapeutic and educational practices, offering a novel solution that addresses the complex needs of vulnerable young people.
- ✚ **Autonomy and Professional Integrity:** The farm's commitment to professional integrity and autonomous operation is evident in its structured and evidence-based approach to AAI. By adhering to best practices and continuous evaluation, the farm ensures high standards of care and support.
- ✚ **New Ideas and Processes:** The combination of AAI, regenerative agriculture, and outdoor learning represents a new innovative approach in therapeutic and educational interventions, that is not undertaken elsewhere in the UK. This innovative model not only provides immediate benefits to participants but also sets a precedent for future developments in the field.

The integration of Animal-Assisted Interventions at St. Joan's Farm presents a potential transformative approach that fits within the project's innovative goals. By utilising the therapeutic power of animals, the farm will create a supportive and enriching environment for vulnerable young people, contributing to their overall well-being and development. It will build on the learning and successes of other Elysian's sites and achievements, including the 'Hillside strategy' (developed in Module 2). This holistic and forward-thinking strategy positions St. Joan's Farm as a leader in sustainable and impactful interventions, benefiting individuals and the broader community alike.

Outdoor Learning Environment

The outdoor learning environment at St. Joan's Farm will be designed to complement the AAI program, providing vulnerable young people with a natural setting for education and personal growth. The farm's diverse landscape, including fields, woodlands, and water features, will serve as an 'immersive classroom' where traditional and experiential learning can take place. This model is essentially an expanded replica of what is already working well at Elysian, with the addition of the St Joan's facilities and new approaches proposed.

Educational programs will be developed further, in partnership with local schools and organisations, focusing on topics such as ecology, sustainable agriculture, and environmental science. This adds to the Holistic curriculum that Elysian has been delivering at other sites, adding the Re-Gen agenda and approach. Hands-on activities, such as planting and harvesting crops, building wildlife habitats, and conducting ecological surveys, will engage students in meaningful learning experiences. These programs will not only enhance academic knowledge but also promote physical activity, teamwork, and problem-solving skills.

Financial Stability and Sustainability

The financial stability and sustainability of St. Joan's Farm are critical to its long-term success and impact. This section outlines a comprehensive strategy for ensuring robust financial management, diverse revenue streams, and sustainable practices that align with both economic and environmental goals. The main income for St Joans will be in the Children and young people's placements, rather than relying on the income stream from the farming. This opens up extensive opportunities for using creative ideas that may need longer term investment on the Re-gen farming side of the operations.

Diverse Revenue Streams

To achieve financial stability, St. Joan's Farm will leverage multiple revenue streams in addition to its main income (placements), each contributing to the farm's overall income while ensuring resilience against market fluctuations and other risks.

1. Agricultural Production:

- ✚ Farm shop and crop sales: By adopting regenerative farming practices, the farm will produce high-quality, organic crops. These will be sold in the farm shop and also to local markets, restaurants, and through a farm shop, capitalising on the growing demand for sustainable and locally sourced produce.
- ✚ Livestock Products: The farm will raise livestock using humane and sustainable methods, producing e.g. eggs and other goods. These products will also be sold locally, ensuring a consistent revenue stream from ethical animal husbandry.

2. Educational Programs and Workshops:

- ✚ Education and Alternative Provision Programs: While waiting for full registration as a school, St. Joan's Farm will offer alternative provision programs for vulnerable young people. These programs will be funded through partnerships with local authorities, educational institutions, and charitable grants. Once the site has achieved its registration, the Education provision becomes the farm's main income stream.
- ✚ Public Workshops: The farm will host workshops on regenerative farming, animal-assisted interventions, and sustainable living. These workshops will attract fees from participants, providing an additional income source.

3. 'Other':

- ✚ Farm Tours and Events: The farm will open its doors to the public for tours and special events, including seasonal festivals, educational tours, and corporate retreats. Entrance fees and event participation charges will contribute to the farm's revenue.

- ✚ Environmental and Educational Grants: The farm will actively seek grants from government bodies, environmental organisations, and educational foundations to support its programs and initiatives.
- ✚ Corporate Sponsorships: Partnerships with businesses committed to sustainability and community development will be pursued to secure sponsorships for specific projects and activities.

Sustainable Practices

Sustainability is at the core of St. Joan's Farm's operations, ensuring that environmental stewardship and economic viability go hand in hand.

✚ **Regenerative Agriculture:**

- Soil Health: Practices such as cover cropping, no-till farming, and composting will enhance soil fertility and structure, leading to higher crop yields and reduced input costs over time.
- Biodiversity: Integrating diverse plant species and maintaining natural habitats will promote biodiversity, improving ecosystem resilience and reducing pest and disease pressures.

✚ **Resource Efficiency:**

- Water Management: Efficient irrigation systems, rainwater harvesting, and water recycling will minimise water usage and ensure sustainability in water resources.
- Energy Use: The farm will utilise renewable energy sources such as solar panels and wind turbines to power operations, reducing dependency on fossil fuels and lowering energy costs.

✚ **Waste Reduction:**

- Composting: Organic waste from crops and livestock will be composted and returned to the soil, reducing the need for synthetic fertilisers and enhancing soil health.
- Recycling: A robust recycling program will be implemented to manage non-organic waste, ensuring minimal environmental impact.

✚ **4. Carbon Sequestration:**

- Soil Organic Matter: Increasing soil organic matter through regenerative practices will sequester carbon, contributing to climate change mitigation efforts.
- Afforestation: Planting trees and maintaining woodland areas on the farm will further enhance carbon sequestration and biodiversity.

Financial Management

Effective financial management is essential for the farm's sustainability and growth.

Budgeting and Forecasting:

- Detailed annual budgets and financial forecasts will be developed, tracking income and expenses across all revenue streams and operational areas.
- Regular financial reviews and adjustments will ensure that the farm remains on track to meet its financial goals and can respond to changing circumstances.

Cost Control:

- Cost control measures will be implemented, including efficient resource use, bulk purchasing, and optimising operational processes to reduce expenses without compromising quality or sustainability.

Investment in Innovation:

- A portion of the farm's revenue will be reinvested into research and development, exploring new technologies and practices that enhance productivity, sustainability, and profitability.

Social Impact and Community Engagement

St. Joan's Farm is committed to creating significant social impact and fostering strong community engagement. This section outlines the strategies and initiatives that will ensure the farm's contributions to social well-being and community development.

Social Impact

The farm's social impact initiatives focus on supporting vulnerable young people, promoting education and well-being, and building a stronger, more resilient community.

Support for Vulnerable Young People:

- **Therapeutic Programs:** The farm will provide therapeutic programs, incorporating animal-assisted interventions and outdoor activities to support the emotional and psychological well-being of vulnerable young people.
- **Life Skills Development:** Through hands-on farming activities and structured learning opportunities, the farm will equip young people with essential life skills, enhancing their confidence and future employability.

Educational Opportunities:

- Workshops and Training: The farm will offer workshops and training programs on regenerative farming, sustainability, and animal care, providing valuable learning experiences for people of all ages.
- Partnerships with Schools: Collaborations with local schools will bring students to the farm for educational visits, integrating practical agricultural education into the school curriculum.

Health and Well-being:

- Recreational Activities: The farm will provide a peaceful and engaging environment for recreational activities, promoting physical health and mental well-being for visitors.
- Community Gardening: Community gardening projects will be established, encouraging local residents to participate in growing their own food and learning about sustainable practices.

Community Engagement

Strong community engagement is vital for the farm's success and impact, fostering a sense of ownership and participation among local residents.

Open Days and Events:

- Seasonal Festivals: The farm will host seasonal festivals celebrating local culture, agriculture, and community, attracting visitors and fostering a sense of community pride.
- Volunteer Opportunities: Regular volunteer opportunities will be offered, allowing community members to contribute to the farm's operations and gain hands-on experience.

Collaborations with Local Organisations:

- Partnerships with NGOs and Charities: Collaborations with local NGOs and charities will enhance the farm's social impact, supporting wider community initiatives and reaching more people in need.
- Local Business Engagement: The farm will engage with local businesses for sponsorship, partnerships, and collaborative projects, strengthening the local economy and building a supportive network.

Communication and Outreach:

- Community Newsletters: Regular newsletters will keep the community informed about farm activities, upcoming events, and opportunities for involvement.
- Social Media and Online Presence: Active engagement through social media and the farm's website will ensure broad communication and outreach, attracting visitors and supporters from the wider community.

 Inclusive Practices:

- **Accessibility:** The farm will ensure that all areas and activities are accessible to people of all abilities, promoting inclusivity and equal participation.
- **Cultural Sensitivity:** Programs and activities will be designed to respect and celebrate the diverse cultural backgrounds of community members, fostering a welcoming and inclusive environment.

The financial stability and sustainability of Elysian - St. Joan's Farm, coupled with its strong focus on social impact and community engagement, create a robust and innovative model for agricultural and therapeutic interventions. By using diverse revenue streams, sustainable practices, and a deep commitment to community well-being, the farm is in a good position to achieve long-term success and make a meaningful difference in the lives of vulnerable young people and the wider community.

Strategic Action plan

As the prospective leaders of St. Joan's Farm, the primary mission is to align with the vision and objectives outlined in Elysian's tender submission. Your focus will be on establishing a sustainable, profitable, and innovative alternative provision and utilising a creative re-generative farming approach. Key strategic goals will include developing a robust educational and therapeutic program, implementing regenerative farming practices, and leveraging unique aspects of our proposal to create a thriving and impactful community hub.

Strategic Objectives

1. Establish a Sustainable Alternative Provision

Objective

Develop a profitable and sustainable educational and therapeutic program.

Strategy

- ✚ Curriculum Development: Build on Elysian's holistic, engaging curriculum to create and develop a learning provision for a range of learners and attending St Joans.
- ✚ Therapeutic Programs: Expand our animal-assisted intervention and farm based learning offer to meet the high demand for these services, targeting vulnerable populations.
- ✚ Capacity Building: Gradually increase capacity for learners to reach full capacity, ensuring minimal disruption and maintaining high-quality standards.
- ✚ Financial Planning: Develop a detailed and working financial planning document, including budgeting, forecasting, and monitoring to ensure financial stability and sustainability.

2. Implement Regenerative Farming Practices

Objective

Promote environmental stewardship and sustainable agriculture through regenerative farming.

Strategy

- ✚ Education and Training: Incorporate regenerative farming principles into the curriculum, educating learners and clients on sustainable agriculture practices.
- ✚ Land Management: Restore and manage the farm's land using regenerative techniques, such as cover cropping, no-till farming, and crop rotation (particulars are outlined in the farm's plan).
- ✚ Community Engagement: Involve the local community in regenerative farming activities through workshops, volunteer opportunities, and collaborative projects.
- ✚ Monitoring and Reporting: Regularly monitor and report on the progress and impact of regenerative farming practices, demonstrating their benefits to stakeholders.

3. Maximise the Potential of St. Joan's Farm

Objective

Transform St. Joan's Farm into a vibrant, multifunctional hub that supports education, therapy, and community engagement.

Strategy

- ✚ Building Restoration: Oversee the restoration of dilapidated buildings to create functional spaces for educational and therapeutic activities.
- ✚ Farm Shop Revival: Reopen and revitalise the farm shop to provide independent living and skills training opportunities for learners and clients.
- ✚ Event Planning: Organise and host community events, workshops, and corporate team-building activities to generate additional revenue and increase community involvement.
- ✚ Partnership Development: Establish and maintain partnerships with local businesses, organisations, and stakeholders to support and enhance the farm's activities.

4. Ensure Quality and Compliance

Objective

Maintain high standards of quality and compliance in all aspects of the farm's operations.

Strategy

- ✚ Staff Training and Development: Provide ongoing training and professional development opportunities for staff to ensure they are equipped to deliver high-quality services.
- ✚ Compliance Monitoring: Regularly review and update policies and procedures to ensure compliance with relevant regulations and standards.
- ✚ Quality Assurance: Implement a robust quality assurance framework to monitor and evaluate the effectiveness of programs and services.
- ✚ Feedback Mechanisms: Establish mechanisms for collecting and responding to feedback from learners and clients, families, and other stakeholders to continuously improve the provision.

Key Performance Indicators (KPIs)

To track the success of these strategies, below are the draft KPI's

- ✚ Client/Learner Enrolment and Retention: Number of learners and clients enrolled and retained in the program.
- ✚ Financial Health: Revenue generated, profit margins, and financial stability indicators.
- ✚ Environmental Impact: Improvements in soil health, biodiversity, and other indicators of regenerative farming success.
- ✚ Community Engagement: Number of community events hosted, partnerships established, and volunteer participation.
- ✚ Quality and Compliance: Results from quality assurance evaluations, staff training completion rates, and compliance audit outcomes.

1 Year Plan for Launching Elysian, St Joans Farm

Overview

In the first year, the focus will be on establishing the alternative provision programs, implementing regenerative farming practices, and restoring key infrastructure. The plan will ensure the sustainability and profitability of the farm while demonstrating commitment to regenerative farming and community engagement.

Objectives and Key Milestones

1. Establish Alternative Provision Programs

Q1: Initial Setup

- ✚ Finalise program development and staff recruitment.
- ✚ Set up necessary facilities and equipment for alternative provision activities.

Q2: Program Launch

- ✚ Launch alternative provision programs with a focus on therapeutic work experiences and therapy sessions.
- ✚ Start with a cohort of 15 participants and gradually increase to 30 by the end of the year.

Q3: Expansion and Monitoring

- ✚ Evaluate the effectiveness of programs and make necessary adjustments.
- ✚ Expand therapeutic services and outreach programs.

Q4: Full Operation

- ✚ Reach full capacity of 50 participants.
- ✚ Prepare for the next year with refined programs and increased staff.

2. Implement Regenerative Farming Practices

Q1: Planning and Preparation

- ✚ Develop a detailed regenerative farming plan.
- ✚ Train staff and participants on regenerative farming principles.

Q2: Initial Implementation

- ✚ Begin cover cropping, composting, and other regenerative practices.
- ✚ Monitor soil health and other environmental indicators.

Q3: Ongoing Management

- ✚ Continue regenerative farming activities.
- ✚ Engage participants in hands-on farming projects.

Q4: Evaluation and Adjustment

- ✚ Evaluate the impact of regenerative practices.
- ✚ Adjust practices based on evaluation results.

3. Restore Key Infrastructure

Q1: Assessment and Planning

- ✚ Conduct a thorough assessment of all buildings and facilities.
- ✚ Develop a restoration plan with timelines and budgets.

Q2: Initial Restoration

- ✚ Begin restoration of priority buildings, focusing on spaces needed for alternative provision activities.

Q3: Continued Restoration

- Continue restoration work on remaining buildings.
- Start the revival of the farm shop.

Q4: Completion and Utilisation

- Complete restoration work.
- Fully utilise restored buildings for program activities.

Financial Planning

Firs One Year Projections for St Joan's Farm. These will be reviewed on commencing the tenancy with the relevant consultants, stakeholders and Elysian Leadership.

First Year Financial Projection St Joan's Farm		
DESCRIPTION	INCOME	OUTGOINGS
Capital Investment (Elysian Development budget)	£100,000.00	
Contractor and construct Fees (House and Farm Clear/initial Re-furb) including Re-regenerative farming set up.		-£70,000.00
Agri - Consult Fees		-£6,000.00
Rents & Lease - Property, vehicle and Equipment		-£80,000.00
Core Cost (See separate Workbook)		-£494,250.00
Equipment and Props		-£35,000.00
Staffing (Site specific):		
Site Management (incl Farm Manager and team)		-£125,000.00
Support (Inc Teachers and Support workers)		-£135,000.00
Therapy (Therapists, OT)		-£65,000.00
Contingency		-£20,000.00
Learner intake (no 15 from Jan 2025)	£762,615.00	
Therapeutic Placement(TWE) (no 10 from Jan 2025)	£84,000.00	
Therapy (10 from Jan 2025)	£36,504.00	
Therapeutic Sessions (10 from January 2025)	£21,902.00	
Income from Land/Farming (See business plan)	£27,000.00	
TOTAL INCOME/OUTGOINGS	£1,032,021.00	-£1,030,250.00
TOTAL		£1,771.00

Detailed Action Plan

Q1: Initial Setup and Planning

- ✚ Staffing: Recruit and train staff.
- ✚ Curriculum: Finalise program structure and materials.
- ✚ Facilities: Begin restoration of critical buildings.
- ✚ Regenerative Farming: Develop a detailed implementation plan.
- ✚ Financial Planning: Establish detailed budgets and financial monitoring systems.

Q2: Program Launch and Initial Implementation

- ✚ Alternative Provision Programs: Start with an initial cohort of 15 participants.
- ✚ Therapeutic Services: Launch therapy and therapeutic work experience programs.
- ✚ Restoration: Continue building restoration and setup.
- ✚ Farming: Implement initial regenerative farming practices.
- ✚ Community Engagement: Begin marketing and outreach efforts.

Q3: Expansion and Continuous Improvement

- ✚ Enrolment: Increase participant numbers.
- ✚ Program Evaluation: Assess and refine programs based on feedback.
- ✚ Therapeutic Services: Expand outreach and therapy sessions.
- ✚ Farming: Monitor and adjust regenerative practices.
- ✚ Events: Start hosting community events and corporate days.

Q4: Full Operation and Evaluation

- ✚ Full Capacity: Reach at least 15 participants enrolled in AP program.
- ✚ Quality Assurance: Conduct comprehensive program evaluations.
- ✚ Farming: Evaluate and report on regenerative farming impact.
- ✚ Community Involvement: Increase community engagement activities.
- ✚ Financial Review: Review financial performance and plan for the next year.

Conclusion

The first year at St. Joan's Farm is critical for establishing the foundation for long-term sustainable success and ongoing development. Despite the projected financial shortfall, the initial investments in infrastructure, staffing, and program development are necessary for creating a sustainable and impactful alternative provision. Good leadership and strategic oversight will ensure that St. Joan's Farm becomes a model for alternative education and therapy, building on Elysian's learning for continued success and expansion in the years to come.

Core Budget Outline

Elysian has a budgeting system that splits across the current 3 operational provisions. In the event that Elysian would take over the tenancy and create a 4th provision at St Joan's Farm, the Core budget would increase to accommodate its development and would split across 4 operational sites, as illustrated below:

Elysian Core Cost Budgets (Reviewed August 2024)			
Description	2024/2025	2025/2026	2026/2027
STAFFING/ROLES			
Exec Director	£70,000.00	£73,500.00	£77,175.00
Finance & Estates Director	£70,000.00	£73,500.00	£77,175.00
Strategic Lead	£65,000.00	£68,250.00	£71,662.50
Executive Head	£65,000.00	£68,250.00	£71,662.50
Head of Therapies	£68,000.00	£71,400.00	£74,970.00
Head of Farm Development	£68,000.00	£71,400.00	£74,970.00
Head of Operations	£55,000.00	£57,750.00	£60,637.50
Business Coordinator	£34,000.00	£35,700.00	£37,485.00
Admin - Finance	£135,000.00	£141,750.00	£148,837.50
Admin - Recruitment/HR	£65,000.00	£68,250.00	£71,662.50
Admin - Estates	£72,000.00	£75,600.00	£79,380.00
Admin - General	£137,000.00	£143,850.00	£151,042.50
Admin - Admissions	£76,000.00	£79,800.00	£83,790.00
Admin - SLT Support	£62,000.00	£65,100.00	£68,355.00
Admin - PA to Directors	£62,000.00	£65,100.00	£68,355.00
Admin Marketing/PR	£42,000.00	£44,100.00	£46,305.00
Events Team	£87,000.00	£91,350.00	£95,917.50
Occupational Therapy Lead	£52,000.00	£54,600.00	£57,330.00
Maintenance Manager	£48,000.00	£50,400.00	£52,920.00
Farming Support team	£145,000.00	£152,250.00	£159,862.50
Maintenance Team	£230,000.00	£241,500.00	£253,575.00
Maintenance - Carpenter	£28,000.00	£29,400.00	£30,870.00
Other Overall Org budget			
Career Centre Resource	£15,000.00	£16,500.00	£18,975.00
Rental/Estates - RG	£75,000.00	£60,000.00	£63,000.00
Rental Estates - Froxflld	£65,000.00	£68,250.00	£71,662.50
Office Budgets (RG and Frox)	£7,000.00	£7,350.00	£7,717.50
Insurance (overall)	£27,000.00	£28,350.00	£29,767.50
Travel/Expenses Core staff	£17,000.00	£17,850.00	£18,742.50
Development Budget	£35,000.00	£36,750.00	£38,587.50
Core Budget Outgoings	£1,977,000.00	£2,057,850.00	£2,162,392.50
1/4 of budget (for budgeting purposes)	£494,250.00	£514,462.50	£540,598.13

5 Year Plan for Establishing Elysian's St Joans Project

Overview

The 5-year strategic plan focuses on establishing St. Joan's Farm as a leading alternative provision with a commitment to regenerative farming and community engagement. The plan aims to ensure financial sustainability, expand on positive developments and opportunities, and build strong community partnerships.

Objectives and Key Milestones

1. Alternative Provision Programs Expansion

- Year 1-2: Establishment and Stabilisation

- ✚ Successfully launch and stabilise initial alternative provision programs.
- ✚ Reach full participant capacity of 50 by the end of Year 2.
- ✚ Conduct regular program evaluations and adjustments.

- Year 3-4: Growth and Diversification

- ✚ Expand participant capacity to 60 by the end of Year 3 and 75 by Year 4.
- ✚ Introduce new therapeutic and vocational programs based on community needs.
- ✚ Develop partnerships with local schools and organisations.

- Year 5: Recognition and Excellence

- ✚ Achieve recognition as a leading alternative provision center.
- ✚ Continuously innovate and improve program offerings.
- ✚ Aim for accreditation and certifications.

2. Regenerative Farming Implementation

- Year 1-2: Initial Implementation

- ✚ Implement basic regenerative farming practices and monitor results.
- ✚ Engage participants in hands-on farming activities.

- Year 3-4: Advanced Practices

- ✚ Introduce advanced regenerative farming techniques.
- ✚ Conduct workshops and training sessions for the community.

- Year 5: Model Farm

- ✚ Establish St. Joan's Farm as a model for regenerative agriculture.
- ✚ Share best practices and research with the wider farming community.

3. Infrastructure Development

- Year 1: Initial Restoration

- ✚ Complete restoration of key buildings and facilities.

- Year 2-3: Expansion

- ✚ Build additional facilities to support expanded programs (e.g., classrooms, therapy rooms).
- ✚ Improve accessibility and sustainability of the farm infrastructure.

- Year 4-5: Full Utilisation

- ✚ Ensure all infrastructure is fully utilised and maintained.
- ✚ Implement renewable energy solutions and eco-friendly practices.

✚ **4. Financial Sustainability**

- Year 1-2: Foundation and Growth

- ✚ Secure initial funding and investments.
- ✚ Achieve financial breakeven by the end of Year 2.

- Year 3-4: Profitability and Reinvestment

- ✚ Achieve consistent profitability.
- ✚ Reinvest profits into program expansion and infrastructure improvements.

- Year 5: Financial Stability

- ✚ Build a financial reserve to ensure long-term sustainability.
- ✚ Explore new revenue streams (e.g., farm products, events).

5. Community Engagement and Partnerships

- Year 1-2: Initial Outreach

- ✚ Establish relationships with local schools, organisations, and community groups.
- ✚ Host community events and open days.

- Year 3-4: Strong Partnerships

- ✚ Develop formal partnerships for program referrals and collaborations.
- ✚ Engage with local businesses and stakeholders for support.

- Year 5: Community Integration

- ✚ Fully integrate St. Joan's Farm into the local community fabric.
- ✚ Become a hub for community activities and support.

Detailed Year-by-Year Plan

Year 1: Foundation

- ✚ **Programs:** Launch and stabilise initial alternative provision programs.
- ✚ **Farming:** Implement basic regenerative practices.
- ✚ **Infrastructure:** Complete restoration of key buildings.
- ✚ **Financials:** Secure funding and monitor initial financial performance.
- ✚ **Community:** Start community engagement efforts.

Year 2: Growth

- ✚ **Programs:** Reach full capacity and refine programs based on feedback.
- ✚ **Farming:** Continue and monitor regenerative practices.
- ✚ **Infrastructure:** Begin expansion projects.
- ✚ **Financials:** Aim for financial breakeven.
- ✚ **Community:** Strengthen community outreach.

Year 3: Expansion

- ✚ **Programs:** Increase participant capacity to 75 and introduce new programs.
- ✚ **Farming:** Introduce advanced regenerative techniques.
- ✚ **Infrastructure:** Complete expansion projects.
- ✚ **Financials:** Achieve profitability.
- ✚ **Community:** Develop formal partnerships.

Year 4: Consolidation

- ✚ **Programs:** Reach 100 participants and diversify offerings.
- ✚ **Farming:** Conduct workshops and community training.
- ✚ **Infrastructure:** Improve sustainability and accessibility.
- ✚ **Financials:** Reinvest profits and build financial stability.
- ✚ **Community:** Enhance engagement and collaboration.

Year 5: Excellence

- ✚ **Programs:** Achieve recognition and continuous improvement.
- ✚ **Farming:** Establish as a model farm and share best practices.
- ✚ **Infrastructure:** Fully utilise and maintain facilities.
- ✚ **Financials:** Build a financial reserve and explore new revenue streams.
- ✚ **Community:** Fully integrate into the local community and become a support hub.

Financial Projections

The below tables outline the estimated budgets, costs and potential projections for Year 2, 3 and 4. Year 5 budgets would be confirmed during Year 3, pending a review.

Joan's Staffing Costs (2nd, 3rd and 4th Year)			
Role	Estimated Cost (annual Salary w/cost)		
	2025/26	2026/27	2027/28
Head	£60,000.00	£66,000.00	£69,300.00
Deputy Head	£55,000.00	£60,500.00	£63,525.00
Day Coordinator	£42,000.00	£46,200.00	£48,510.00
TSW Team (Support)	£180,000.00	£225,000.00	£236,250.00
Farm Management team	£125,000.00	£156,250.00	£164,062.50
Teaching Team	£250,000.00	£312,500.00	£328,125.00
Therapy Team	£145,000.00	£181,250.00	£190,312.50
Learning Support	£370,000.00	£462,500.00	£485,625.00
Equine Team	£120,000.00	£150,000.00	£157,500.00
Total Per Year	£1,347,000.00	£1,660,200.00	£1,743,210.00

Joan's Overall Cost estimates (2nd, 3rd and 4th Year)			
Description	Estimated Cost (annual)		
	2025/26	2026/27	2027/28
Year 2 Mobilisation Budget	£175,000.00		
Joan's staffing cost	£1,347,000.00	£1,660,200.00	£1,743,210.00
Contribution to core cost	£514,462.50	£540,598.13	£583,845.98
Rent	£47,000.00	£47,000.00	£47,000.00
Insurance	£3,000.00	£5,000.00	£5,300.00
Utilities	£4,000.00	£4,160.00	£4,326.40
Animal Feed and care/health costs	£55,000.00	£57,000.00	£62,700.00
Staff training/CPD/Supervision	£12,000.00	£12,480.00	£12,979.20
Education/Therapy resource	£22,000.00	£22,880.00	£23,795.20
Training/Supervision/ CPD	£3,000.00	£3,120.00	£3,244.80
Mobile/Tech/Wifi	£3,000.00	£3,300.00	£3,432.00
Props/Equipment	£15,000.00	£15,600.00	£16,224.00
Maintenance/Build	£40,000.00	£41,600.00	£43,264.00
Contingency	£30,000.00	£31,200.00	£32,448.00
Total Per Year	-£2,270,462.50	-£2,444,138.13	-£2,581,769.58

INCOME PROJECTIONS

DESCRIPTION	2025/26	2026/27	2027/28
Potential Placements			
Ed placement Learners	£2,643,732.00	£2,749,481.00	£2,859,460.24
Therapeutic Placement(TWE)	£174,720.00	£181,708.00	£188,976.32
Therapy	£56,946.00	£59,223.00	£61,591.92
Therapeutic Sessions	£34,167.00	£35,533.00	£36,954.32
Income from Land/Farming (See business plan)	£27,000.00	£35,000.00	£36,400.00
TOTAL INCOME	£2,936,565.00	£3,060,945.00	£3,183,382.80

Total Potential Income Totals:

	2025/26	2026/27	2027/28
TOTAL Potential Income	£666,102.50	£616,806.87	£601,613.22

Please note the income are 'potential income', illustrating the potential income should all education placements be filled. Historically Elysian's placements are over-subscribed. Elysian leadership are cautious and aware of a potentially politically and financially changing climate and for that reason continue to develop other revenue streams and opportunities beyond this. This includes events, training and further education and will also include more community base programs at St Joans Farm.

Conclusion

The 5-year strategic plan for St. Joan's Farm aims to establish a sustainable, impactful, and recognised alternative provision center. Through careful planning, financial management, and community engagement, St. Joan's Farm will achieve its vision of providing therapeutic education and support, promoting regenerative farming, and becoming a vital part of the local community.

Discussion and Conclusion

Disruption and Innovation at Elysian -A New Paradigm

Elysian's proposal for St. Joan's Farm is a bold and innovative approach that promises to make significant developments on Elysian's operational landscape but also introduced further developments in the agricultural and educational sectors. By integrating regenerative agriculture (Regen Ag) with AAI and outdoor learning environments, Elysian aims to create a creative, sustainable, and socially impactful project. This proposal demonstrates advanced knowledge, specialised skills, substantial authority, and the development of new ideas at the forefront of professional practice.

Knowledge of Advanced Frontiers

The integration of regenerative agriculture with modern agritech advances demonstrates Elysian's commitment to operate at the cutting edge of agricultural innovation. Regen Ag also focuses on building system resilience while tackling the increasing environmental risks. It is also supported by policy directions such as the National Food Strategy, which advocates for sustainable practices to address climate change and environmental degradation. By employing ecological monitoring tools, precision agriculture technologies, and carbon sequestration measurement, Elysian demonstrates a thorough understanding of the latest trends and practices in agriculture. This advanced knowledge positions Elysian as a leader in the shift towards sustainable food production systems in a 'different way' as an expanding Education provider. The application of AAI and outdoor learning environments addresses the clear need for alternative educational provisions for vulnerable young people. This approach is deeply rooted in contemporary pedagogical theories that emphasise experiential and nature-based learning. By fostering emotional, social, and cognitive development through interactions with animals and nature, Elysian offers a unique and highly effective educational model. This understanding of advanced educational practices underscores Elysian's expertise in the field and its ability to address critical societal issues.

Advanced Skills and Techniques

This proposal demonstrates the application of highly specialised skills and techniques to solve complex business problems and redefine professional practice. The integration of agritech advancements with regenerative practices requires proficiency in ecological monitoring, data analysis, precision agriculture, and carbon accounting. These skills are essential for optimising farm management decisions, minimising environmental impact, and enhancing productivity.

In the educational domain, the implementation of AAI needs a particular level of expertise in AAI practices, and also animal behaviours, therapy techniques, and child psychology. Elysian's commitment to providing a safe, therapeutic, and engaging environment for vulnerable young people highlights its level of development and expertise of these advanced skills. Additionally, the creation and further development of a comprehensive outdoor learning curriculum involves careful planning, resource management, and pedagogical innovation. By putting these diverse skill sets together, Elysian is well-equipped to deliver a transformative and sustainable model for St. Joan's Farm.

Authority, Innovation, and Professional Integrity

This proposal for St. Joan's Farm demonstrates substantial authority, innovation, and professional integrity, by proposing a radical shift from conventional farming and educational practices. It demonstrates its leadership and vision in both sectors. The adoption of regenerative agriculture represents a commitment to environmental stewardship and sustainability, while the focus on AAI and outdoor learning underscores a dedication to social impact and community well-being.

The proposal's innovative nature lies in its holistic and integrated approach. Rather than viewing farming and education as separate entities, the proposal combines them to create synergies that enhance both. This maximises the use of farm resources as well as providing a rich, immersive learning environment for children, young people and others. By prioritising ecological health, animal welfare, and human development, there is a new standard set for a purpose-driven enterprise.

The proposal's professional integrity is evident in its commitment to transparency, ethical practices, and community engagement. The proposal includes robust mechanisms for monitoring, and reporting on, environmental and social impacts, ensuring clear accountability and ongoing continuous improvement. By prioritising and continuing to develop strong relationships with local stakeholders, including the local authority, farmers, educators, and community members, Elysian builds a foundation of transparent trust and collaboration.

Developing New Ideas and Processes

At the heart of this proposal is the development of new ideas and processes that push the boundaries of conventional practice. The integration of regenerative agriculture with advanced agritech offers a hybrid future where technology and natural biology work together to enhance farm resilience and productivity. This innovative approach addresses environmental challenges in addition to creating economic opportunities.

Elysian's use of AAI and outdoor learning represents a paradigm shift from traditional classroom-based education in general – this is the heart of the innovative approach Elysian represents. By utilising the therapeutic and developmental benefits of animal interactions and nature immersion, it currently offers a solution to the growing demand for alternative and creative education provisions for children and young people with SEN needs. This approach is particularly relevant in the post-COVID-19 era, where the importance of mental health, well-being, and adaptive learning environments has been increasingly recognised.

Collaborative Problem-Solving and Strategic Insights

Reviewing the relevance and context of the collaborative problem-solving work previously undertaken, this proposal emphasises the importance of collective intelligence and stakeholder engagement. The collaborative approach used in developing the Hillside Strategy, which focused on integrating diverse perspectives and leveraging the strengths of various stakeholders, serves as a model for the St. Joan's Farm project. By always working towards and developing a culture of collaboration and open communication, Elysian ensures that all voices are heard, and innovative solutions are co-created.

The Hillside Strategy was also aimed at creating a resilient and adaptive business model, and it in many ways provides valuable insights into managing the changing landscape of the local educational sector demands. The strategic focus on sustainability, technological integration, and community engagement in the Hillside Strategy is mirrored in the St. Joan's Farm

proposal. This does reinforce Elysian's commitment to creating a sustainable and socially responsible enterprise.

Micro and Macro-Level Considerations

The proposal does consider potential reactions at both the micro and macro levels. At the micro level, the focus is on creating a supportive and engaging environment for the people it intends to serve, including students, also ensuring the well-being of animals, and optimising farm operations. Elysian's commitment to continuous learning, staff development, and stakeholder engagement, ensuring a culture of innovation and collaboration.

At a macro level, the proposed project addresses broader societal and environmental challenges. The national and international policy frameworks, such as the UK's commitment to net-zero carbon emissions by 2050 does fit well with this project. By demonstrating the feasibility and benefits of regenerative agriculture and AAI, Elysian contributes to the broader agenda on sustainable development and social equity.

Conclusion

One might argue that this proposal for St. Joan's Farm, can be a testament to the power of innovation, sustainability, and social impact. It combines Regen Ag with AAI and outdoor learning. It offers what may be seen as a groundbreaking model that addresses critical issues in both the agricultural and educational sectors. This proposal showcases advanced knowledge, specialised skills, authority, and creativity, positioning Elysian as a potential leader in the field.

The proposal's holistic and integrated approach also enhances the resilience and productivity of the farm itself, and in addition provides a transformative learning experience for vulnerable young people. By ensuring that environmental stewardship, social well-being, and community engagement is high on the agenda, Elysian sets a new standard for these types of purpose-driven enterprises. This model, which is an innovative model, has the potential to create a lasting positive impact, demonstrating the efficacy of combining advanced agricultural practices with cutting-edge educational interventions.

The proposal exemplifies the principles of regenerative agriculture, animal-assisted interventions, and outdoor learning, offering a potential type of blueprint for sustainable and socially responsible development. It also fulfils the learning outcomes of advanced knowledge, specialised skills, authority, and innovation. It also proposes and promotes a potential exciting opportunity for Elysian and the broader community.

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APPENDIX 1 – SUMMARY OF THE HILLSIDE STRATEGY (MODULE 1)

The Hillside Three-Year Plan outlines a strategic vision for elevating therapeutic and educational services, ensuring regulatory compliance, and fostering organisational growth at Elysian. The plan focuses on a commitment to delivering high-quality, transformative experiences for children and young people with additional needs in Surrey, Hampshire and beyond. It acted as an essential working document in practice, for Launching the Hillside provision, which is now a successful venture establishing in Surrey.

The elements of the comprehensive plan is summarised below:

Therapeutic Services and Placements:

The plan focuses on embedding a robust referral and assessment process at Hillside, tailored to create comprehensive therapeutic packages for each cohort. Strategic partnerships with local services and providers will enhance educational and therapeutic opportunities, leveraging community expertise to benefit clients. Key actions include recruiting and training qualified therapeutic staff, continuously updating therapeutic protocols, and refining service delivery based on evidence and feedback.

Educational Program Optimisation:

A flexible, inclusive curriculum will be developed, integrating therapeutic methods with educational content. Ongoing professional development for staff will be prioritised to support diverse learning needs, complemented by the integration of technology-enhanced learning tools. The action plan involves curriculum mapping, targeted training workshops, investment in educational technology, and establishing robust student support systems.

Strengthening Partnerships and Collaboration:

Formal partnerships with local schools will facilitate student integration and transitions, while active engagement with families and caregivers will ensure collaborative planning in therapy and education. Collaboration with community organisations will extend support beyond Hillside's immediate scope. The plan includes developing partnership agreements, organising joint events, and creating effective referral pathways.

Regulatory Compliance and Accreditation:

Regular audits and assessments will be conducted to maintain compliance with relevant legislation and standards. A dedicated quality assurance team will oversee service delivery and outcomes, and preparations for independent school status and accreditation will be initiated. Key actions include policy development, quality assurance implementation, and engaging consultants for accreditation processes.

Enhancing Organisational Capacity:

To support growth, Hillside will develop a robust HR management system to attract and retain high-quality staff and implement efficient administrative systems. A culture of continuous

improvement and innovation will be fostered across the organisation. Actions include designing recruitment and retention strategies, investing in staff development, upgrading IT systems, and establishing mechanisms for staff feedback.

Marketing and Promotion

The marketing strategy involve digital and offline efforts to enhance brand visibility and engagement. This includes optimising the website, leveraging social media, participating in events, and creating informative content. The plan emphasises regular monitoring of marketing effectiveness and making data-driven adjustments.

Operational and Financial Management

The operational plan outlines diverse services such as EOTAS, TWE placements, private therapy sessions, and holiday events, supported by well-designed facilities including therapy spaces and animal enclosures. Financial management will involve detailed budget planning, continuous financial monitoring, and effective risk management to ensure sustainability and address emerging challenges.

Risk Management and Continuous Improvement

A comprehensive risk management framework will address financial, operational, regulatory, and reputational risks. Regular risk assessments and transparent reporting will support proactive risk mitigation. Continuous improvement will be driven by data and client feedback, ensuring that Hillside's services remain dynamic and responsive to evolving needs.

The Hillside Three-Year Plan sets a transformative path forward, emphasising compassionate care, strategic growth, and a clear commitment to excellence by Elysian and relevant supporters.

Taken from the Conclusion of the original document:

The Hillside Strategy represents a transformative roadmap for the future of the provision, emphasising innovation and interdisciplinary collaboration. The success of this strategy relies on the collective effort and dedication of the Elysian team. It calls for open communication, continuous feedback, and a growth mindset to achieve the strategic goals.

Monitoring and evaluation will be essential in driving progress, and adaptability in the face of challenges is key. The focus remains on the well-being and development of clients, fostering a culture of compassion and learning. By working together with courage and dedication, the Hillside team will make a lasting impact on the lives of those they serve.

With shared vision and united efforts, Hillside will bring hope, healing, and transformation to the hearts and minds of children and young people that accesses the provision. The commitment to making a positive difference will shape a brighter future for Hillside and the individuals it supports.

APPENDIX 2 – SUMMARY OF Enhancing Organisational Factors and Collaborative Problem-Solving

Organisational Structure, Style, and People Issues

Current Structure and Style

Elysian's multidisciplinary team structure supports a holistic vision with senior leadership at Westland farm aiding the expanding Hillside team, which is growing from 8 to 13 members. The focus is on aligning teams with a collaborative problem-solving process through strategies such as fostering open communication, decentralised decision-making, and promoting team ownership.

People-Centric Methodologies

Elysian values the unique contributions of each team member and prioritises employee well-being. Initiatives include enhancing the buddying scheme, offering skill development opportunities, and creating platforms for staff to share ideas and concerns. This people-centric approach aims to boost morale and drive innovation.

Organisational Culture

Existing Culture

Elysian's culture emphasises adaptability, compassion, and flexibility, crucial for navigating changes in therapeutic education. The culture supports the collaborative and innovative approach, which involves integrating diverse skills and perspectives into problem-solving processes.

Strategies for Cultural Development

To foster a collaborative and innovative culture, Elysian plans to celebrate change and diversity, facilitate meaningful team-building activities, and establish knowledge-sharing forums. Recognition programs for innovative solutions will further incentivise proactive problem-solving.

Resources and Capabilities

Resource Assessment

An evaluation of financial, human, and technological resources is essential for determining Elysian's capacity for collaborative problem-solving. Accurate assessment and regular monitoring will guide the allocation of resources, ensuring alignment with evolving needs.

Enhancement and Acquisition Strategies

Strategies include investing in staff training, upgrading technology, and forming partnerships to acquire additional resources and expertise. Regular reviews and feedback will ensure resources are optimally aligned with organisational needs.

Monitoring and Evaluation

Evaluation Framework

A comprehensive evaluation framework will be developed to assess both the outcomes of collaborative problem-solving initiatives and the efficacy of the process itself. This will include formative evaluations during implementation and summative evaluations at planned intervals. Key Performance Indicators (KPIs) such as the number of implemented solutions and team satisfaction will be used to measure success.

Feedback Mechanisms

Regular feedback mechanisms will involve check-ins, surveys, and debrief sessions to gather insights on the collaborative process. This feedback will inform immediate adjustments and contribute to continuous improvement. Strategic-level feedback will ensure alignment with Elysian's mission and allow for responsive adjustments.

Communication and Training

Communication Plan

A detailed communication plan will engage stakeholders at all levels, using various channels and platforms to ensure effective dissemination of information and encourage two-way communication. This plan will include regular updates, feedback opportunities, and mechanisms for addressing concerns.

Training Programs

Tailored training programs will address the competencies needed for collaborative problem-solving. The curriculum will include modules on communication, conflict resolution, and creative thinking, delivered through multiple methods. A continuous learning culture will be encouraged through incentives and knowledge sharing.

Knowledge Transfer Strategies

Strategies for effective knowledge transfer include on-the-job application of skills, enhanced buddying programs, and digital platforms for sharing experiences. Collaborative skills will be integrated into performance evaluations to emphasise their importance and provide feedback for improvement.

Challenges and Mitigation Strategies

Resistance to Change

Mitigation strategies include regular feedback, continuous engagement, and clear communication of benefits. Training and support will be provided to ease transitions.

Resource Constraints

Accurate assessment and regular monitoring will address resource constraints. Exploring additional resource opportunities will be essential.

Inter-site Coordination

Clear communication channels, coordination leads, and a culture of teamwork will address challenges from operating across multiple sites.

External Factors

Staying informed about external factors and maintaining flexibility will help manage risks. Contingency plans will be established to mitigate potential impacts.

Conclusion

The document outlines strategies for enhancing Elysian's organisational factors and collaborative problem-solving. By aligning structure, style, and resources with a people-centric and adaptive culture, Elysian aims to breed innovation and effectiveness. Monitoring, evaluation, communication, and training will support successful implementation, ensuring continuous improvement and alignment with strategic goals.