



Supporting people to live the life they choose



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Annual Report 2020 - 2021



Annual report
April 2020 to
March 2021
and Quality of Care
Review April 2021
to October 2021.

Full Report Print Version

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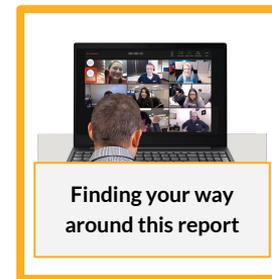
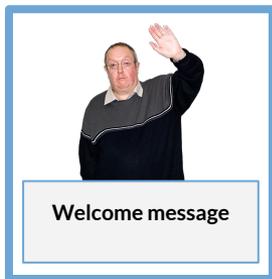


Easy Read
Summary

Welcome menu

Here is our Annual Report this document covers:

- Our Annual report for the year April 2020 to the end of March 2021
- Summarises our quality of care review for April 2021 to the end of September 2021
- Gives you information about how we want to make the service better over the next 18 months.
- **This is the print version, the report can be viewed online at www.communitylives.co.uk/annualreport**



Our
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Easy Read
Summary

Welcome from Rick & Lynda

Welcome to our Annual Report for April 2020 to 31st March 2021. We have also included a summary from our Quality of Care review for April to September 2021.

We have produced this as an online report as this helps us to make this report more accessible for everybody who wants information about the Consortium.

We would like to thank all of our staff and managers for all of their hard work over the last year. We are also grateful to our tenants and their family members who have shown such commitment over the last year to each other, their support teams, and the organisation.



Responsible
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Chief
Executive



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Easy read summary - Important things this year

The Swansea re-tendering process means that the Consortium is now supporting less people.



We have won everything we could have and now have four Swansea Localities that will be led and controlled by the people who use them.



Recruiting staff is the biggest challenge we face, we are pleased that from 1st October 21 we can pay staff more money.



Some staff who left us in the last year are now choosing to return to us which is great, they are very welcome back.





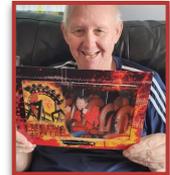
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Easy read summary - Important things this year

COVID19 has had a major impact on us over the last year, we are very pleased we have kept everybody safe over this period.



COVID also means we have to communicate differently, we now use the internet and video chat much more to keep everyone in touch. In the next year tenants will be able to use smartphone apps to keep in touch with important people in their lives.



We have worked on everybody being healthy and safe, we have had big reductions in accidents and things like medication errors.





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Easy read summary - Making our service better

Over the next year and a half we will work to make the Consortium better in these ways:

Our way of working with people in 'Localities' will give them; real control over their support, good relationships with the people they care about, and as healthy, happy and independent lives as possible.



We will grow the Consortium again by working in more Local Authorities.

We will become a user-led organisation so 3/4 of our Members and our Board become people we support or family members.



We will work hard to become a Real Living Wage employer so that all our staff are well rewarded.





Easy read summary - The Quality of our Care

Lynda Rosselli as Responsible Individual must talk to people and look at the evidence of how good the support given to people is and report to the organisation every 6 months. For April to September 2021 she says that:

- Tenants are being supported to have their say and appear to be happy and safe.
- Overall we are providing detailed and positive support that meets tenant's personal and health needs. We are finding new ways of supporting staff to stay competent in meeting tenants support needs.
- Recruitment is the biggest challenge we face, we are now paying staff a higher wage which will help with this.
- We have a new process for reviewing people's Personal Plans that evidences how tenants and the people in their lives are involved in deciding on how we make lives and support as good as it can be.



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Easy read summary - What we have spent and our Board

Our accounts for April 2020 to the end of March 2021 show:

- The Consortium received £97,818 more money than it spent.
- The money we owe in the future for staff pensions has reduced, this means the Consortium has money and things worth £546,174. This is better than the year before.



Our Board is made up of 9 members, 3 tenants, 1 staff, and 5 independent members, we can have up to 3 more Board members.



We especially want to recruit Board members who are relatives in the coming year.



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Our Year - What we think?

It has been harder over the last six months to support tenants to meet together to find out what they think of their lives and support. So we have created a process called 'What we think?'

Every month we ask a question using our 'Workplace' Consortium Social Network

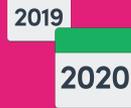
- What are you doing to stay safe & be more independent?
- What are you doing to see friends and family and take part in events, groups and organisations that are important to you?
- How are you having your say in making your life better?
- How are you looking after your home and working to keep your tenancy?
- What technology, equipment and things are you using that help you be more independent?
- How are you able to get the paid or voluntary work you want, and manage your money so that it meets your needs?

Tenants can either answer their questions on Workplace or using an online form, Julie Davies also rings tenants up and discusses the questions with them. We are getting about 50 responses a month

You can find a picture summary of what tenants said by clicking on the links to the right



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Safe and Independent 

Keeping in touch 

Having your say 

Home and tenancy 

Your technology 



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Our Year - What we think? Safe and Independent



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Round 2 - Question 1 Keeping safe and independent



Everyone is getting used to living with Covid 19 and knows how to keep safe.



Lots of people are carefully cleaning their homes.

Some people are taking a walk locally or a short drive in their cars.



Everyone is trying to keep busy with activities.



More people are using video chats to talk to family, friends and groups.



One person has asked for an easy read document when new information about the virus is brought out.

People have started to have their vaccinations



Everyone is following the government's lockdown rules



People are trying to keep to their normal routine.





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Our Year - What we think? Keeping in touch

Lots more people are using video chats to keep in contact.

Question 2 (round 2) Keeping in touch with family, friends and groups/organisations they are part of.

More people are attending virtual events like coffee mornings, bingo sessions and zoom parties.

One person sends emails to family.

Some people made cards or wrote letters.

People are using the telephone to keep in touch.

Some people have virtual health appointments.

One person took part in the Learning Disability survey.



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Our Year - What we think? Having your say



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Time to Meet
Time to Meet
Because together is better!

Consortium Board
Question 3 round 2 - Having your say to make life better

Tenant Lives Group
Tenant-Lives Group

Talking to staff
'I have fantastic staff.'

Locality Change Team Meetings (virtual)
'It gives us ideas to try out.'

Tenant meetings
Tenant meetings

Workplace
Workplace

AGM
AGM

Money plans
Money plans

My staff work hard!
My staff work hard!

I think it was very good and I liked the Christmas songs.
I think it was very good and I liked the Christmas songs.

Talking to a care manager or solicitor
Talking to a care manager or solicitor

'I would like to do it again.'
'I would like to do it again.'





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Our Year - What we think? Home and tenancy



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Nearly everyone follows the rules of their tenancy agreement.

'I help staff with fire checks.'

Photo of David Davies

Question 4 (round 2) - Looking after your home and tenancy

Some people said 'CLC can help by making sure we have enough staff in the house'.

Some people report repairs directly to their landlord.

'I appreciate staff keeping an eye on me.'



'I keep to the rules of my tenancy.'

'CLC can't do anything to help make things better, it's all good.'

Some people ask staff to report repairs to the landlord.



'We are keeping our house clean and tidy.'



Covid lockdown has meant people have had more time at home and in the garden and homes are cleaned more thoroughly.





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Important things this year



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Swansea
re-tendering



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Communicating
differently



Our Locality
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The Swansea Re-tendering Process

This year Swansea's plan to re-tender all of the Supported Living Services in Swansea was completed.

It wanted to increase the number of organisations supporting people in the Swansea area. It divided Swansea into 16 areas and said that no organisation could support people in more than 4 areas. This meant that the Consortium shrank size in Swansea by April 2021.

We are very pleased that we were successful in winning four of these areas and are supporting new people using our locality model as a result.

It was sad that many people that we supported transferred to other organisations as a result of this change.



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Our New Locality model

We now have 4 new Locality services in Swansea, and one Direct Payment cooperative.

These localities will become user-led organisations. At the heart of them are a Change Team made up of the people who use the service who meet monthly to decide what is working well, what could be better, and what we will do differently to improve their lives.

We will help people create personal plans that help them work out what their best week looks like and to put in place measurable plans to achieve them.

Every three months we agree with members how we are doing in our Locality Improvement report. As COVID measures ease we are starting to get people together so that our Localities work as we planned.



Locality	Start date	People supported	Staff size
Friends United Together	April 2021	5	8
Cwmbwrla and Landore	August 2019	18	31
Cocket West	January 2020	18	43
Fairwood, Sketty & West Cross	October 2020	33	52
Mynyddbach & Penderry	April 2021	18	47



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Focus on Recruitment

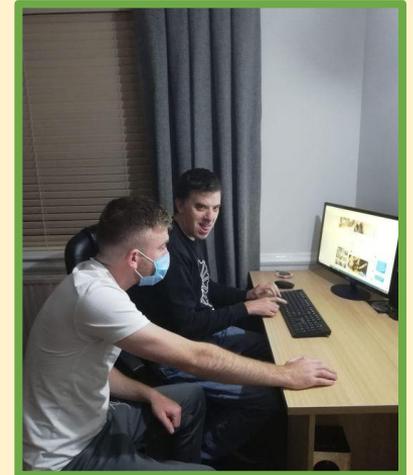
In April 2020 one of the biggest problems facing the Consortium was our levels of Recruitment.

- At this point we were only 95% recruited and when you exclude all staff absent long term this number dropped to 85%. This places too much pressure on our managers and staff team as they provide good support to tenants.

We introduced a working group to improve our recruitment approaches and have worked consistently through the year, we have:

- Improved our rewards for colleagues who encourage new staff to join
- Made our employment more flexible and have shortened the time it takes staff to come into post.
- Introduced new measures to encourage staff to return to us having worked for other organisations.

As COVID restrictions in 2021 have eased, there have been many more jobs that people can take and our recruitment situation got worse. Between April and October 21 we have developed a new approach to managing absent staff. We discuss our [Low Staffing Plan](#) in the [Improving our Service](#) section of our report.





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COVID19

Since March 2019 COVID19 has continued to have a huge impact on us all.

We have worked hard to ensure that the people we serve and our staff have stayed safe and well. It has been very positive that overall infection levels have stayed low in the organisation.

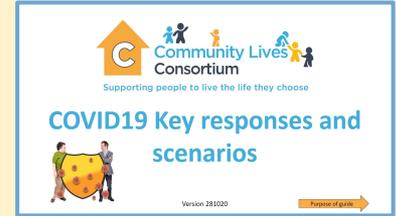
Over the whole COVID period only 20 tenants have tested positive for COVID, they have all had a mild case and recovered well.

We have provided simple up to date guidance online to all staff and tenants about what they need to do to protect themselves and each other.

Staff have had access to good supplies of PPE to ensure that they don't pass the infection to tenants or each other and have cooperated with taking regular COVID tests.

It is essential that tenants have also been supported to maintain contact with loved ones either using video conferencing or through extended households.

Staff have done an excellent job supporting tenants to enjoy as many activities as they can over this period.



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Communicating and planning differently

We have introduced new ways of communicating and planning this year



We have continued to use Facebook Workplace to help us all communicate together. This has been really helpful especially with COVID19 stopping people from meeting together. This has enabled us to easy share information with each other whether you work in the office or in tenants homes.

Tenants have also shared pictures stories about their lives using workplace which have helped to lift everyone's morale during the COVID period.



Using Social Care Wales's latest guidance about Outcome focused recording, we are introducing a new approach to Personal Plan reviews which will help tenants, family members to be more involved in how their are prepared and arranged.

We will be trialing a Smartphone app that people can use to share their Outcomes and activities with the important people in their lives.



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Being safe and well

Our [Annual Health & Safety report](#) suggests due to the hard work of managers and staff that we are becoming an ever more safety conscious organisation.

It reports:

- 254 accidents, incidents & near misses - this is a 33% Reduction compared with the previous year.
- As a result there were 987 hour of lost staff time This is much higher than the previous year however 682 of these hours were staff with COVID.
- 8 medication errors, this is a 76% reduction compared with the previous year
- We are pleased to say that the Consortium won an award in Swansea for outstanding safety performance For the last 11 years.



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Improving our service

Our Organisational Development Plan sets out a plan for making our organisation better over the next 18 months.

A number of our plans have had to be delayed because of COVID we are setting new timescales for these to happen. Our plan focuses on three Key Themes you can find out about these themes by clicking on the links below.

We currently have an extra Low Staffing plan in place as we recover our staffing levels following COVID




Developing our Locality Model



A well-run user-led organisation



The Real Living Wage



Low staffing plan



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Developing our Locality Model - Slide 1 of 5

What is a Locality?

The Consortium believes a Locality is a user-led association of people who need social care support and who live in a small local area. These people are supported to make sure that their support maximises:

- Their individual and collective independence and wellbeing.
- The support that they can give each other so they can do things that matter to them.
- Their involvement with their family and their chosen social networks.
- Their engagement with individuals and groups local to them that will help them meet their needs and further their ambitions
- Their use of technology to maximise their independence and control
- Their use of paid staff that they have strong relationships with, this staff time is used as effectively as possible.





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Developing our Locality Model - Slide 2 of 5

Building Strong groups of people

We are developing localities as strong groups of people who develop skills in managing their support and working together.



These localities could help people take further control through purchasing individual and shared support with Direct Payments.

At the moment the locality approach is being explored supporting disabled people who currently live in supported living services. However, we believe these localities could be really useful as alternatives to care homes and traditional home care.

The experience of supporting people through COVID19 may make this more important given the high levels of infection experienced from COVID in care homes. These new opportunities will be explored as we develop the Locality model over the next 18 months.



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Developing our Locality Model - Slide 3 of 5

Where are these localities developing?

Currently we have 4 localities in the Swansea area.

Neath Port Talbot are watching the Swansea retendering carefully and are interested in a similar locality model.

Other local authorities are considering these ways of organising support.

The Consortium will be ready to tender for these services when they come up.





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Summary

Developing our Locality Model - Slide 4 of 5

Actions that we will take in the next 18 months:

We will make sure that our Locality Design is fully in place in all of our Localities and they will work well as COVID restrictions increase and decrease:

- We have held our Change Team meetings virtually during COVID restrictions. This is possible however our Members are looking forward to meeting in person at Change Team Meetings. Physical meetings will start in January 2022 if possible.
- We have built all of the personal planning tools to help people maximise their independence into our Personal Planning and Review process, this can all happen independent of COVID restrictions.



A new management structure for these localities is now in place, this helped us to:

- Retain skilled staff through the Swansea retendering
- Creates new opportunities for front line managers
- Reduced overall the % we spend on management costs so that we remain financially sustainable
- Creates a strong flexible model for locality management.



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Developing our Locality Model - Slide 5 of 5

Actions that we will take in the next 18 months, we will

1. Ensure our Localities have support and training to deliver Active Support and Positive Behavioural Management to high standards - we will review the support and training arrangements by March 22.
2. By October 21, put in place new Service Development plans across all localities and Networks. This will help us to demonstrate clearly to commissioners, tenants and families what we are achieving in people's lives. It will also give us good information help people change their support for the better.
3. Revise our Care Plan and Care Plan review processes so that they engage people as much as possible to present a clear picture of what is important to and for the person - December 21
4. Develop a new approach to staff development that enables us to deliver training and qualifications in localities as COVID restrictions continue - April 2022.



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A well run user led service - Slide 1 of 4

The retendering work in Swansea created significant challenges and opportunities for us as a company.

Because of the limits on the number of localities any company can win in Swansea, we shrank in size as an organisation by about 35% over the two year period. Thus our central departments and our operational management team have needed to reduce to balance this reduction in income and work.



However, we must be ready to tender for new work in other Local Authorities, thus we are focused on strengthening our financial position, and ensuring that we can effectively recruit enough staff to do this well.

The retendering has created for us new opportunities to rejuvenate our methods and processes, thus we have a huge agenda of change either being implemented or being readied for implementation.



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A well run user led service - Slide 2 of 4

COVID19 also changes the way we work as an organisation, we have responded really well while COVID19 has been circulating, however, things are not going to return as they were so we must continue to adapt.

We committed ourselves to being formally user-led by April 2021, this means that 75% of our legal members and board members must be people we support or their family members.

This will require an ambitious plan that realistically will take us until October 2022 with all the continuing issues that COVID has brought.

However, this will work well with our plans for Localities and will make us more outcome focused and responsive to the needs of the people we support.



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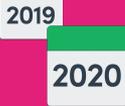




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A well run user led service - Slide 3 of 4

In May 2021 our organisation had a significant setback, our Director of Business and Finance passed away after a very sudden illness.

Stephen Harrison had worked with us since 2000 and had developed many of the systems we use to deliver run the Consortium as a business.

This loss was huge for us as people, but it has left a big hole in our systems and structures. I am very grateful for all of our staff who stepped up to help us deal with this loss, also to colleagues in other agencies that have helped us to adjust.

We have agreed the changes to our structure to replace the things Steve did for us, we will have a new Financial Accountant in place by January 22.





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A well run user led service - Slide 4 of 4

Actions we will take over the next 18 months

Organisational efficiency & sustainability

- We will introduce a new financial structure that will allow us report how the localities are spending their money.
- We will focus on improving our financial performance so that we are able to present ourselves more strongly in tendering processes.
- We will join the Wales Green Dragon scheme as we work to reduce carbon emissions caused by our company.
- We intend to use our central office building differently renting our training rooms and facilities, this is now more possible because of our movement to working from home as much as possible.
- We will introduce a hybrid approach to organising our central services which gets the right balance of people working from home and working in the office.

User-led management

- We will work with the Board and locality and network members to put in place a governance process that contains at least 75% of people we support or family members.



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Becoming a Real Living Wage Employer - Slide 1 of 3

We have to recognise that the pay for social care staff needs to improve, staff in many organisations are paid at the national living wage currently £8.91. Our staff do a demanding job, they also do it very well.

The Real Living Wage is the rate that the Living Wage Foundation has estimated is required by people to financially get by, it has just been announced that from November 21 this will be £9.90 per hour.

Welsh Government have committed to providing funding so that social care organisations can pay at least the Real Living Wage, it is uncertain how soon they will do this.

In October 2021 we are really pleased that our Local Authorities have agreed to give us the funding necessary to pay £9.50 per hour, we will also ensure that Support and Locality managers are uplifted so they continue to get extra money for managing support.



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Becoming a Real Living Wage Employer - Slide 2 of 3

However the UK government has decided to lift minimum wage up to the same rate of £9.50 per hour in April 2022.

We cannot go back to paying minimum wage so we must do better. By January 2022 we will tell all staff what we intend to pay in April 2022 move ever closer to Real Living Wage.

To continue to do this we must be prepared to be more efficient, this means:

- Finding ways of avoiding spending the existing staffing budget on things that can be avoided like sickness, suspension, and agency staffing.
- Ensuring our other budgets for management and central costs are highly efficient, so resources can be transferred to the staffing budget.





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Becoming a Real Living Wage Employer - Slide 3 of 3

We also will need to remember that increases to front-line pay also impacts on the relative wages of managers and central team members who also do essential jobs for the running of the company and the delivery of good support. Thus we also need to carefully watch that all our posts remain financially competitive when compared to other local organisations.

Actions we will take over the next 18 months

- We will do quarterly pay comparisons of ourselves with other local similar organisations.
- We will inform all staff of what we intend to pay in April 2022 to stay above Minimum Wage in January 2021
- We will build into the management accounts, efficiency measures that indicate possible sources of waste cost such as absence and agency costs that can be redirected to improve pay levels.





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Low Staffing Plan - Slide 1 of 1

As we come out of this period of lockdown and isolation every social care organisation are facing big challenges:

- It is very difficult to recruit new staff, the economy is opening up and wages are increasing and publicly funded social care agencies do not have the money to offer higher wages
- A lot of staff are absent from work for very good reasons like having operations that have been cancelled. Staff are also really needing the leave that they have not taken during the COVID period.

We also continue to have staff needing to be absent to stop the spread of COVID.

Together this means that we, like many other agencies, are understaffed and cannot always deliver all of the support that we are commissioned to provide.



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Low Staffing Plan - Slide 1 of 2

We are absolutely committed to providing a service that is safe and maximises the wellbeing of the people we support, however in doing this we want to avoid:

- Committed staff working excessive hours, becoming tired and feeling that they cannot carry on delivering the support that they provide.
- Our managers delivering direct support and so not being able create and maintain the necessary support plans with people to make sure they have the best support with the staff and resources available to them.

We have agreed with our Local Authorities that we will need to deliver less support and will monitor carefully to make sure nobody's service drops to unsafe levels.

This will prevent staff burning out, and will ensure that good planning continues.

The Local Authorities have given us additional money to increase our rates of pay so that we can get recruitment levels back up to better levels.





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The quality of our Care - Introduction

Lynda Rosselli is the 'Responsible Individual' for the Consortium.

The 'Regulation and Inspection of Social Care in Wales Act' requires every social care organisation to have one Manager to play this role.

The Responsible Individual must spend time:

- Talking to the people the organisation supports, its staff and managers
- Looking at evidence about how the service is working for people
- Agreeing actions that will make the organisation and its support better for people.

Every 6 months the Responsible Individual must produce a report called a 'Quality of Care' review which presents her findings about how the organisation is doing.

This section of the report covers Lynda's findings for the period April to September 2021



Responsible
Individual



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The quality of our Care - People feel they are heard

On the basis of the data available and consultation I have undertaken, people are expressing their views about their lives and their support.

In the last 6 months I have conducted an Responsible Individual visit to look at the support provided to 15% of people supported by the Consortium. I have done this in a way that fits with COVID19 regulations.



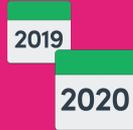
We can evidence that people we support have been supported to have relationships with important people in their lives during the current pandemic using different methods of communication.

We can evidence that people are being supported to work towards outcomes that matter to them, we are introducing recording measures to ensure that we can measure the progress being made more consistently.

There is evidence that people receive consistent support from staff who know them well, however the greatest challenge we face is recruiting and retaining good quality staff.



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Quality
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Easy Read
Summary

The quality of our Care - People are happy, and independent

We have good feedback from Health professionals that we are providing detailed and positive support that meets people health needs.

The outcomes information indicates that tenants are experiencing outcomes for all of the 8 National wellbeing outcome areas.

We need to improve our recruitment levels to ensure that everybody gets the support that they need, we are now able to pay frontline staff more which should help.

We need to develop new methods to help staff maintain the skills they need, this will be more flexible and will give good evidence that staff are competent to meet tenants particular needs .



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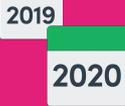
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The quality of our Care - People are safe and experiencing what matters to them

There has been a continuing reduction in Medication errors.

There has been an overall reduction in the number of safeguarding concerns, complaints and concerns raised. There is evidence that when concerns arise that there is good communication with people inside and outside the Consortium to sort these issues out.

There is evidence that people are safe in their own homes and their lives in the community.

People are being supported to experience outcomes that matter to them, our new process of Personal Plan reviews will document who people have been involved in making their lives and support better.

We need to ensure that the systems of support plans and risk assessments are simple for staff to use so that they can maximise their time providing consistent effective support.





Easy Read
Summary

The quality of our Care - Recommendations for Action

Based on my engagement with people, and my review of the available evidence these are the actions we will take:

- Continue with working groups to meet monthly to review our progress with recruitment.
- To continue to identify opportunities where we can improve staff rewards, this will include both financial rewards, and social rewards (recognition and career development).
- Organise Relative Forums.
- Monitor that Regulations 15 and 16 (Personal Planning and Review) are implemented consistently within the organisation.
- Continue to liaise with Public Health Wales to ensure our COVID response fully fits with guidance.
- Through Contract Liaison meetings, arrange a timescale for mental capacity assessment /consent where required.

Outstanding action from previous Quality Care due to COVID

- Arrange yearly health checks once GP's are conducting them.
- CLC internal investigating officer to work with staff team's proactively.
- Training for staff in new procedures for reporting safeguarding concerns to be completed.
- Investigating officer and Responsible Individual to work with teams in regard to whistleblowing procedures.
- Implement the new personal plan recording systems constantly within the organisation.
- Document Outcomes for the people we support in their 3 month personal plan review.
- PEEPs to be reviewed in a workshop for phased evacuation (outstanding due to Covid).
- Recruitment is ongoing.



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Key facts about this year



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Quality of Care



Money and our Board

Support	Number April to September 2020	Number Oct 20 to March 2021	Number April to September 2021
People supported	200	163	159
Average number of hours commissioned per week (not including sleepins)	12638	11026	12638
Average number of hours delivered per week	12552	13641	10274
Average % sickness during the period	5.9	4.8	5.9
Average % suspension during the period	0.4	0.2	0.4
Average % usage of relief or agency staff	5.2	4.9	5.2





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Incidents	Number April to September 2020	Number Oct 20 to March 2021	Number April to September 2021
Medication errors	4	4	12
Complaints	15	13	15
Tenants Accidents	74	67	86
Staff Accidents	10	17	8
Staff Hours lost due to accidents & reportable COVID	304	682	375
Safeguarding concerns raised	10	15	7
Tenant incident / behavioural response required	9	18	28



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Key facts about this year



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Recruitment	April 2020	September 20	April 21	September 21
% Total Recruitment Level	95	99	97	92
% Effective recruitment level (excl. absence)	85	88	87	80
Total number of staff on date	520	509	400	378
% Staff turnover in period	11	9	15	12

Please note the staff turnover figures do not include staff transferring to other organisations under TUPE arrangements.





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Money and our Board

We are pleased that in the year between April 2020 and the end of March 2021 we made a surplus of £97,818.

Our liability for membership of the Social Housing Pension Scheme has also been reassessed and has reduced further to £569,000 this means the amount the company owes over one year has gone down.

This represents a long term liability.

As a result of this is our balance sheet (the amount the company owns) has improved to £546,174.

Our Board of management has places for 12 Board members, with places for 2 tenants, 2 staff, 2 relatives, and 6 independent members. We currently have 3 tenants, 1 staff, no relatives, and 5 independent members, thus we can have up to 3 more Board members.



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Money and our Board - Our shortened accounts

Income and Expenditure	
Money from Local Authority Etc.	£13,175,057
We spent on wages, charity activities	£13,077,239
Total surplus at the end of the year	£97,818
Financial Position on 31st March 2021	
Assets inc Buildings, Vehicles & Bank A/C's	£855,212
Money the Company is Owed (Grants etc)	£994,364
Money the Company Owes within one year	£641,586
Money the Company owes over one year (including SHPS Past Service Deficit (FRS102) of £569,000)	£661,816
Leaving what the Company "owns"	£546,174
How what we 'Own' is made up	
Restricted Funds	£166880
Income and Expenditure Reserve	£379,294
Total Capital and Funds	£546,174

The above figures are taken from the full audited financial statements of CLC for the year ending 31st March 2021.

The auditors Haines Watts Wales LLP whose opinion was unqualified have confirmed that this summary is consistent with the full report. These summarised accounts may not contain sufficient information to allow for a full understanding of the financial affairs of the association.

For further information and a detailed review of the impact of the introduction of the SHPS Past Service liability the full accounts should be read in conjunction with these abbreviated accounts, together with the auditor's report and the board of management's annual report; copies of these can be obtained from Stephen Harrison (Director of Business and Finance).



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Money and our Board - about our Board Members

Stuart Harper
Chairperson
Independent Member



Nicola Roberts
Vice Chairperson
Tenant Representative



Christopher Edwards
Tenant Representative



Lynne Stainsby
Independent Member



Paul Shuttleworth
Independent Member



Sue Cole
Staff Representative



Phill Jones
Independent Member



Ian Davies
Independent
Member



Paul Lawrence
Co-opted Tenant
Representative
January 2021

