

30TH ANNUAL REPORT

APRIL 2018 TO MARCH 2019



24 WALTER ROAD, SWANSEA, SA1 5NN
TELEPHONE: 01792 646640

EMAIL: INFO@COMMUNITYLIVES.CO.UK
WEBSITE: WWW.COMMUNITYLIVES.CO.UK



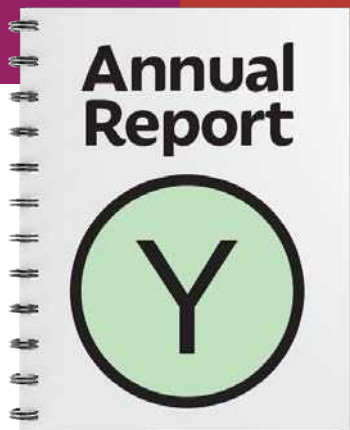
INTRODUCTION

We are a non-profit making organisation which supports disabled people to live the lives that they choose in the communities of Swansea and Neath Port Talbot in South Wales.

Here is our Annual Report for the year up to March 2019. This is our 30th year, however this is also a time of major change for us and our work.

This Annual report will tell you equally about the year past and what we are doing in this year to prepare for a positive future for the people we support and our team.

The Annual report has been written to also represent our Quality of Care review for the period up to October 2019.



FINANCIAL EFFICIENCY

In March 2018 we approached Swansea and Neath Port Talbot to secure an uplift to our hourly rate sufficient to meet the increasing cost of staff wages.

- The National Living Wage has increased every year significantly since 2016. This is very positive because the money people are paid to deliver social care needs to increase, however the fees that organisations like us have been paid have often not covered these costs.

The organisation had made a loss in the years 2015 / 2016 and 2017 / 2018. The increasing costs of staff sleeping in tenants homes had also had a significant effect on our budget.

We highlighted to our commissioners that





without this uplift the financial security of the organisation could be at risk.

To secure this uplift we agreed with our commissioners a detailed efficiency plan. This plan required us to withdraw from services that were not fully funded. As part of this we have ended our psychology support team, and our decoration and maintenance workshop. We also reduced the size of our tenant participation team.



To become more financially efficient we also reduced the amount we pay towards the company pension scheme and revised our sickness policy so that we no longer pay the first three days of sickness.

As part of this plan we needed to show how we could successfully manage the re-tendering of all supported living services in Swansea.



We are very grateful for the hard work of our management team and the understanding of our staff and the people we support for all of the changes that we have needed to make over the past year.

RETENDERING

In 2018 Swansea decided to re-tender all of its supported living services so that the services provided are more secure financially and they offer better outcomes for people.



Swansea decided that they wanted a number of agencies providing these services so that if any one of these organisations got into financial trouble then it would be possible to have them delivered by other organisations.

They also wanted to try a new approach to supported living services to help people experience better outcomes, and to be more involved in their local communities.



As an organisation we are very positive about this new approach as we think it offers a real opportunity for people to be more involved in their community and in more control of their services.

Swansea decided that they would choose one provider to support everybody using supported living services that live in 16 local communities across the Swansea area.

No one organisation would be able to deliver support to individuals in more than 4 of these areas. This is a big change for the people supported by the Consortium because we support people in all 16 of these areas.

As a result the Consortium would reduce the number of people it supports in the Swansea area.

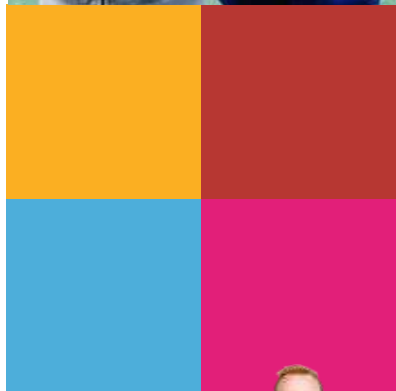
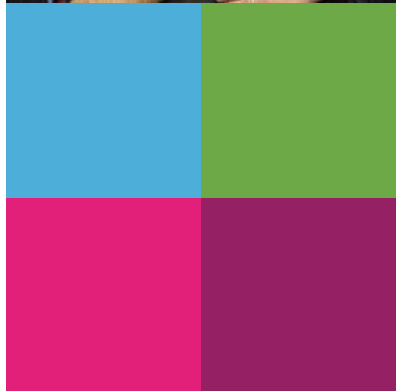
As other organisations are chosen to support people their staff would transfer to these other organisations under TUPE legislation.

Swansea decided to run this retendering process from January 2019 to June 2020.

IMPROVING THE WAY WE MANAGE THE ORGANISATION

The implementation of the Registration and Inspection of Social Care (Wales) Act 2016 meant that we needed to re-register all of our services by June 2018.

This legislation requires a very senior officer in the organisation to act as Responsible Individual. This officer is legally responsible for the care and support that we provide. This person needs to visit services and people in their own homes regularly to find out how our services are working and what people think of them.





We have appointed Lynda Rosselli to act as Responsible Individual for Community Lives Consortium.

Lynda is now producing easy read performance reports for each network and locality, she is meeting with people to find out about what they think of the service and their support. She is then agreeing how we will change the service to make it better.

We have agreed simple performance measures that help us to understand how we are doing, this performance information is helping us to make our service better.

- You can see simple summaries of this performance data in this report for the periods; April to September 2018, October to March 2019, and April to September 2019, this will give you information about the progress that we are making.

As a result of our performance management improvements our quality assurance process has been awarded the ISO 9001 standard and our Health and Safety processes has been awarded CHAS certification.

I would like to thank all of our staff and managers for working to improve and maintain the quality of our services.

INCIDENTS			
Incident type	Number April to September 2018	Number October to March 2019	Number April to September 2019
Medication errors	35	26	12
Complaints	10	15	9
Tenant Accidents	125	94	83
Staff Accidents	70	72	67
Staff Hours lost due to accidents	961	157	110
Safeguarding concerns raised	30	12	26
Safeguarding concerns that met the threshold for investigation	6	4	2
Tenant incident / behavioural response required	47	27	34

* We have worked hard to reduce the number of medication errors, this is very good.

* Through monitoring services carefully we also have a lower level of complaints and concerns raised.



DELIVERY OF SUPPORT			
	Number April to September 2018	Number October to March 2019	Number April to August 2019
People supported	255	255	232
Average number of hours commissioned per week (not including sleep-ins)	16382	16118	16192
Average number of hours delivered per week	16277	16001	15887
Average % sickness during period	5	4.8	4.3
Average % suspension during period	1.4	1.3	1
Average % usage of relief or agency staff	8.9	6.2	7.6

* Recruitment of enough support staff is the most significant issue that we face, we are not alone, this is very common with social care organisations. This impacts on the delivery of our support. As a result, in each month an average of 7.5% of hours are delivered by casual or agency staff. We need to keep this figure to a minimum. There is a low level of under-delivery that we must work very hard to minimise.

* We have had a declining level of sickness; suspension of staff during investigations has also declined, however we want to go further to reduce this.

CHANGES - PEOPLE

All the changes described here have resulted in a lot of changes here at the Consortium.

- The people we support will have missed Adam Benney & Karin Philips who left Tenant Participation in October 2018, and staff have relied on the support of Catriona Firmine, Glen Greenacre, Rebecca Watts-Evans, and David Jones of our Psychology Support Team who have left in the last year.
- We thank Dave Philips and the workshop team for all of the decoration and maintenance of tenants homes which closed in March 2019.
- We also thank Alice O'Sullivan our Director of Operations, Helen Waters our Staff Development Manager, and Christine Brian our Deputy Chief Executive who have left in the last year. We are grateful for all the excellent work they have done over the years.



Thank you!



- There have also been significant changes to our Board in the last year, Sarah Davies stood down from our Board in June 18 and Pat Speakman in August 19, and we were very sad when our long-serving Chair-person Janice Connick-Evans passed away in November 2018. We are grateful for all of the wise guidance and clear direction Janice offered us over the years.

We are pleased however Stuart Harper has become our Chair and that our Board has been greatly strengthened by the arrival of Ian Davies, Phill Jones, Lynne Stainsby, and Sue Cole.

- Our longest serving support worker Mark Davies who has worked with us since 1991 is due to retire this November, he thanks all of the tenants and staff he has worked alongside and says that he won't ever forget them all.
- Finally we would like to recognise the 46 staff and managers and 20 tenants who as of the end of August 19 have transferred to other organisations as a result of the re-tendering in Swansea. We wish you all the best in the future and look forward to continuing to work with you all on things that will make people's lives better.



However we would also like to welcome all of the new tenants, staff and family members who are joining as new employees, staff transferring to us from other organisations or as new people we will be supporting in the coming year.





NEW PERSONAL OUTCOMES AGREED WITH TENANTS						
National Wellbeing Outcome area	Number April to September 2018		Number October to March 2019		Number April to September 2019	
	Number	% of total	Number	% of total	Number	% of total
Control over day-to-day life	182	34%	520	41%	532	54%
Contribution made to society	18	3%	36	3%	13	1%
Domestic, family and personal relationships	45	8%	95	7%	70	7%
Education, training and recreation	35	7%	51	4%	21	2%
Participation in work	14	3%	18	1%	6	1%
Physical and mental health and emotional well-being	194	36%	437	34%	296	30%
Protection from abuse and neglect	13	2%	78	6%	16	2%
Suitability of living accommodation	31	6%	47	4%	30	3%
Total outcomes agreed	532		1282		984	

We are carefully capturing the things that matter to and for the people that we support.

* It is not surprising that the majority of these outcomes are about how people can take more control of their lives, this can range from small things like how somebody decorates their room, to large things like holidays.

* We need to make sure that we capture all of the things that matter <for> people if they are to remain safe and secure in their homes, as well as the things that matter <to> people if they are to live enjoyable lives. There is evidence in daily recordings that we are supporting people with these important <for> things but these may not be captured as outcomes.

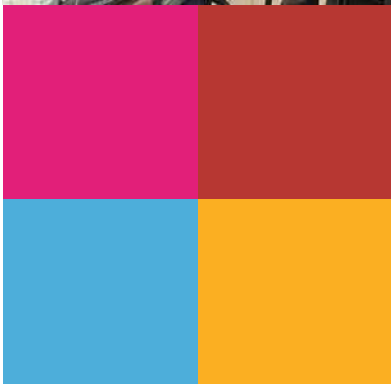
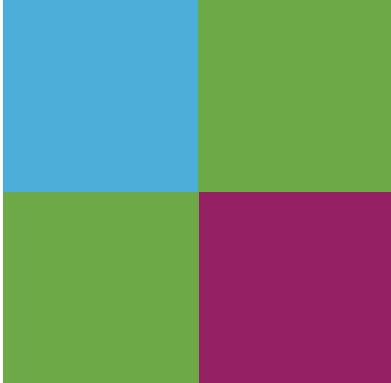
RECRUITMENT OF SUPPORT STAFF				
	1st April 2018	1st Oct 2018	1st April 2019	1st Sep 2019
% Total recruitment level	96	97	95	100
% Effective recruitment level (excluding absence)	87	92	90	93
Total number of staff on date	736	716	667	632
Staff turnover in period	23%	22%	25%	27%

* Recruitment and turnover of support staff is the most significant issue that we face. We are reviewing all of our recruitment processes to make sure that we are recruiting as effectively as possible.

WHAT HAVE PEOPLE USING THE SERVICE, FAMILIES AND COMMISSIONERS SAID ABOUT OUR SERVICES?

Social Services Commissioners

- Our commissioners in NPT have suggested that we should make our recordings and support plans simpler for staff to read.



- Our commissioners were highly complimentary about how we have worked to make the organisation more efficient.
- In the first round of the Supported Living re-tendering our submission scored very high marks for how it was person centred and involved people in organising their services.

Care Inspectorate Wales - regulator



- In our inspection in November 2018 our inspector said that we needed to make sure that all staff had an annual appraisal and that we need to make sure that all support workers are up to date with required training.
- They said that people can be confident that we make every effort to make sure people receive a high standard of care.
- They said that every tenant or family member said that they felt listened to by staff, and where they were not able to speak for themselves that good information was available about how they communicated.

Tenants said (information taken from Personal Wellbeing Survey):

- They were happy with the staff who support them.
- They felt they were supported to do the things that matter to them.
- Some tenants felt unhappy when staff they know and trust leave and they don't feel they have a say in the process.
- To be more healthy some tenants said they needed more exercise, or to eat more healthy food.
- They have said that the current retendering process is causing worry about the future.



Family members have said (Information from Family member survey 2019 - Family members of 11% of people supported responded):

- Family members said that they felt their relatives were safe and secure in their homes and lives; and received enough support from well trained staff.
- While many tenants did not have the capacity to choose their staff they said that staff knew them well and met their needs.
- While many family members said that they hadn't chosen who they live with, relatives said tenants were happy in their homes.
- Relatives said that staff responded well to tenants needs, they felt they did things that matter to them and are enabled to achieve their full potential.

Staff and Managers have said (Employee survey June 19 - 29% response rate):

- 94% said that they had the training to perform their role
- 82% said their team works well together
- 89% said they respected their manager, 85% said their manager gave them good feedback and praise.
- In comments staff were concerned that staff vacancies put extra pressure on colleagues, they were frustrated that the company were not able to give wage uplifts and that they did not think the financial rewards were enough given the responsibility people had.
- People also said that the current re-tendering was causing insecurity for the future.

WHAT PEOPLE SAID ABOUT THEIR LIVES AND SUPPORT IN 2019:

What do you think about the staff who support you? *(Data from 77% of tenants)*

91% said they were very happy (77% response)



How safe do you feel in your home and life? *(50% of tenants)*

91% said very safe

How often do you feel lonely? *(83% of tenants)*

47% said never, 51% said sometimes, 2% said always

How many people are you close to who is not paid to support you?

(68% of tenants)

Average 6 people, 11% had no one

Are you happy with where you live? *(70% of tenants)*

82% said always

Do you get on with the other people you live with? *(68% of tenants)*

50% said always , 48% said sometimes, 2% said never

People said:

- I have a busy social life, I go to knitting club, Tuesday club, Wednesday luncheon club and Friendship house on a Friday.
- I have a private package of 10 hours a week this helps me do the things I like
- I have control over my activities as I choose where I go and what I do, I also get involved in interviews for staff who work with me.
- I booked a trip to Liverpool and attend a one day festival where Little Mix (my favourite band) headlined.
- I am making space in my garden to have some new chickens and ducks to look after
- I have assistive technology fitted to my bed and bedroom door to alert staff if I need assistance in the night.

* This data is taken from our Personal Well-being Assessment which is an on-line survey about what people think about their lives and support. People complete this information once a year.

THE COMING YEAR

The things that have happened over the last year, the information we have about our performance and what we have been told by people involved with the service suggests that there are important things we need to focus on before April 2020, these are:

- Responding to the re-tendering
- Developing localities



- Recruitment, retention and workforce registration
- Simplifying how we deliver, record and manage our service.

RETENDERING

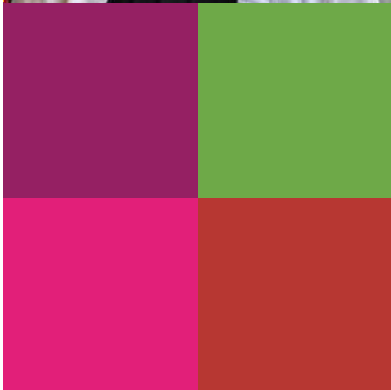
By June 2020 we will support less people in Swansea as a result of the retendering process.

We have also created a development plan to enable us to adjust through the 4 rounds of retendering, this plan has been reviewed by Swansea and the financial projections endorsed by our Auditors.

In the first round we won the Cwmbwrla and Landore locality, we received very positive feedback about our submission. Our proposal for supporting the 19 people in this area viewed as:

Offering a clear plan to help people make the change
Being very person centred and using people's skills both as individuals and as a group.
Strong person centred management

We need to continue to strengthen our proposals in the next three rounds to make sure that we are able to support as many people as possible in the Swansea area.



WORKING IN LOCALITIES

From September 2019 onwards we are introducing a new way of working with the 19 Cwmbwrla and Landore tenants and their support staff. We will help them create a local association of people who use social care and work together to be as happy and independent as they can be.

We will do this by helping them to:

- Make the most of their skills individually and together





- Organise events that matter to them
- Make relationships with useful people and groups in the community
- Use the right technology
- Take responsibility in helping their group to be successful
- Make sure that we are using our staff and support in the best ways and as efficiently as possible.



If successful in the tendering process we will also implement another Locality in January 2020, with two more in April 2020 and June 2020. We expect this to become the principal approach that our service is built on in years to come.

We have agreed with our Board an action plan to make the Consortium formally a user-led organisation by April 2021, by this time at least 75% of our members and Board will be people who use our service or their family members.

RECRUITMENT, TRAINING AND WORKFORCE REGISTRATION

Recruitment is the biggest issue affecting the delivery of our service.

We have had a working party working on improving our recruitment processes since July 2019. The current actions we are introducing are:

- Publishing 2 positive stories about things that we or our tenants are doing every week.
- Working with Indeed (recruitment site) to make our company look as attractive as possible to candidates.
- Making it easy for people to apply using CVs and using mobiles; we are introducing a single person to give a very personal and quick response to good local candidates who have shared their CVs on job sites.
- Making relationships with local colleges to promote our company on their social care courses.
- Simplifying literature and job descriptions so they are easy to understand.
- Removing our maximum hour limit for the working week; although we have introduced new checks to ensure staff are not too tired to work.
- Introducing a workplace reward scheme alongside our employee assistance programme.
- Introducing service staff profiles to ensure that we can be flexible for candidates who can only work at particular times of the week.





- Exploring early payment for staff working extra hours to give them added flexibility.

We are pleased that we are already making some progress:

- In July 19 we were 88% recruited overall, and 83% once absent, leaving or unavailable staff are ignored, in September 19 these figures are 100% & 93%, this is a big improvement.



Gofal Cymdeithasol **Cymru**
Social Care **Wales**

By April 2020 all of our support staff and managers will need to be registered with Social Care Wales,. They can only be registered if they are; qualified, have their experience assessed and documented, or complete the online Social Care Wales Principle and Values Award course.

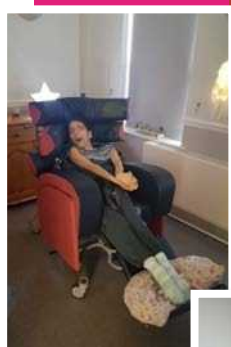
This is a big job, we are making good progress but this will take up significant time and focus from our training department, our staff and managers.

Alongside this we must also ensure that staff are completing their required training.

SIMPLIFYING HOW WE DELIVER, RECORD AND MANAGE OUR SERVICE

By April 2020 we also want to work with staff and managers to simplify our recording systems so that this takes as little time as possible for staff.

We are very aware that our managers do not have enough time to do all of the tasks expected of them, this is made more difficult where they are short staffed.





We want to get managers together to look at the tasks we expect them to do and work to remove any duplication, or work that is not required any more, and try to make the process as simple as possible.

SUMMARY ACCOUNTS FOR THE YEAR ENDING 31ST MARCH 2019

ANNUAL OPERATIONS 2019

WHERE OUR MONEY CAME FROM:

Residents Charges & Housing Benefit	£3,516,382
Local Authority	£12,305,647
Other Income	£311,614
TOTAL	£16,133,670

HOW WE SPENT OUR INCOME:

Charitable Activity Expenditure	£15,841,878
Governance Costs	£22,289
TOTAL	£15,864,167

SURPLUS FOR THE YEAR ON OPERATING ACTIVITIES : £269,503

The following figures are taken from the full audited financial statements of CLC for the year ending 31st March 2019, approved by the board on the 15th October 2019.

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 auditors report and the board of managements annual report; copies of these can be obtained from Stephen Harrison (Director of Business and Finance)

THE CONSORTIUM'S FINANCIAL SITUATION AS OF 31ST MARCH 2019

WHAT THE COMPANY HAD ON THE 31ST MARCH 2019 - (ASSETS)

Fixed Assets Comprising Office Furniture, Motor Vehicles, and Equipment	£802,684
Cash At The Bank And In Hand	£315,302
TOTAL	£1,117,986

WHAT THE COMPANY IS OWED - (DEBTORS)

Debtors	£782,510
Prepayments And Other Debtors	£62,526
TOTAL	£845,036

WHAT THE COMPANY OWES - (CREDITORS WITHIN 1 YEAR)

Trade Creditors	£73,133
Bank Loans & Overdrafts	£115,536
PAYE & Social Security	£259,633
Other Creditors & Accruals	£228,533
SHPS Past Service Deficit	£0
TOTAL	£676,835

WHAT THE COMPANY OWES - (CREDITORS OVER 1 YEAR)

Bank Loans	£166,400
SHPS Past Service Deficit (FRS102)	£1,620,000
TOTAL	£1,786,400

LEAVING WHAT THE COMPANY OWNS : -£500,213

HOW THIS WAS CREATED:

Restricted Funds	£166,880
Income & Expenditure Reserve	-£667,093

TOTAL CAPITAL AND FUNDS : -£500,213



BOARD & THANKS

We hope that you have found this report interesting and useful. Pictures contained in the report have been taken from our newsletters and website.

If you want further information about the Consortium or any of the things discussed here, please look at our website at www.communitylives.co.uk or contact Debbie Chegwen at our offices.



We would like to thank our Chairperson Stuart Harper, our Co-Vice chairs Nicola Roberts and Christopher Edwards and our Board of Management, Cliff Alden, Paul Shuttleworth, Ian Davies, Phill Jones, Lynne Stainsby and Sue Cole for their hard work throughout this year.

We would like to thank all of the people that we support, their families and their supporters, all of our staff and managers, and our partners in other agencies in Swansea and Neath Port Talbot for their commitment, support and sometimes patience throughout this year.



30 years! Thank you!



Supporting people to live the life they choose

COMMUNITY LIVES CONSORTIUM

24 Walter Road, Swansea, SA1 5NN

Tel: 01792 646640

Email: debbie.chegwen@communitylives.co.uk

www.communitylives.co.uk

'Community Lives Consortium is regulated by the Care Inspectorate Wales and commissioned by Swansea Council and Neath Port Talbot County Borough Council, we may share information about our services and the people we support for quality and regulatory purposes'