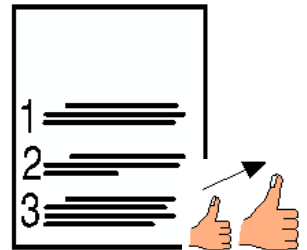




Supporting people to live the life they choose

Development Plan



April 2016 to October 2017

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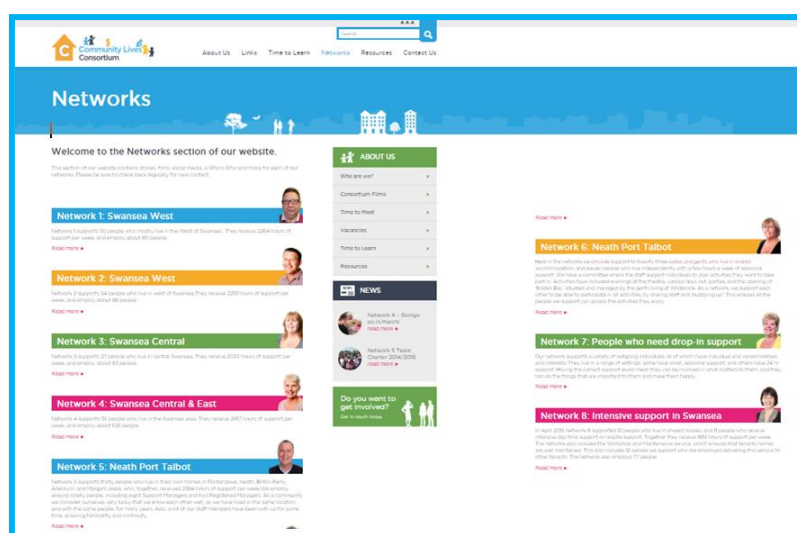
The Consortium is a non-profit making organisation which exists to support disabled people **to live the lives they choose** in the communities of Swansea and Neath Port Talbot.

The people it supports, their families, and the staff employed to support them are encouraged to work very closely using their skills and abilities so that the things that matter to these people occur reliably and safely in their lives.



The people we support are encouraged to become as independent as possible but also to work together with people around them to support each other and to develop the events and activities that make their lives better.

People increasingly organize their lives through 8 support networks which are made up of people who get support who know each other well, and a team of staff and managers who are responsible for making sure that people get the personal care and support that they need.





Our Development Plan is there to explain how we want to change the Consortium over the next 18 months. Over this time, we will need to:



- 🏠 Change the Consortium to ensure that it provides the best support it can for people using the resources that are available.
- 🏠 Make sure it changes in response to the new **Social Services & Wellbeing Wales Act** that shape the way support is provided to people.
- 🏠 Continue to change and adapt so that the people we support can experience the things that matter to them.



By October 2017 we want to have achieved changes in 5 important areas:

Providing Good Support

In 18 Months we want:

- 🏠 The support we give people to be the best we can make it; the way we deliver it should represent best practice.
- 🏠 Our sleepin night-time support to be legal, meet people's needs and be affordable with the money available.
- 🏠 Support to be tailored to help people experience their individual and shared outcomes.





- Support to be reviewed so that it offers the right mix of paid support, technical support, support people can give each other, and support from people's friends and family.
- To help people to find available staff who can be either employed by them as personal assistants' or staff employed by organisations like the Consortium.



Why is this important?

- Our support must be both legally compliant and of the highest quality we can achieve with the resources available to us.
- Outcome focused support concerned with 'What Matters' to people is central to the new legislative framework.
- Review processes must work with people to help them to get 'Just enough support', rather than experience package cuts done to them.
- Direct payments are central to the new legislative framework and also have the potential to give people more power and control over their lives.



Developing flexible well motivated staff

In 18 Months we want:

- To be providing well paid employment and have good ways of cooperating with staff to develop and use their skills & talents.
- Our ways of supporting developing staff to be also very valuable to people wanting to recruit their own personal assistants.



Key areas for change over the next 18 months



- 🏠 We want to be paying more than the National Living Wage, we will do this by involving our staff in reviewing expenditure so that we can push more and more of it towards the costs of employing support staff.



Why is this important?

- 🏠 We have to be able to recruit and retain good quality staff.
- 🏠 We must try to avoid becoming a minimum wage employer as the NLW increases.



Being independent and involved with each other

In 18 Months we want

- 🏠 The way we help people to plan they lives, and the way we improve the Consortium to focus on the things that matter to people.
- 🏠 It should also track how people are maintaining and improving the skills that they have.
- 🏠 People to easily find and cooperate with people who have similar interests to them, people they can help, or people who could use their skills to help them.





Why is this important?

- 🏠 Outcome working is central to the new legislative framework.
- 🏠 Evidencing Progression is also central to LA's commissioning frameworks.
- 🏠 Helping people organise together will help to maximise mutual assistance and the targeting of support in the most effective way.



Being in control and creating a well-managed organisation

In 18 Months we want:

- 🏠 The Consortium to be well run. It will continue to be managed in partnership with people while getting the best specialist advice as we can.
- 🏠 The Support networks to be legally owned by the people who use them (potentially as cooperatives), or have a plan about how they will become so within a further year.





- 🏠 People in these support networks may be supported by other agencies as well as CLC.
- 🏠 The Consortium will have a service agreement with the Networks outlining the support and services that are provided to them.
- 🏠 A lot of the people we support will arrange their support through a direct payment.
- 🏠 A number of people we support will be engaged in social enterprises through which they get employment, develop their skills or improve their communities.



Why is this important?

User-led services, social enterprises and direct payments are central to the new legislative framework.

- 🏠 If people and their families control and own their own support this will change the relationship between LA's, people and the organisations that support them.
- 🏠 Motivationally if the 'customer' is actually the person we will be naturally focused on being person centred.
- 🏠 People will have choice so we must help them to work with other organisations if this is in their interest.
- 🏠 We can use our charity status and ally with specialist organisations to attract funding to create social enterprise which can help people to find more meaningful alternatives to day services.





Supporting citizenship



In 18 Months we want:

- 🏠 People and their supporters to have access to information and support to help them to understand their rights and responsibilities as people receiving support, and people working together to support each other.
- 🏠 There to be evidence of people using this information and support to improve the things that they experience.
- 🏠 There to be stable local advocacy organisations which are also clear about people's rights and responsibilities.



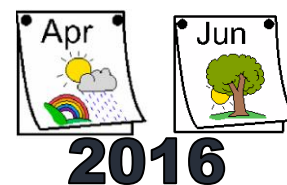
Why is this important?

- 🏠 People will have much more control but more responsibility regarding the agency and their support. They could be at odds with Social Services at times, and with us (hopefully occasionally).
- 🏠 They will need simple information to inform them about their rights and responsibilities
- 🏠 They will need help from us, and sometimes independently, to use this information to make their lives better individually and collectively.



There are 4 stages to our plan:

The first 3 Months – (April to June 2016)



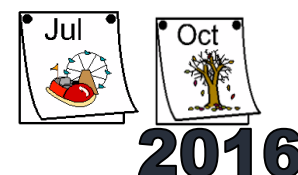
- 🏠 In this time, we will mostly focus on improving the way we support people, recruit & manage staff better.



- 🏠 However, in this time we will also explore with a group of people in NPT how we can use Direct Payments to make their individual and shared support controlled by them and the people close to them.



3 to 6 Months – (July to October 2016)



- 🏠 In this time, we will put in place changes to how we provide support and manage staff.

- 🏠 Alongside this we will work with people in one network to explore how they can work together to make their individual and shared support controlled and organised by them.



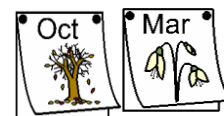
- 🏠 We will start to encourage people to develop social enterprises locally.

- 🏠 We will also respond to the Commissioning review in Swansea.



6 to 12 Months – (October to March 2017)

We will complete our changes to our support and staff management strategies.



2017

- 🏠 We will start to work with people in 3 more networks in exploring how they can work together to make their individual and shared support controlled and organised by them.



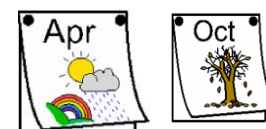
- 🏠 We will also support social enterprise where the people we support want to establish them.

- 🏠 We will continue to respond to the Commissioning review in Swansea.



12 to 18 months – (April to October 2017)

- 🏠 We will continue to review the new support and staff management strategies



2017

- 🏠 We will start to work with people in the remaining networks in exploring how they can work together to make their individual and shared support controlled and organised by them.



- 🏠 We will also support social enterprise where the people we support want to establish them.

Over the next 6 pages you can read about the detailed things we want to work on over this time.

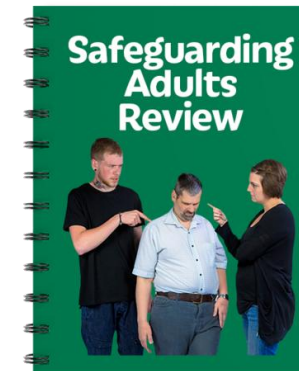


Intensively focus on practice delivery issues, recruitment and staff management issues.

Putting into place longer term plans to improve delivery and open up new approaches to supporting people.

Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
<p>Positive Behavioural Support</p> <ul style="list-style-type: none"> Evaluate and if necessary increase our capacity for ensuring that staff are effectively PBM trained. <p>Medication Delivery</p> <ul style="list-style-type: none"> Redevelop our policy, practice, and training frameworks for the delivery of Medication. Provide accredited training to all Managers regarding medication delivery in care settings. <p>Support Recording</p> <ul style="list-style-type: none"> Review our Support Delivery Recording Framework to ensure it captures and collates routine, critical and personal outcome information. Commission a web based recording system for implementation across the organisation within 12 months. 	<p>Getting ahead of the NLW</p> <ul style="list-style-type: none"> Engage the staff team in reviewing organisational expenditure to find collaborative strategies for increasing rates of pay and improving conditions of service. <p>Supporting employed staff and PA's</p> <ul style="list-style-type: none"> Consider how people can access support with our help either as PA's or employed staff as part of the NPT DP process. Consider the implications of this for our wider staff support and management systems. <p>Review staff management systems</p> <ul style="list-style-type: none"> Review our supervision, appraisal, team meetings and communication systems to ensure that they are robust and work effectively with our revised support systems. Review our Staff development systems and use of on-line learning for both PA's and employed staff. Explore extending the Open HR system so that staff can access and update their own employment records. Review and update our Staff Handbook. Review policies about alcohol abuse and occupational health. 	<p>Personal Outcomes</p> <ul style="list-style-type: none"> Develop Personal Outcomes tools as part of Support Recording redevelopment work. <p>Helping people work together</p> <ul style="list-style-type: none"> Develop T2M communication process so it is easy for people to find people with complementary interests. 	<p>Quality Assurance and Good Governance</p> <ul style="list-style-type: none"> Review our quality assurance and governance policies to ensure that they are outcomes focused, co-productive and robust. <p>Budgeting and managing resources</p> <ul style="list-style-type: none"> Ensure our budget management systems support direct payments and are underpinned by simple hourly rates and well understood by all stakeholders. Ensure our system for monitoring the delivery of support is effective and well understood by all stakeholders. Ensure our budgets enable the sustainable payment of NLW and develop strategies to fund night time support in a sustainable way. Review policy about the use of the internet and social media. <p>Working with people to explore using Direct Payments in shared support services.</p> <ul style="list-style-type: none"> Work with people and their supporters as part of the NPT Direct Payment process to manage and organise their individual and shared support. Set up necessary agreements between people and with CLC. Support people to consider other agencies who could support them. 	<p>Information that people need</p> <ul style="list-style-type: none"> Consider people's needs for information through the DP process.


Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
<p>Safeguarding, concerns and investigations</p> <ul style="list-style-type: none"> Complete the implementation of our Safeguarding Plan. Continue to review capacity for investigations to effectively respond to concerns that arise. Review Complaints process in the light of changes in practice. <p>Remodelling support using Direct Payments</p> <ul style="list-style-type: none"> Learn about 'Just enough support' process through NPT Direct Payment process. Use NPT Direct Payment process to experiment with helping people to choose the right individual and shared support for them be it provided by PA's or employed staff. <p>Supporting People to management their money</p> <ul style="list-style-type: none"> Review our Tenant Finance policy to give people more control and ensure more accountable management of people's monies. <p>Reviewing Night Time Support</p> <ul style="list-style-type: none"> Work with Swansea to establish a process for redeveloping night time support. Agree strategy for replacing sleepins where there is also waking support. Work to increase sleepin payment rate. 	<p>Staff recruitment systems</p> <ul style="list-style-type: none"> Put in place a relationship with the Wave & Swansea Sound to engage the people we support in the recruitment of staff. Consider our policies about staff availability when we are recruiting to get the best balance of attractiveness of employment and responsiveness of the workforce. 		<p>Promoting Social Enterprise</p> <ul style="list-style-type: none"> Develop alliances with organisations who could help to support social enterprise in the Swansea & NPT areas. Hold an 'Dragon's Den' event within T2M to encourage the development of these. 	



Continue to implement changes to our support and staff management systems. Widen out what we are learning about new approaches to support and organisation.

Respond to Commissioning review in Swansea.

Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
Medication Delivery <ul style="list-style-type: none"> Provide training to Network Managers in assessing medication competency. Complete the commissioning to medication training for all support staff. Support Recording <ul style="list-style-type: none"> Introduce the implementation of our new support recording framework. Introduce training for support staff in on-line recording. Safeguarding, concerns and investigations <ul style="list-style-type: none"> Continue to review and improve staff practice regarding safeguarding. Remodelling support using Direct Payments <ul style="list-style-type: none"> Identify one network to further develop what has been learnt from the NPT Direct Payment Process. Explore these processes within this network in detail (potentially in combination with CCS package review process if it becomes network focused). Particularly encourage DP's in this network. Use 'Planning Live' and 'Just enough support' processes as part of person centred reviews in this Network. 	Getting ahead of the NLW <ul style="list-style-type: none"> Continue to engage with the staff team in reviewing organisational expenditure to find collaborative strategies for increasing rates of pay and improving conditions of service. Supporting employed staff and PA's <ul style="list-style-type: none"> Promote a PA support service for local people using direct payments to arrange support. Embed in processes that help people with Direct Payments to either get support from employed staff or to get support to recruit and train their own PA's. Staff management systems <ul style="list-style-type: none"> Review staff absence policy. Review probationary assessment process. Decide whether or not to become a DBS umbrella body. 	Personal Outcomes <ul style="list-style-type: none"> Widen out and embed personal outcomes recording as part of the redesign of Support Recording. Helping people work together <ul style="list-style-type: none"> Encourage people to engage with T2M so that they are working on personal and shared outcomes. Build a tenant led communication system for each network <ul style="list-style-type: none"> Use the developing Network admin group and the Consortium website to produce a tenant led newsletter for each network. 	Exploring the Networks as user-led organisations <ul style="list-style-type: none"> Take what we have learnt about helping people manage their individual and shared support from the NPT Direct Payment process and apply it to a network. Get advice about we establish this network as a user led organisation and consult people about this. If people are positive set up an implementation plan to give legal control of the network to the people who use it and their supporters. Implement and strengthen systems to promote both PA's and employed staff within this network to encourage Direct Payment take up. 	Helping people to understand their rights. <ul style="list-style-type: none"> Seek allies to produce simple guide about people's rights when using commissioned services.

Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
<p>Personal Outcomes</p> <ul style="list-style-type: none"> Ensure our personal support practices fit well with the individual and shared outcomes that people are identifying for themselves. <p>Supporting People to management their money</p> <ul style="list-style-type: none"> Roll out the revised tenant finance policy and practice framework. <p>Reviewing Night Time Support</p> <ul style="list-style-type: none"> Implement strategy for replacing sleepins where there is also waking support. Work with people and families, Swansea and other support organisations to develop a community response model for night time support. <p>Individual Service & Commissioning Review in Swansea</p> <ul style="list-style-type: none"> Respond to the practice recommendations arising from the Individual Service Reviews being conducted in Swansea. Actively participate in the Commissioning Review in Swansea and adapt this plan in response to it. 	<p>Personal Support Training</p> <ul style="list-style-type: none"> Review existing training in the areas of Active Support, Inclusive Communication, and Person Centred Thinking. 		<p>Promoting Social Enterprise</p> <ul style="list-style-type: none"> Support developing Social Enterprises together with partners. 	





To continue to implement the new support and staff management strategies

To widen the developing processes to support; the networks as user led organisations, the active use of direct payments, and the creation of social enterprises from the interests of tenants.

Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
<p>Medication delivery</p> <ul style="list-style-type: none"> Continue to retrain support staff in new medication procedures. Review procedures in the light of experience. <p>Safeguarding, concerns and investigations</p> <ul style="list-style-type: none"> Continue to review and adapt our safeguarding practices. Continue to deliver Safeguarding training to staff. <p>Support Recording</p> <ul style="list-style-type: none"> Continue to implement new recording procedures. <p>Respond to practice issues as they arise</p> <ul style="list-style-type: none"> Work with performance and outcomes data, stakeholders, commissioners & regulators identify any further practice issues to be addressed and to adapt this plan accordingly. <p>Remodelling support using Direct Payments</p> <ul style="list-style-type: none"> On the basis of what is learnt in the one pilot network initiate parallel processes in 3 more networks. Use Planning Live and Just Enough Support processes to help people consider using a Direct Payments to improve their individual and shared lives and experiences. <p>Individual Service & Commissioning Review in Swansea</p> <ul style="list-style-type: none"> Continue to respond to the practice recommendations arising from the Individual Service Reviews being conducted in Swansea. Continue to actively participate in the Commissioning Review in Swansea and adapt this plan in response to it. <p>Reviewing Night Time Support</p> <ul style="list-style-type: none"> Continue working with people and families, Swansea and other support organisations to develop a community response model for night time support. 	<p>Creating a safe and open space where people can offer and look for support.</p> <ul style="list-style-type: none"> Work with commissioners, advocacy organisations, Time 2 Meet members, other providers and commissioners to develop a mechanism by which people and groups can easily find and purchase support from suitable staff either as PA's or employed staff. <p>Staff management systems</p> <ul style="list-style-type: none"> Complete the training of Network Managers following the management restructuring in 2015. Ensure all staff have an Appraisal and Personal Development Plan. <p>Personal Support Training</p> <ul style="list-style-type: none"> Introduce revised training strategies in the areas of Active Support, Inclusive Communication, and Person Centred Thinking for Network staff & PA's. 	<p>Building a strong link between Personal Outcomes and quality assurance</p> <ul style="list-style-type: none"> Review the effectiveness of our Outcomes processes to consider how they can support people working with managers to improve their networks. <p>Ensuring the tenants are supported to work together to achieve the things they have in common that matter to them.</p> <ul style="list-style-type: none"> Ensure that Time 2 Meet ways of working are embedded into the ways the networks operate. 	<p>Exploring the Networks as user-led organisations</p> <ul style="list-style-type: none"> On the basis of what is learnt within the first Network initiate parallel processes in 3 more networks to explore them becoming User-Led organisations. <p>Social Enterprise</p> <ul style="list-style-type: none"> Promote and support further social enterprises that grow from the interests of people we support seeking additional funding as required. <p>National Living Wage</p> <ul style="list-style-type: none"> To work with staff & LA's to prepare for the NLW uplift in April 2017. 	<p>Ensure that people know what they should expect from each other.</p> <ul style="list-style-type: none"> Work with tenants involved in running their networks to agree their responsibilities to each other. <p>Helping people to understand their rights.</p> <ul style="list-style-type: none"> Work with advocacy organisations and tenant leaders to offer training and presentations to inform the wider tenant group about their rights.

To continue to review the new support and staff management strategies

To widen the developing processes to support; the networks as user led organisations, the active use of direct payments, and the creation of social enterprises from the interests of tenants.

Getting Good support	Developing flexible motivated skilled staff	Being independent & involved with each other	Being in control to create a well-managed organisation	Supporting Citizenship
<p>Support Recording</p> <ul style="list-style-type: none"> Continue to implement new recording procedures. <p>Respond to practice issues as they arise</p> <ul style="list-style-type: none"> Work with performance and outcomes data, stakeholders, commissioners & regulators identify any further practice issues to be addressed and to adapt this plan accordingly. <p>Remodelling support using Direct Payments</p> <ul style="list-style-type: none"> On the basis of what is learnt in the 4 networks initiate parallel processes in remaining networks. Use Planning Live and Just Enough Support processes to help people consider using a Direct Payments to improve their individual and shared lives and experiences. <p>Reviewing Night Time Support</p> <ul style="list-style-type: none"> Continue working with people and families, Swansea and other support organisations to develop a community response model for night time support. 	<p>Creating a safe and open space where people can offer and look for support.</p> <ul style="list-style-type: none"> If agreed work to implement the shared mechanism by which people can easily find and purchase support from suitable staff either as PA's or employed staff. <p>Personal Support Training</p> <ul style="list-style-type: none"> Continue to deliver training strategies in the areas of Active Support, Inclusive Communication, and Person Centred Thinking for Network staff & PA's. <div data-bbox="654 858 990 1157" data-label="Image"> </div>	<div data-bbox="1106 788 1442 1184" data-label="Image"> </div>	<p>Exploring the Networks as user-led organisations</p> <ul style="list-style-type: none"> On the basis of what is learnt within the first 4 Networks initiate parallel processes in remaining networks to explore them becoming User-Led organisations. <p>Social Enterprise</p> <ul style="list-style-type: none"> Continue to promote and support further social enterprises that grow from the interests of people we support seeking additional funding as required. <p>National Living Wage</p> <p>To work with staff & LA's to prepare for the NLW uplift in April 2018.</p>	

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