



Annual Report 2018

Chief Executive

Whilst planning the business plan for 2017/2018 we had a belief that this would be another year of serious challenges and it did not disappoint.

The most significant challenges facing us this year were external and financial in relation to National living wage, sleep-ins, and local authority funding.

Sleep-ins and the change in interpretation of the law mean that staff need to be paid at the National Living Wage for every hour asleep. As an organisation we have been heavily involved in the campaigning for Government to take responsibility and pay the staff. Charities and providers cannot afford to fund six years retrospectively and this and it will put all services and the sector we work in under threat. The positive to come out of this work is the way providers have come together and are working in partnership to try to find a solution. This has been very time consuming with the majority of the meetings taking place in London. We continue to work together on this subject on a national and local level.

The National Living Wage continues to increase (this is a great thing for the staff) the downside of this is that the local authorities we work with are not increasing rates in line with the NLW increase. In fact the funding squeeze that we have experienced for a number of years has just become tighter and we have to find even more creative ways to break even.

Despite all of the challenges from the last year we also have a lot to celebrate and you will have the opportunity to read about them in the report. Each area has excelled and gone the extra mile. The amount of house moves in this year is stunning and that has increased peoples independence.

This is down to the hard work, commitment and innovation of the staff at every level. We continue to make significant differences in people's lives ensuring people's voices are heard.

As an organisation we continue to strive for the best terms and conditions for our valued staff.

I would like to thank everyone for their resilience, commitment and enthusiasm in some of our most trying times.

Ruth Gorman - Chief Executive

Trafford

Over the past few months we have supported a number of people to move home.

R and M had been living in a property that was not suitable for them and so we worked closely with them both, their families and the Local Authority to support them to move. A property in Davyhulme became available and in October 2017 they moved to their new home and now tell us they are settled and happy! Families have also told us how great it is to see their loved one in a much nicer living environment.

We supported M and B at Warwick Drive, B was telling us that she would really like to spend some time alone unsupported in her home. A couple of years ago using the Just Enough Support process we removed the overnight support and installed some great assistive technology. This went well and we saw both people flourish. B was enjoying her unsupported time so much that she then made a decision that she wanted to move into her own flat. In December 2017 B moved to Limelight Extra Care Scheme and is proud of her new home, we continue to support B for a few hours each week. M decided he did not want to live alone and is now enjoying his new home and new found friendships with his co tenants.



Goodbye to Fiona Gardens

We sadly handed Fiona Gardens over to a new provider at the end of January this year. We have had a fantastic few years supporting people who live there, getting to know them and their families. A leaving party was arranged in December 2017 that was attended by people who live at Fiona Gardens, families, staff and the local community.

We have now established our local quality team using the process developed in the Wigan network. The team is made up of a support worker, service leader, senior manager and a family member.



The first quality visit has now taken place and we are looking forward to planning more visits over the next 6 to 12 months.

Joining with Oldham

Following the leadership restructure we made the decision that Trafford network would join the Oldham network for specific tasks. We now have one duty team / system and this is working well. Our leaders have worked hard over the past 12 months getting to know each others services. We also have a joint Service Leader meeting, this has been successful and people tell us they have benefited from being part of a larger leadership team.

CQC Inspection

We were inspected by the Care Quality Commission (CQC), in September 2017, this inspection



took place over two days. We received positive feedback and scored "Good" in all five areas – Safe, Effective, Caring, Well Led and Responsive. Which resulted in an overall rating of "Good".

The Local Authority informed CQC that "IAS were open, transparent, person centred and involved people and their families in decisions about the care provided".

One relative told CQC "My son has achieved more than we thought possible. He has learned more skills and is a person in his own right; he has a future".



Recruitment Team

John has now joined our local recruitment team. John has previous experience and has received training around recruitment and was very keen to get involved. John devised and has now included his own questions at interview based on discussions that had taken place at the tenant's forum.

John is part of the decision making at the end of each interview and his input has been invaluable. When decisions are made John has made the calls to some of the successful candidates and enjoys giving people the good news. It's great to see him so empowered.

Happie Mondays

This is a monthly club that has now been running successfully for several months. We rent a room at the local pub which has a pool table, dart boards and a bar. Attendance has increased each month and we are seeing people establish some real friendships and connections which have resulted in some shared support.

A flyer for 'Happie Mondays' event. At the top left, it says 'Play your cards right With prizes! WIN PRIZES!!' with an illustration of playing cards. At the top right, it says 'Imagine, Act & Succeed' with a small graphic of a person. Below that, it says 'The pub does great 2 for 1 Pizza's! If you want to eat there' with an illustration of a pizza. In the center, it says 'Happie Mondays! Upstairs in The Bird l'th Hand Pub, Urmston Monday 13th November 2017 6:30pm - 9pm Cost £3, pay on arrival'. At the bottom left, it says 'Darts Competition!' with an illustration of a dartboard. At the bottom right, it says 'Pool Competition!' with an illustration of a pool table.

A number of family members also attend and one parent is now involved with the running of the club. We have now circulated the flyers to encourage more people outside of IAS to attend. Our focus over the next 12 months will be to establish more groups and clubs to connect people with shared interests and enhance wellbeing.

Local Authority

Contracts across Trafford have now been extended for an additional 18 months. We are now part of an innovation group working in partnership with the Local Authority and other providers to look at how services can be developed in the future that achieve the best lives and outcomes for people.



ASDAN Awards

Jonathon, Robert and Michael all participated in the ASDAN curriculum. This accredited and prestigious award allows flexible ways for all students to gain valuable skills enabling people to achieve their fullest potential. The aim is to enhance wellbeing, to encourage integration and contribution to their communities.

Michael started his ASDAN journey through meal preparation and cooking. This incorporated hygiene, health and safety, planning, shopping and cooking. Michael enjoyed all aspects of this particular module. The next step for Michael is to complete another ASDAN module 'out in the community' thus enabling him to continue on his path towards more independence.



Robert and Jonathan both decided to complete ASDANs 'independent living module'. This allowed both students to gain invaluable skills in order to develop their independence. Both students worked extremely hard to complete this module and have both shown enthusiasm and willingness to begin their next ASDAN module.

There was an awards ceremony to celebrate achievements and where people were officially presented with their certificates.

Jill Pilkington - Head of Operations

Oldham

The last 12 months have been busy in Oldham and at times stretched our thinking in ensuring we make good balanced decisions. With a strong focus on what's important to and for people we support while standing by our values and beliefs with integrity.

Snow

The 'Beast from the East' hit Oldham with full force. Days of heavy snowfall brought travel networks to a standstill. However that did not stop our staff who made every effort to ensure all support went ahead as normal. We recognise and appreciate the challenges this created for people and would like to say a big thank you to everyone for their efforts in ensuring that people we support were not affected in any way.

People Supported and Funding

Our focus over the first part of the year had been with on one of the tenancies we believe was under resourced to meet the health needs of tenants. We have worked in partnership with the local authority and health to increase hours. The additional core hours have made a practical difference ensuring greater staffing levels at key times.

Providing evidence to support this meant we invested our time and energy in improving the quality of recording. From this, we are more than ever before aware of the importance of good accurate detailed recording. This example really highlighted the importance of recording to a good standard. It is our evidence. We continue to focus on improving recording across Oldham.

Dementia champion

One of our support workers Claire has joined Oldham's Dementia Champion training course. Claire is part of a team that support a person that has Dementia. Claire will share her ongoing learning with the team to adapt the support provided; she will also become our Dementia lead for the Oldham network.

Joint working with Trafford network

Oldham and Trafford leadership team meet monthly for joint network meetings. This began with the merge of Oldham and Trafford duty system following our companywide leadership restructure. During this year, we plan to expand our joint working in other ways such as quality and training.

New support lead

We have our first support lead in Oldham. Aleesa is leading the way for others in the future. She is currently part of supporting a person and his new team with a house move.



One person we support Chris has recently moved from a supported living tenancy to another where we had a tenant vacancy. We initially raised this within a multi-disciplinary team meeting; explaining that we believe it to be a more suitable environment for him. All health and social care professionals involved agreed with our suggestion and supported the move. We then met with Chris's mum to explain our reasons to her and gain her support. She visited the house, liked it and felt it would be a good move for her son. Chris has autism, which means for him that consulting and discussing the move too soon could be detrimental to him. We planned how best to do this that would reduce stress and anxiety.

In January the team members that Chris would be supported by once he moved began to spend time getting to know him and learning what's important to him before he moved in, which proved to be valuable to all. We planned that two of his core support workers would also continue to work with him as part of the transition into his new home. Chris moved house early March and is settling well into his new home. He is enjoying the company of the other three tenants with everyone getting along. The team are committed and focused to making the move successful, creating different opportunities to do what matters to and for Chris.

We have a second move planned soon; this is for Karen who lives at the same house Chris lived at. We believe a move to another supported living tenancy is a better option for her because again it is a very different and more suitable environment to where she lives now. We followed the same process as with Chris by involving all interested parties in the decision-making and planning. Karen has been visiting over the last few months to get to know everybody before she moves in. Karen's parents are very involved with the move.



They have become welcomed regular visitors, getting to know the tenants and staff team while helping to get their daughters new bedroom ready. The three tenants enjoy Karen's visits and look forward to having a female influence in the house. Two of her core support workers will be making the move with her, ensuring constancy working with the existing team. The team aim to ensure that the move is positive for everyone.

Staffing and Recruitment

We are pleased that each tenancy has a core team, ensuring consistency and continuity of support. We are proud to have reasonably low staff vacancy levels with several staff members that have worked for IAS for many years. We employ 77 support workers from the Oldham area working across nine supported living tenancies and Oldham CST. We continue to maintain our standard around ongoing recruitment holding monthly interviews throughout the year. We received around 90 applications in the last 12 months and met with 52 candidates; from this, we employed 15 new staff between Oldham network and CST. Seven people have now completed their probationary period becoming permanent members of staff. We have had 14 staff leave during 2017 – '18, along with three people that did not successfully complete probation period and one person who retired after 18 years



A member of staff that has worked for IAS for several years, known for getting people together for social events organised a fabulous Christmas party that people thoroughly enjoyed and talked about weeks afterward.

Thank you to everyone involved for making this happen, we look forward to the next one.

Tracy Sims - Head of Operations

Companywide Community Support

People supported by CST generally live more independently, on their own or with family carers. In recent years the criteria for commissioning support has changed considerably with people now receiving around 30 – 50% less support. Eligibility for a service or personal budget must be at a critical and substantial level because of the need for local authorities to make efficiency savings. Therefore, CST is becoming smaller, with the greatest reduction seen over the last few years in Salford. Oldham and Wigan total hours provided has not changed significantly, however we now support more people with smaller packages of support.

Role and Purpose of a CST Support Worker

Some people supported can be quite isolated, only seeing their support worker and nobody else in between visits. A priority for the support worker is to address this by working with the person to make connections with others, build friendships and acquaintances, with the long-term outcome being people feel part of their local community.

We are pleased with the low turnover of staff within all three networks of CST, ensuring we have dedicated core teams around people supported. We believe that people are happy in their work. Feedback from staff is that they develop trusting caring relationships with people, with staff frequently seen to 'go the extra mile' for the people they support.

People Supported and Hours Provided

Salford: 23 staff support 45 people, providing an average of 460 hours per week.

Wigan: 17 staff support 20 people, providing an average of 370 hours per week.

Oldham: 20 staff support 28 people, providing an average of 380 hours per week.

Recruitment

Each CST joins local network recruitment. We liaise monthly in terms of our recruitment needs. We are currently carrying small vacancies however; thanks to ongoing recruitment, we have applicants at different stages of the process.

Apprentice Admin Support

Both our apprentices are now permanent members of their teams. They have become invaluable to the day-to-day running of CST in Salford and Oldham.

New leadership teams

We have recently undergone some changes to Leadership in Salford and Wigan. Our existing leadership has moved around slightly; Diane now manages CST Salford and Laura has become temporary service lead for Wigan. Kay has joined Diane in Salford as a new support lead. They are all enjoying their new roles and looking forward to future developments and challenges.

Review of individual support packages in Wigan

We recently met with Wigan council's quality lead to look at outcomes from people supported most recent person centred review. The meeting focused on purposeful support along with asking ourselves the question how could support hours be used creatively and differently. We have identified a number of people we support who may consider something different such as supported employment, accessing Stepping Out and other community based projects.



Supporting the community

Make and Bake has gone from strength to strength, growing in membership and opening up to the wider community. We continue to use a local community centre as the base where we have also recently introduced a new activity 'curling' which has quickly become popular. Salford CST staff take the lead in running both groups.

We would like to acknowledge the hard work and dedication from Moira who had previously taken the lead with Make and Bake. She did this for a long time before recently taking a step back due to ill health.



Tracy Sims - Head of Operations

Business and Administration

Apprenticeship successes

The 3 apprentices that were recruited last year have now successfully completed their apprenticeships and we have been able to offer permanent positions to all 3 of them. Sam has a permanent role in Oldham as CST Support Administrator. Lydia has a permanent role as Central Administrator and supports the leadership team and board as well as the day to day functioning of the office and Stepping Out. Taylor will have taken up the role of Local Administrator for Trafford.

Recruitment

This has been an area of pressure throughout the year, and there has been a focus on Co-ordinating central / companywide recruitment. This has seen us using national CV and recruitment websites, placing adverts in local publications, as well as leaflet drops locally. We have had good success using our social media pages.

IT / telecoms

Our focus on IT has been one of security, reliability and growing the opportunity for paperless working as well as being able to work more flexibly.

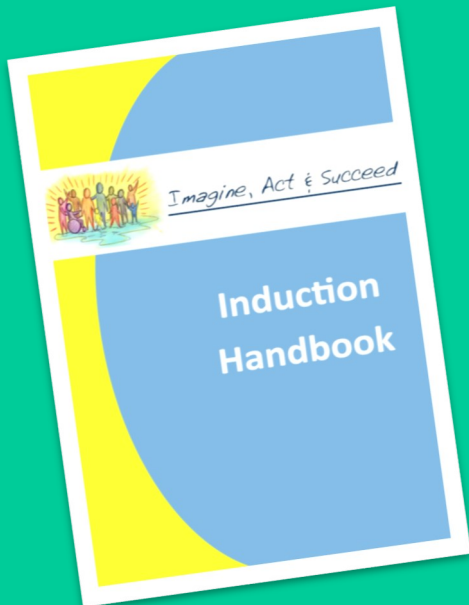
Earlier in the year we took the decision to upgrade our server. This meant benefitting from a more secure cloud solution with two factor authentication and up to date office software and a more robust system.

We have added Cyber Insurance to our insurance policy which covers us for costs associated with a cyber breach or loss of data. We have also continued to use a security testing and training portal where we can enrol staff in e-training on information and IT security and also test our risk to viruses via emails.

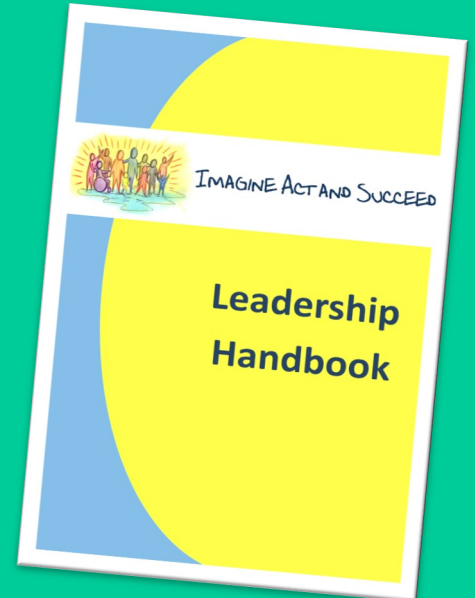
New IT and telecom solutions have been provided to staff that don't have an office base so they can conveniently work securely and paperlessly wherever they are.

Training and Development

As part of training and development group the training and development strategy has been updated as has our Induction Handbook and Leadership Handbook to include the new Skills for Care Management Induction Standards, Safeguarding training days. The group is currently developing training for the new role of Support Leaders.

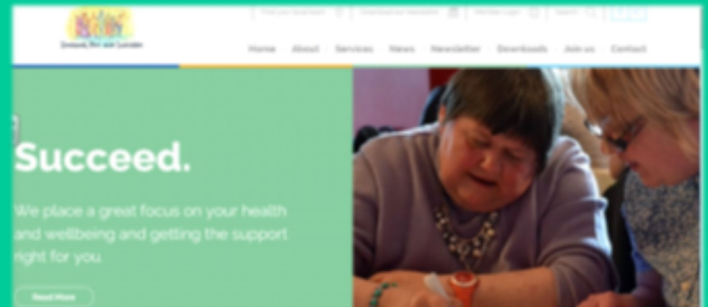
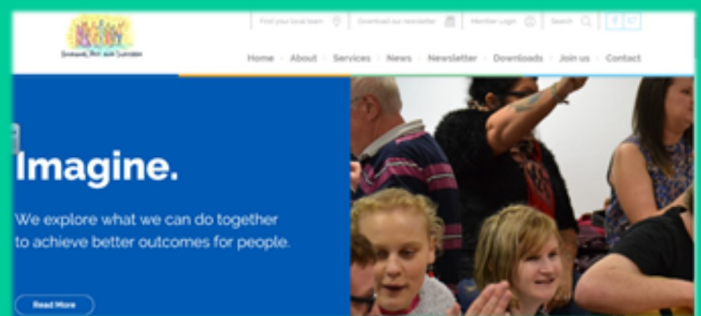


The Apprenticeship Levy is a new development for us this year and we are now up and running with this, and we have many of our staff undertaking their QCF, either Level 2, 3 or 5 as appropriate. The Service Manager (Admin) continues to co-ordinate QCF, and has built a relationship with a new training provider that will meet our QCF requirements.



Website

Our redesigned website went live during the Summer and has a much fresher look and more immediate access to stories and news. The next step for the website will be to add some new videos and information.



North West Charity Awards

We were very pleased to be invited to and attend the first North West Charity Awards as guest of our bank.

It was a really enjoyable and interesting evening and gave us an insight into the charity sector in our local area, seeing what others are doing locally.

General Data Protection Regulations

GDPR has been a major area of work throughout this year. With the new General Data Protection Regulations coming into force in May 2018, we have been working hard to be ready for them.

We have made sure that we understand the requirements of the regulations, and our responsibilities under them by attending a number of events, and webinars.

We have a GDPR Strategy Group in place whose work has been focussed on understanding and planning for GDPR and a GDPR Implementation Group that will support everyone with working within the regulations, and our policy and procedures related to Information security and building in best practice on privacy and data security to all our procedures.

Preparation for GDPR has included:

- Building an information asset list and retention matrix
- Updating our Information Governance and Data protection policy
- Writing a breach reporting process
- Writing lawful practice guidance
- Privacy impact assessments
- Writing Privacy notices
- Clarifying our legal basis for processing
- Staff training and awareness
- Writing to third parties that hold our data / due diligence
- GDPR Audits

Lorraine Nuttall - Head of Business

Health and Safety

Within Imagine Act and Succeed, we are committed to maintaining a positive culture towards Health and Safety in all aspects of the work that we do. I feel service leaders and staff teams really value the importance of health and safety to safeguard the people we support from every day hazards. We make progressive steps forward to keep updated with our knowledge and skills to manage Health and Safety matters realistically and responsibly.

As an organisation, I feel we are dedicated to developing and improving our practice and standards to ensure we continue to support people with disabilities safely. We continue to have a realistic approach to positive risk taking which ensures people can live the life they want to live. We also have a proactive approach to identify and assess any high-risk issues which need focused attention.

In September myself and 6 other managers attended the NASHiCS annual conference in Northamptonshire. This was the first time we have been to a nationally recognised health and safety conference which is specifically related to health and social care services. The event was over 2 days and very enjoyable, we attended a very realistic 'mock' coroners inquest and a number of workshops including Fire Safety, legionella and how robots in the future could play a role in supporting people. We also attended an awards dinner on the opening evening which was a great experience and real opportunity to meet people from different organisations



I have been focused on a number of things in relation to health and safety over the last year. Supporting staff teams and service leaders to complete the necessary health and safety risk assessments in supported tenancies is something which I have spent quite some time on. This will continue to be something I invest a lot of energy into in 2018. Health and safety features significantly in CQC's 'Safe' standard which is one of CQC's 5 essential standards. It is a worthwhile investment of our time by supporting staff teams to be more connected and involved in our assessment processes. Doing this ensures we provide an excellent service, meet CQC's requirements and it maintains our ability to keep the people we support safe.

Fire safety continues to be high on everyone's agenda and after significant events in the UK last year we find ourselves looking at our own procedures and systems to ensure we stay safe from the risks of fire.

I wanted to be proactive on this so we as an organisation stay up to date with the most up to date guidance and legislation so I decided to register for the NEBOSH National Fire Certificate. This was also something, which would help improve my own professional development and learning. This is a nationally recognised qualification for fire safety and fire risk assessing and in the interests of us as an organisation this ensures we continue to have the necessary qualifications amongst our workforce.

I completed the course and sat my exams in March and now eagerly await my examination results, fingers crossed. Mark Lewis is also due to complete the course in July which will then mean two of us are better equipped to deal with fire issues and elements of fire training across the organisation.



For years, this process has been completed at senior manager/service leader level and has worked well however we continuously look for ways to improve what we do.

Over the last 12 months I have worked closely with all service leaders in all networks supporting them to complete this assessment. I have recognised the skills that both service leaders and staff teams have and I feel support staff in particular can identify potential hazards within the tenancies they work. To improve what we do, we have now started to include and involve support staff in the process from the start. Support staff are working with the service leader to identify hazards, assess the risks and be completely involved in the process.

I will continue to be involved in completing these assessments however the initial self-assessment from support staff will really improve our overall performance on assessing hazards and risk.

The reasons behind this are that the whole process including the risk assessment document and the action plan belongs to those people who use and work to it every day. The standards and information really need to be understood by the people who it belongs to. By involving support staff more I feel we are making the correct steps to improve our procedures and maintain a positive attitude towards health and safety.

Health and Safety Committee & Meetings

The representatives of the Health and Safety meetings which form the committee, play such an important role within the organisation. We communicate really well throughout the networks and we now have two new representatives from the companywide SDF. This was an action from last year which we wanted to achieve, agenda items are now discussed in the SDF meetings and minutes from the H&S meetings are also shared within the SDF group. To ensure we have inclusive membership attending the health and safety meetings, we now have representation from the CEO, Senior Managers, Service Leaders and Support Workers which is really positive.

Over the last 12 months some of the key agenda items have been: fire safety, fire risk assessments & evacuation procedures, electrical safety and the new electrical safety policy, Involving support staff in the house risk assessments and people travelling safely in wheelchair accessible vehicles.

Moving and Handling

The Moving and Handling team continue to meet regularly so we can keep delivering a high standard of training and support to service leaders and staff teams. We have six very competent and experienced trainers who can also support staff teams in house with any moving and handling issues via our referral process.

We have just re-designed the training for service leaders and senior managers and managed to condense this training into a 3 hour refresher course instead of a full day. We have adapted the training specifically to a supervisory role including issues such as challenging unsafe practice and more depth on responsibilities around legislation. This re-design will make the training much easier to deliver and will be more cost effective.

Over the next 12 months we plan to recruit, 2-3 new trainers to join the M&H team so we are in a much better position to carry on delivering this training regularly and to the same high standard.

In July we signed up to a national pledge called STOMP which stands for 'stopping over medication for people with learning disabilities, autism or both'. We are working with VODG (Voluntary Organisations Disability Group) and other providers in the UK to really make a difference and influence positive changes to how medication is decided, prescribed and reviewed for people. In September we completed a review in each network and then produced an action plan to be reviewed 6 months later. All the networks have now completed a full review of their STOMP action plans and have made positive steps to improving how we support people better with their medication.



Care Quality Commission

We have just recently had the scheduled visit from CQC in Trafford and achieved a rating of 'GOOD', which was really positive. Imagine Act and Succeed are now rated as 'GOOD' in all networks Oldham, Wigan and Trafford.

The 'quality visits' within the Wigan network have been re-introduced where a mixture of people including family members, support workers and managers visit tenancies to work through a designed quality checklist. From a strategic level we also want to focus on how we can really improve the quality of the work we do and how we assess ourselves against CQC's 5 essential standards. To achieve an outstanding rating in the future is an outcome we must focus on.



Last rated
10 November 2017

Imagine Act And Succeed

Imagine Act and Succeed



Are services

Safe?	Good
Effective?	Good
Caring?	Good
Responsive?	Good
Well led?	Good



Last rated
30 December 2016

Imagine Act And Succeed

IAS 83 Union St



Are services

Safe?	Good
Effective?	Good
Caring?	Good
Responsive?	Good
Well led?	Good



Last rated
17 November 2016

Imagine Act And Succeed

IAS 71-73 Church St



Are services

Safe?	Good
Effective?	Good
Caring?	Good
Responsive?	Outstanding
Well led?	Good

Stuart Henderson - Quality and Safety Co-ordinator

Wigan

The Wigan Networks continues to be a hive of activity in respect of overseeing an ever changing picture. The coming year will really be a repeat of last year, during which a significant number of people moved into new settings. We are working closely with the Local Authority on a number of projects that will provide alternative living situations for people. This will be a mixture of internal moves and new people coming into the service. We will be checking with everyone we support as to whether they are happy where they are, or whether they want to consider a move. This question or possibility will be an integral part of the new My Review process.

As we look back and talk to the people who have moved home in the past few years they consistently tell us that their move has worked for them. This feedback relates to the people who asked for a move and also for those people whose move related to the closure of their former setting.

Liam used to live at Wigan Lower Road with three other men until the house closed last year. Prior to that happening Liam had consistently stated that he wanted to move into his own flat so we worked hard with him (and a very supportive Social Worker) in providing a number of options for him. We think providing more than one option is essential as this promotes a wider degree of choice. Ultimately Liam chose Bridgman House and his own flat alongside 5 other tenants.



Joe had lived quite a few years at Wycombe Drive and whilst this had accommodated him fairly well after moving from his family home it wasn't as good as it should have been for him. When a vacancy arose at Railway Road, which is a Good Neighbour Scheme, Joe opted to move there. Joe says he is happier in his own flat and he can invite people in to watch sport with him. Joe also says he is very settled at Railway and now has more friends.















Specific housing projects for 2018



The second side of the Hawthornes is now complete and (as we speak) people are getting ready to move there. This second phase offers a bungalow for two people who are currently supported by us as single tenants and four more flats, which are for both existing IAS tenants and new tenants.



Last year we established a support service at Ullswater for three of the people we support in a bungalow and a single flat. There is now an active plan for us to support some more people in other flats alongside the ones with IAS tenants.







We have recently been offered the possibility of providing support to a number of tenants in some single (joined) flats within a new housing development in Leigh. We are currently asking a number of individuals whether they would like to move there. We think this is a great opportunity for some people as they will be in right at the start of a new community.



             



 **The "Right Support" initiative** 



 We have formally entered into a collaboration with the Local Authority with regard to their Right Support Programme. In essence it very much mirrors out own "Just Enough Support" initiative as it seeks to ensure that support levels genuinely reflect 



 specific and individual needs. Although it is underpinned by the Social Worker 



 assessment (as is normal) there are differences in the approach. Services can be 

 evaluated as a whole, rather than a set of individual assessments carried out by 

 different Social Workers, and at different times. This new joined up approach ensures 

 a much better use of resources and maximises better opportunities for independence. 

 So far we have applied it to our apartment based models where people have an 

 individual resource but live within a semi shared environment. The programme also 

 seeks to make use of assistive technology within the overall approach.



PBS Update

We are delighted to have successfully replaced our CITRUS model of positive behaviour support and physical intervention with a new model; ARC. The new model of ARC (Assess / Respond / Care) is accredited with the British Institute of Learning Disabilities and our own PBS trainers are now qualified to apply the ARC approaches for both individual support plans and staff training. We consider ARC to be a very up to date model which feels friendlier in our approach. The team had to undergo significant studying and examination to become a qualified trainer and so far we have 5 people successfully qualified with another two people currently going through the process.

Many people that are supported within the PBS Network typically have large support packages but the concept of Just Enough Support is increasingly being factored in as we move forward. Quite ironically the impact of having large and intensive support packages can be counterproductive in that additional difficulties may be experienced by the individual. For instance more staff support means little or no time alone, which may lead to the environment becoming more oppressive (for the person). Recently we gave much thought to this logic in a particular service within Ashton Road and we began to evaluate essential reports of events that had required authorised staff intervention. From this behaviour analysis we became convinced that intense support levels were contributing to the difficulties and behaviours that the individual was experiencing. We began to explore the idea of predicting such occurrences by understanding triggers and then applied a staff withdrawal strategy at the pre incident stage.

A significant aspect of the staff withdrawal was the use of a picture symbol with the word "GO" on which was used by staff at the point of removing themselves. This approach significantly reduced the number of incidents. Once the approach was well established we discussed a further use of the GO symbol with the tenant, this was for him to use it in a proactive way whenever he wanted his staff to leave. This has also been successful and the individual has time alone in his flat every day, both in a planned way and as a response to him asking.



Stepping Out update

The Gardening Team that we set up last year is now better established and the team have a regular schedule that includes ten different sites. As well as being contracted for the regular work the team also take on one off projects and we still have a plan for further diversifying the range of work. This could include making things to sell and this idea will ensure we are functioning all year round.

The Make and Bake groups have spent time learning about different Countries and this theme has involved appreciating and making foods from particular countries and learning about (and making) flags.

Stepping Out hosted a very successful Christmas sing along in December, at their Music Group venue. There were numerous performances by both people we support and some of our staff. People had been rehearsing for several months and the practice time really paid off as everyone that braved the stage were first class.

In respect of our future shape and direction of Stepping Out we are planning to focus more on small enterprises for people we support. We think this activity will be quite varied and hopefully reflective of what people aspire to achieve. This work will also be in collaboration with other people and organisations as we attempt to set people up in the wider community and business activity.



Wigan Quality Team and process

We recently restarted our own internal quality work after a period of re thinking how it should work. In essence our quality team carry out a review of a particular service and in particular focus on:

- | | | |
|-------------|-----------------------|------------------------|
| Resources | Relationships | Lifestyle and Planning |
| Environment | Health and Well-being | Staff Welfare |

To do this two of the team visit the service several times and meet the people who live there, the staff members and also make contact with the relatives to gather their views. The Team is made of up of Support Workers and relatives of people we support. Having resumed this work we are currently planning a schedule for 2018 that will attempt to visit as many houses as possible.

Holiday Group

We have started work on establishing a holiday advice and guidance group to assist people we support to get a better experience when they go on holiday. A big motivator for this work is to create better affordability for people, as supported holiday costs have increased significantly in recent times. Holidays can feature very highly in the priorities for people in supported living but the fact that most people require paid support makes it a regular and difficult challenge. The group intends to address several areas; to develop an in depth knowledge of holiday destinations with regard to suitability, for people with support needs. This could be more than the location as it could also be specific accommodation or agencies and activities whilst there. As we build up our experience we hope to assist people to plan their holidays so they have a better chance of a special experience. The second part of what we are trying to achieve relates to matching people to go on joint holidays. We feel this has two benefits as it connects people with similar objectives and it will very likely reduce overall costs. Recently, we sent out a holiday questionnaire to everyone we support that asked questions about what different types of holidays people wanted and when they wanted to go. This also included the possibility of people choosing joint or small group holidays, with either people they knew or people they currently didn't know. The holiday group will be a companywide resource so in the future it is possible that people supported in different networks may holiday together and hopefully develop friendships.



Recruitment

Recruitment continues to be a challenge, and we are navigating a number of different routes to advertise vacancies. The figures represent the recruitment activity during the year.

Number of applications	227	Leavers	
Successfully shortlisted	172	PBS Network:	9
Number of interviews days	16	Wigan Network:	29
Number interviewed	71	Wigan CST	8
Number of people offered a job	26		

Terry Keely - Head of Operations Wigan

Elmridge

On the 4th December 2017 we took over the support service at Elmridge Court Extra Care Scheme. Taking on a new service will always have its challenges and our focus in the early days was getting the care and support right for people who lived there. Recruitment was another priority as we discovered the actual hours were greater than we had originally anticipated. We had to hold on tight to our vision and keep team spirits high as team members from across IAS worked tirelessly to ensure people received the best possible care and support.

We are now turning our attention to developing a thriving community hub, which welcomes people from the local community into the scheme as well as offering a number of opportunities to the tenants at Elmridge Court. Our core team of permanent staff is almost complete and we are delighted at the passion and commitment from staff which has been second to none during some tough times.

At the heart of our approach is the brokering of a new relationship with the people here at Elmridge Court – both those we support and those who do not require support. We want to enable people to take control of their own health and wellbeing. We know that relationships are critical to people having the best possible experience, and also to good conversation, therefore we are paying attention to matching team members and people supported as we want to learn from each of the people who live here about what they want to see happening at Elmridge Court.

We are now connected with the Voluntary, Community and Social Enterprise sector and working with Community Circles has been a huge bonus too bringing so many ideas and practical support to the table.

We have connected with “Men’s Sheds” – to offer the grounds at Elmridge for a satellite base. This will be a place for tenants and local men to pursue practical interests at leisure, practice skills or enjoy making and mending, whatever local men want the Shed to offer. Men’s Sheds are about social connections and friendship building, sharing skills and knowledge, and of course a lot of laughter.


We are really excited about moving forward with this and the essence of a Shed not being about a building, but the connections and relationships between its members. One possibility, depending on what people want is growing vegetables, with a long term view to supply the kitchen here which prepares the lunchtime meal each day.

One of the tenants H now has a community circle and two of the organisers of the local Men’s Sheds have attended his first circle meeting. H is going to have his own small shed and realise his dream to have his own chickens which lay eggs – after working on a farm for many years before becoming homeless he is now rebuilding his life and chickens will certainly provide pleasure and purpose to him, along with his daily visit to the bookies for a brew and a bet of course! Men’s Sheds have agreed to build the chicken shed for H. We are in touch with ‘Lucky hens’ to help us find chickens – H’s only stipulation is that they lay – he says “you can’t beat a warm egg in the palm of your hand!!

Age UK are now holding sessions here every Tuesday 11am – 2pm, again the group members (both tenants and local people are welcome) will decide on what they want from the sessions over time, as a starting point we are running sessions around the things people we support have told us they enjoy which are captured on their one page profiles.



Another lady is going to support the development of an allotment and again people living here will be involved in the growing and picking, with a view to cooking what we grow and sitting down to eat it together. We want to extend this to local people who maybe do not have a garden, and they take a piece of land here to grow and then join us for a brew too.

The background of this section is a theater stage. It features a large red curtain with gold tassels at the top and sides. Below the curtain is a stage floor, and in the foreground, there are several rows of red theater seats. The text is centered on a white rectangular area on the stage.

Other opportunities in the early stages are “Inedible edibles” and “Pianos, pies and pirouettes” which was a group teaching men ballet run by Alan Gregory, he is a local musician who is now looking to put on a fully inclusive Wigan musical, Tim Rice and Ian McKellan are involved, Alan has appeared on Granada Reports around this venture, his vision is to take the musical – “Beyond Wigan Pier” – on tour. R, a man who we support here at Elmridge travelled the world as musician touring with stars such as Tina Turner, he is now living with dementia and we are exploring how he may be involved in the musical.

We have now linked up with Joining Communities and have a number of ventures we want to explore together, including putting on 'My Tech and Me' courses. A tutor will come over and run a course here to teach people how to get the best out of their mobile phones, they will organise the wi fi for the courses which will be open to the public too. Some people in the group may choose to become a digital mentor and receive a level two qualification.



Another exciting development is to use Elmridge Court as a Joining Communities hub for this area. Exciting times ahead!

Jill Pilkington - Head of Operations Elmridge

Housing and Assistive Technology

This year has seen us think long and hard about our services. The need to change in climate of Local Authority financial restraints is now more relevant than ever. We have said goodbye to some long-standing properties that have served people well for many years such as Wigan Lower Rd in Wigan and Warwick Drive in Trafford. However this is simply a reflection of us responding creatively to the needs of the people we support and with a commitment to ensure the quality of people's lives remains our focus.

Oldham

Without doubt, one of our main tasks in Oldham has been the managing and ultimate deconstruction of Heathside. We inherited this property when our contract was reconfigured some 18 months ago. Since taking over this service, we have faced many problems but it's really concerns around fire safety and evacuation that have brought things to a head. However, this may also provide us with an opportunity, as the building is modern and could have a different use in the future. We are currently exploring options with both the landlord and the local authority on this issue.

A family in Oldham has recently approached us about the potential use of their family home to support their son and others. This may or may not be seen as a best route for this particular family but it says a lot for our Oldham service that it has been highlighted to be involved in this proposal and it goes without saying that we will be as helpful and supportive as we can during this process.

In the coming months I will be spending some dedicated time in Oldham to assist the Service Leads with Fire Risk Assessments. Again, we have had to work hard with some services that we have taken over to ensure that things are right from a support and housing point of view. This work will pay dividends and I hope that people will feel fully supported in this area.

Salford/Trafford

As previously mentioned, although we said goodbye to Warwick Drive and Fiona Gardens in Trafford we did see the return of one of our former properties in Davyhulme Road, which was successfully negotiated as a replacement for Winchester Rd. Tenants Mary and Robert now live with Max who previously lived at Warwick Drive. This really did take some time but was well worth the wait.

Our new development at Woodsend Circle has suffered some build quality problems. It was thought at one time that the people we support might have had to move out due some urgent work that was needed to the roof. However, it now seems this will not be the case. The bulk of my work in Trafford is ensuring that all Fire Risk Assessments are up to date and in this respect things are going well.



Wigan

Things have gone well in the Wigan network with our use of the second side of the Hawthorns now almost ready for occupation. The transformation of the building has been remarkable. We also have the bungalow at the rear of the Hawthorns, which is now complete.



Again, this building was unfinished for many years but is now complete and will make a great home for Colin and Marie who are set to move in soon. Care Housing are our housing partner on this project.

A new build scheme in Leigh which see's two blocks of 4 one bed flats is on offer to us. It remains to be seen how many of these flats we will take but shows yet more options for the people we support.

Our now well established schemes at Railway Rd and Ullswater House have also proved their worth with some people moving on and others moving in. In the case of Ullswater, more flats are likely to be available in the near future.

One big piece of work in Wigan was the taking over of the extra care scheme Elmridge Court at Lowton. From a housing and support point of view taking over services like this do mean different ways of working for us but at the same time offer even more diversity within our charity.

As with the other network the never ending round of yearly fire risk assessments in the Wigan network continues with an overall good understanding of the importance of fire prevention.

Assistive Technology

The use of assistive technology is being used to varying degrees throughout our networks. A recent trip to the "Wigan Smart House" which is a property set up to show off a vast array of kit was mind blowing. I'm am about to arrange some visits for our Service Leads to take a look at what's on offer.

We recently ended our long association with "Just Checking" which we used as a movement monitoring system when we had concerns (or needed information) about people we support. It was very useful in terms of feedback when people were looking to move to a more independent way of living or if we had concerns about the removal of night support. We have recently tried another system with a view to replacing Just Checking. This system had more features but in a test use did not seem very easy to use for a number of reasons. We now need to think again and decide what to do next. We will take advice from others who are using other systems or may return to our original choice.

Health & Safety Meetings

I attend our quarterly Health and Safety meetings and whilst it might be stretching things a little to call them fun, they are really very good. We try at those meetings to cover the basics in terms of our data that each network produces but we also have "hot topics" which seem to come to prominence in one way or another. They are very informative meetings of which the content then goes forward to network, team meetings and service development forums. This feels like good practice and many subjects that have been brought up have been then directly included in fire or H&S risk assessments.

Summary

With the headlines around Social Care and the constraints on local councils it would be very easy for us to be down cast and frozen in fear of what the future holds but this is not so. We continue to look at ways to operate in the best way possible for the people we support and our staff. We seem to be held in high regard by the people who commission our services. We have some potential new projects to look at in the coming months that could again see us doing new things. We are doing our best in difficult times.

Mark Lewis - Housing and Assistive Technology Lead

Human Resources

Gender Gap Pay Reporting

The government last year brought in new legislation that required all employers with more than 250 employees to gather data and report publicly on their Gender Pay Gap by April 2018 for figures from April 2017 and continue to do so.

The legislation follows on from the Governments Think, Act, Report initiative, 5 years ago, that encouraged voluntary transparency in organisations around equal pay.

Gender pay reporting asks us to report on:

- mean gender pay gap in hourly pay
- median gender pay gap in hourly pay
- mean bonus gender pay gap
- median bonus gender pay gap
- proportion of males and females receiving a bonus payment
- proportion of males and females in each pay quartile

Reporting on pay gaps can help us understand the size and causes of our pay gaps and identify any issues that need to be addressed. When reporting we had a 0% median gender pay gap and a -5.92% mean median gender pay gap. This means that we go against the national average!

We have currently identified that 72% of our workforce are female, so we are reviewing how we can encourage more males into the organisation. We are also reviewing how we can encourage more males to apply for more senior roles when they become available.

We will be required to continue report and publish the findings annually, we don't anticipate very much change in these figures as our management team from Service Leads up is predominately female.

The government are looking at ways to expand the reporting going forward, currently they are looking to extend the reporting to highlight the gap in Chief Executive pay against lower level employees. There is also a case for BAME gap reporting to be included going forward also to ensure that minority groups are not being disadvantaged.

Recruitment

Recruitment in the whole of the sector has been difficult in the last couple of years and continues to get harder. At a time when Local Authorities budgets are cut it becomes increasingly more difficult to reconcile with the actual staffing costs.

This in turn can mean that we are unable to offer the rate of pay we would like, to ensure we are office competitive salaries, while continuing to be sustainable as an organisation.

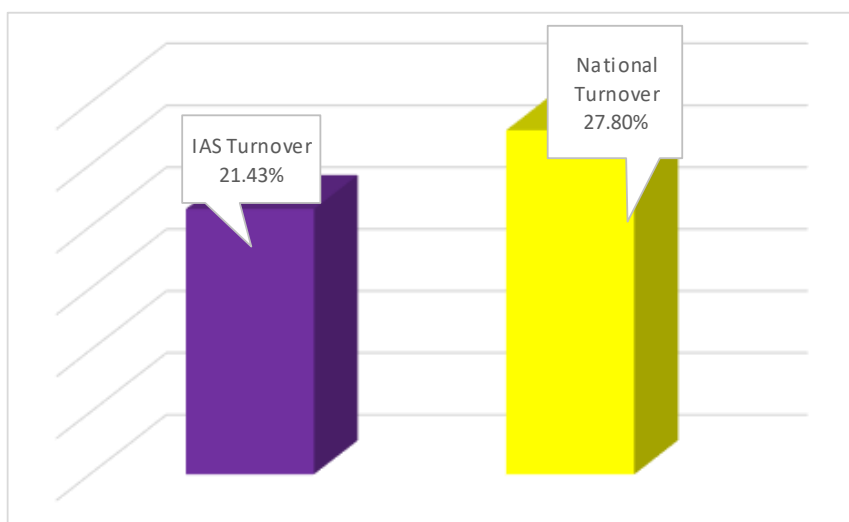
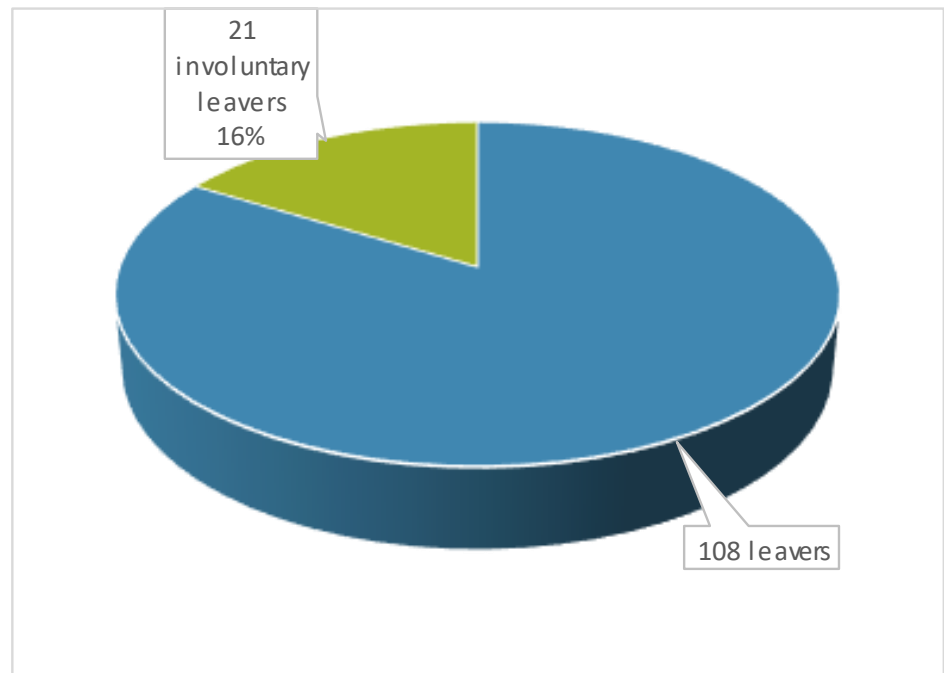
We have started using social media more frequently to highlight vacancies this allows us to continue highlighting the profile of the organisation.

Over the last twelve months we have introduced a referral payment for people recruited via word of mouth by existing staff, it is only a small payment but this has been a good tool for us and has identified some excellent new staff in this way.

Turnover

Over the last twelve months 108 people have left the organisation, of these 21 of the leavers were non voluntary leavers, either due to TUPE or contracts being ended, 70% of the non voluntary leavers were due to contracts being ended during their probation.

In these tough time of recruitment, I believe it is positive that despite the struggles with recruitment our managers will still ensure that any new recruits are right for IAS and ensuring that we continue to recruit the right people for the right roles.



Our current turnover rate, April 2017 until March 2018, is 21.43%, this is quite static to the same period 12 months (April 2016 until March 2017). This is slightly lower than the industry average of 27.8% according to Skills for Care report 'The state of the adult social care sector and workforce in England 2017'

What we have noticed, more frequently, is that some staff are leaving and then regretting their decision, and returning to IAS, which is testament to the organisation.

Over the next 12 months I am planning to look more forensically at the information we receive via exit interviews and turnover, to allow us to learn from the information we gather and report on areas that are working well and areas where there may be some issues, this will allow us to work with networks and teams and hopefully identify any support needs and share examples of where and why things work well.

Sharon Walsh - Head of Human Resources



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