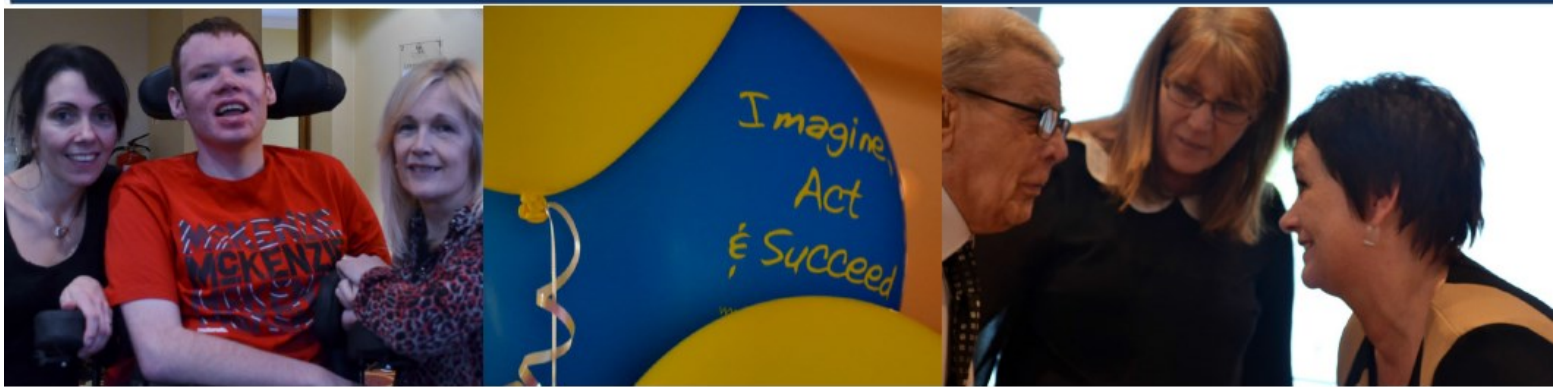


Imagine, Act & Succeed



Annual Report

2014



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Introduction

Welcome to the third Annual report. We have had an extraordinary year of extreme highs and success, alongside some very difficult and emotional situations that we have had to deal with. As ever the outstanding support that has been demonstrated for the people we support their families and the staff that work in the organisation has been brilliant.

I do not intend to go into detail in the introduction because what you will see when you read the Annual report is a report from each department or area about what their focus has been over the last 12 months. The activity and creativity in each area is amazing.

We continue to find ourselves in a difficult economic climate as do our colleagues in the local authorities that we currently operate in. Things get increasingly tougher yet we seem to raise to the challenge with integrity and creativity over and over again. Our ability to co-produce alternative options and solutions for the people we support surpasses all expectations. It is down to every person who works in the organisation that we find ourselves in a strong position and continue to push the boundaries and flourish. Our continued push to see what can be achieved in difficult situations has been acknowledged by other North West local authorities. This has enabled new relationships to be developed or formed. Some of those are with housing providers and others with neighbouring local authorities. We have learned that in order to get the great lives for people in such challenging times the only way forward is partnership working. As mentioned earlier this year has not been without its difficulties. Sadly after an ongoing struggle with the tender process that the Salford Local Authority chose to implement, we had to say a sad farewell to people, their families and staff in December. Although we had made the right decision for the right reasons I cannot emphasise how difficult and emotional this was for everyone involved. I have to say a huge thank you to everyone who was involved at this difficult time. The handover was completed with absolute integrity, humility and professionalism.

One major piece of work that we have implemented this year is the auto-enrolment into the pension scheme. We wanted to ensure that the people who work for IAS got the best deal possible in relation to being part of the pension. Unlike many other organisations we implemented a high percentage from the outset and continue to have one pension scheme for all. This was not without its difficulties but we feel very proud that we had staff's best interests for the future at heart.

Our new partnerships go from strength to strength. A major influence in this is our track record of implementing 'Just Enough Support' and creative housing solutions and options whilst keeping people at the centre. The work with Trafford Housing Trust has developed and we are looking at developing new models of care and support for the future, this is a very exciting project.

We are also working with a technology provider called Just Checking to use our expertise in 'Just Enough Support' to enable other local authorities and providers to be creative in finding solutions that produce the win, win, win situations for all. We have started a piece of work in the Wirral where our experiences of this are being utilised. These are a few of the new areas of work we have been exploring, alongside this we have been successfully accepted on to other local frameworks an example of this is Stockport, we continue to explore this in other neighbouring authorities.

All four networks in the organisation have had unannounced inspections completed by the Care Quality Commission during the last twelve months and I am pleased to say that we were viewed to be compliant in each area.

We have three new trustees that joined the board this year. The board continues to develop and take their responsibilities to the organisation to new heights. A development for the year is for us to create a Peoples Council. The company wide council will be made up of people we support who will communicate with the board regarding significant issues.

On March 14th we held our second companywide celebration day. Last year was a great success and created a slight anxiety as to how we could improve on the day. The day was a real opportunity for people to come together to hear what had been happening in each area with the Board of Trustees. Dare I say it was even better than last year and I know that there are plans to run something similar on a local level in each local network to enable more people to be involved in the celebration. In such difficult times it would be very easy for us as an organisation to stop this kind of event but it is what makes us stronger and feel connected so is very important that we make time to do it.

One of our major focusses over the last 12 months has been how we could offer a pay award for staff. This was very important and to us all including the board of trustees. We are more than aware that it is the responsible attitude and creativity of all that has contributed to the continued success of the organisation. We have had to engage in some careful negotiations to make this a reality without this having a detrimental effect on staff terms and conditions. We will have to continue to be as vigilant as we have been for the future to ensure its sustainability.

I hope that you enjoy reading the Annual report, it is a summary of the huge amount of work that happens across the organisation and is a credit to everyone connected to Imagine Act and Succeed.

Thank you for your continued support and dedication to changing people's lives for the better it is very much appreciated. Here's to another great year.

Ruth Gorman

Chief Executive Officer

Business and Administration

The Business and Admin team are located in offices across the organisation providing business, infrastructure and admin support. There have been some major changes this year, as well as a temporary change in leadership within the Central Team with the Head of Business taking Maternity Leave, and a temporary Acting Head of Business taking up the role.

Server

The purchase of a new server solution has been another one of the biggest changes within the Central function this year. This took place in October 2013. The option of an off site server was chosen. This offered us more security and stability, with a faster connection for each of the offices. It also gives more flexibility, as it can be connected to from anywhere, meaning that leadership and staff teams can access the email system and master documents whilst in tenancies or offices. Clever IT who are our current IT providers installed the new system. The server solution also means that we are using the latest Microsoft office software, putting an end to some of the compatibility issues we were beginning to experience



Admin team

The admin team has remained static this year with no vacancies. The team continue to work hard, as well as number of the team continuing to go the extra mile; members of the team also provide support to people out of office hours, in Leigh a member of the team attends the Social Evening voluntarily and provides admin support for this regular event. All of the team at the Chorley Road office, along with the Central Administrator worked intensely to ensure the handover of the Salford tender went smoothly from an administration perspective. Company Wide induction continues to run, and the Service Manager (Admin) co-ordinates this. this. The Central Administrator provides admin support to the Board of Trustees, and co-ordinates arrangements for Board meetings.



Appointeeship

The Appointeeship Admin function continues to be a very busy and essential role and we are very proud of being able to offer this service. The Central Administrator that provides this support has been very involved in the processing of the new ESA claims, and supported people and families with filling these in and around the assessments that the benefits agency request. The role has also been very busy co-ordinating the setting up of new bank accounts in Trafford / Salford and Oldham and supporting people with this. Advocating on behalf of the people we support is central to this role.

Website

The website is being well used for recruitment and has proven to be an effective tool for new staff attending The website still contains news and stories, and will continue to be one of the most important tools to show great stories and useful information.



Marketing

Over the last 12 month we have been able to produce new promotional items for Reablement and Just Enough Support – a comprehensive information leaflet explaining the service. A new display banner is in use for attendance at events place adverts in a national publication as well as a number of local publications. The IAS Newsletter continues to be produced and the latest issue has just been distributed.



Pensions

Another major change this year has been pensions. Auto Enrolment into IAS's pension scheme began in November 2013. It has been a difficult process but it does mean that more IAS staff will benefit from a pension when they reach pensionable age. The minimum government requirement for auto enrolment pension schemes is for IAS to contribute 3% from Oct 18. However IAS decided to contribute 4% from Nov 13. That's an approximate £120,000 per year additional cost for IAS, and this shows that IAS is committed to provide a good pension for our staff.

DBS

This year there have been some changes to the DBS process. IAS no longer receive a disclosure certificate for new applicants, instead the disclosure goes only to the applicant. An update service is now available, where, if an applicant is registered we can use an online check to get a disclosure rather than the applicant having to apply for a new full price DBS check.



Disclosure &
Barring Service

Partnerships and working groups

Members of the team participate in a number of groups that further the development and quality of support offered by IAS ; these include the Health and Safety Group and the Strategic Quality Group. The Head of Business has recently joined the working group looking at IAS's leadership training programme.

Pensions

Payroll have worked tirelessly with the administration team to ensure that the auto enrolment process was completed.

A system is now in place and is running smoothly. About 10% of eligible staff have opted out of the pension scheme, but we are pleased to say that people who are in the scheme have a great head start for their retirement and IAS are really pleased to be able to offer this to staff.

Contracts

We are currently reviewing our contracts of employments, the changes will be the wording of the contracts, trying to ensure that they are easier to read, hopefully in more plain English.

Reassuringly, there will be no changes to the terms and conditions of the contract that will be detrimental to anybody's employment.

Once the draft contract is in place we will start a consultation process to ensure that the changes are clear and that people are confident in the new style contract.

Staff Induction

The staff induction booklet has now been used for about a year, and is working well. The information in it is clear and leaves a new staff member and any person who line manages them confident in where a new staff member is within their employment. Staff are making their own comments within the booklet, this appears to be giving new staff the opportunity to reflect on what they have learnt, which can only benefit both new staff and the individuals they support.

Facts and Figures

In the past year we have said a fond farewell to a number of staff including the staff who moved with the TUPE transfer, who have all in their own way helped shape IAS through the years.

During the period of March to February over the last two years we have had on average 92 leaver per year, this means we have an organisation turnover figure of 17%. This figure excludes the 100 people who moved from IAS .

with the TUPE transfer, which would take the current turnover to 33%, we are expecting a steep drop in this next year.

We currently have 421 staff and it is amazing that we have 130 staff who have worked with us for over 10 years. The longest serving staff member has worked been with us for 23 years and 8 months. This is fantastic and most organisations can only dream of this kind of commitment.

Team Meetings, Appraisals, Job Consultations

Over the last year we have re-iterated to teams the importance of ensuring that Team Meetings, Job Consultations and Appraisals happen.

Over the last year we can clearly see a visible increase in all areas from the previous year as show below:

Job Consultations

In 2013 – 2014 93% of Job Consultations were completed company wide, this is in comparison to 76% of Job Consultations being completed in 2012 – 2013.

Appraisals

In 2013 – 2014 88% of Appraisals are up to date, this is a significant increase to 2012 – 2013 which was 56%

Team Meetings

In 2013 – 2014 95% of Team Meetings took place, compared to 75% in 2012 - 2013

We believe that these increases are due to the drive we have done to ensure people understand the importance, and also due to the new induction process we have in place, the booklet is excellent for new staff, but it also appears to act as a reminder for Managers to ensure meeting take place. This is an unanticipated advantage to the induction booklet.

Changing Shape

2013 has been a typically busy year for our Wigan Networks and a year of significant change. We have placed great emphasis on addressing the changing climate that we are all experiencing within the Social Care sector. Over time the two Wigan Networks had established many individual services, following the remodelling of group homes, originally set up as IAS Wigan was created.

In some respects the establishment of individual settings for people (23) brought with it a level of funding that today is considered high cost. So the challenge for us was to maintain an individual approach for people whilst paying respectful consideration to the financial potential of the Local Authority. And equally important the need to get the communication right for Tenants, their Families and our Staff.

We are well underway in addressing the changing shape of our service and working very constructively with the Local Authority. This doesn't mean them simply telling us how it has to look as it is more about us providing creative solutions that are also attractive to them.

One good example is Railway Road; where 6 people from our existing contracts have moved into flats and live alongside people who have general tenancies and more importantly adopt a good neighbour outlook (to the supported Tenants). The cost saving element to this scheme is really a beneficial by

-product as the main purpose is to achieve a greater degree of integration for the Tenants.

The first 6 months have gone exceptionally well and we are very proud of this new type of service. Technology has played a part in the overall success of Railway Road, as well as our overnight support a Careline system is used for the 5 tenants who don't have a sleep in their accommodation.



Another similar model we have worked on is Kane Court, we have supported either one or two people there for many years. Essentially Kane Court offers the general public accommodation (22 flats) with the Landlord being a Housing Association.

We have now increased the IAS supported Tenants to 4 and created a similar model to Railway, more by way of gradual expansion than purpose designed.

As with Railway all the Tenants have benefitted from the move and their families have been entirely supported of this new way of living. It is possible that there could be a fifth Tenant in the future. We have found that with both Railway and Kane Court that we have not been short of willing candidates.



We are also committed to another flat based scheme in Hindley, the Hawthorns which is a former Residential establishment that has been redeveloped into a range of apartments. We have identified 8 people for consideration (to live there), 7 of which have stated they definitely want to move in (the 8th person will need best interest work done to capacity issues).

We are also well underway in deconstructing the 4 Block Contracts we hold in Wigan, again a shared vision with the Local Authority is hugely beneficial. We are optimistic that 2014 will be the last year that we contract on a block basis and that individual arrangements for all will become a reality.

Day Centre Closures

The Local Authority are well underway in reshaping their existing Day Services, in effect this amounts to some closures. We have done a piece of consultation work with all Tenants, supported by IAS, that currently attend Day Centres with a view to establishing whether they want to continue or have an alternative service. We are now at a point where we feel it necessary to create a more formal alternative service for people to access. We have been facilitating two separate weekday activity options for people but the scale of numbers of people wanting such services means we need to create additional facilities. Therefore we will shortly be appointing a service Facilitator / Organiser who will build and oversee support taking place outside of our existing service. We envisage this being a very diverse and changing service based on shared interests and existing community facilities. Last year we did a piece of work that questioned whether people were happy with the things they do, either with IAS or at the Day Centre and this also included questions about what they would like to do if it was on offer. So we are not short of ideas but it is the organisation and implementation that we need to soundly address; hence the need for someone to lead on this work.

Support Worker Awards

Last summer we held a get together at the Leigh Cricket Club in order for people to drop in and look at some of the filming we put together for the Companywide 2013 Celebration. We also decided to introduce a “Support Worker of the Year Award” scheme in the weeks leading up to the day and then conduct the awards at the get together. We had 2 awards from each of the Wigan Networks and all Support Workers were encouraged to think about situations where their colleagues had made a significant difference or contribution in carrying out the support they give. Diverse ideas were encouraged and understandably we had many nominations which we then worked through and arrived at the final four. Some of the Tenants we support conducted the presentation of the awards.



Specific Teams and Groups

We are pleased to confirm that the **CITRUS** Team that was created in Wigan has now expanded to a Companywide service. As we speak we have people, from outside Wigan, going through their training who will then join the existing Team.

Our **Recruitment and Probation Team** continue the good work, since introducing the new way of interviewing (group session and private) and supporting people through their probation we feel we are benefitting from this additional commitment in managing new Staff. In 2013 the Team received 122 applications, shortlisted and interviewed 66 people, appointed 37 people and ultimately passed 25 people successfully through their probation.

We have recently established a specific **Autism Team** made up of 6 people who have successfully gained a qualification by way of attending a 6 day University course which was run by the National Autistic Society. All Local Authorities in England have the responsibility of delivering on the Government’s “Autism Strategy” which was created after the Autism Act went through Parliament. Although the implementation of the strategy is the responsibility of Local Government we believe that Learning Disability Providers should also seek to improve and better understand the support they provide to people with autism. Our long term aim is to have a working model that ensures that all people with autism in IAS Wigan benefit from the involvement and influence of the Autism Team.

Our internal **Quality Team** have continued to carry out service visits in both of the Wigan Networks and also took part in one in Salford. We have an active plan to involve more Support Workers within the Team in order to achieve a better balance, in respect of the make-up of the group. We also have four family members in the Team as well as Team Leaders. It is interesting to note that the CQC have embarked on a similar quality model, that of including relatives in service inspections. Did they get the idea from us? They were certainly impressed with the idea!

Facts and Figures

We currently support 81 people in 41 services, which are configured as follows; 28 people in 4 person houses, 15 people in 3 person houses, 14 people in 2 person houses and 22 single tenancies. Of the 81 people we support 58 have regular contact and input from their families.

Trafford Salford

Salford Tender

Our main focus over the last 12 – 18 months has been the tender process in Salford. This involved some difficult decisions being made and the services being transferred to several other providers on 2nd December 2013. This has been a difficult and emotional time for all. To wish people well and say a huge thank you a farewell / celebration evening was held on 22nd November 2013. This was attended by many people we support, families, friends and staff.

Personalisation Framework

We have submitted our application for the personalisation framework in Salford, this is something we needed to do to enable us to continue to support people on community support.

Trafford

We continue to have positive relationships with Trafford Local Authority and are keen to expand our network. We were successful in gaining a contract for 2 gentlemen with autism sharing a property on Kenwood Rd, Stretford. We took over this contract in February 2014. This created opportunities for staff who had requested and who we had invested in to come back to IAS. We are currently in the process of discussing / agreeing a new contract for the property above which will be supporting 3 people.

We have recently submitted a tender for 4 young women in Trafford. We will hear if we have been successful at the beginning of April.

We are in the process of applying to be an approved provider on the Homecare Framework in Trafford. This is a requirement for the work we will be doing with Trafford Housing Trust at their extra care schemes.

Fiona Gardens (below) will be opening on the 1st June 2014. We will be the support provider at this scheme and are currently involved in the assessment process and meeting with people who will be living there to complete one page profiles. This is an exciting new venture!



Stockport

Due to the significant changes to the Salford network we had discussions about future work in new Local Authorities. We made the decision to apply to become an approved provider in Stockport, we were successful in our application and are now on the framework there. We have put in 2 tenders recently but unfortunately have not been successful (although came a close second on one). We are currently awaiting feedback from both and so we can make some decisions about future bids.

CQC (Care Quality Commission)

We had an inspection on 31st October 2013 and received a good report. Feedback from people supported, families and staff was great.

CITRUS

Stuart Henderson and Colleen Raynor have now completed their training to become qualified CITRUS trainers. We have recently made the decision to build on the excellent work Wigan have done and have a companywide CITRUS network / team. We be working towards this together over the next 12 months.



First Aid

Colleen Raynor qualified in August 2013 as our companywide First Aid trainer. To date she has trained 251 staff and training dates are planned for the next 12 months. We have

had great feedback from attendees across the organisation and from the internal verifier who was impressed at how professional the training and documents were presented.

Safeguarding

The analysis, reflection and learning from records over the past year has been communicated throughout the network. This has been on the tenant's forum agenda recently and we are now looking at how to improve our accessible complaints document for people. This was also fed back to CQC when they visited in October.

Community

In last year's board report we included the work the social work students on placement with us were doing in relation to setting up a social / leisure group for people supported in Salford. This resulted in the Make and Bake group being established at a community centre in Swinton. This is now well attended and is a place where people have made real friendships. This has also been good for some people to keep in touch with each other following the tender process.

We currently have another social work student on placement with us and so due to the success of the Make and Bake group in Salford she is now working on establishing a leisure group for people in Trafford. We have also made contact with another provider in Trafford with a view of doing this project together and to explore ways we can share resources.

People

We have now re-launched our tenant's forum. This group is predominantly a new mix of people as many people from the original group were involved in the tender. At the last meeting we focused on the CQC visit and how we could communicate this back to people. Claire (who continues to be the independent facilitator) devised a visual tool alongside the accessible report to help people understand. This was well received and people had some different suggestions about what they felt CQC should check. This is something that we have fed back to CQC.



Ryan's wish list

Ryan moved into Davyhulme Rd 11 months ago and this transition was an anxious time for him. Ryan tells us that he has learned a lot about himself over the last 12 months and his relationship with his parents has gone from strength to strength. Ryan has recently joined the tenant's forum and is keen to share his experiences with other people who are going through similar things. Ryan has now put together his "wish" list about all the things he would like to do in the future! He made a short film about this which he would like to see on the website.



Working Together for Change

We have recently spent 2 days with Trafford Local Authority, people supported, families, friends and other providers using the working together for change process. The days were brilliant and felt very inclusive, John Carrick can be seen here facilitating a group discussion about how people can take control! We have agreed to be part of the action group to plan how we take the information forward and make things better for people. We made lots of contacts throughout the 2 days and have agreed a number of meetings with different people with regards to some joint work e.g. setting up a leisure group, helping one lady move on from her family home.



Family and friends forum

We are very proud of the work we have done with family and friends over the years, in particular the communication plans we implemented with each family member. We now need to re-establish this in Trafford and plan our next forums. We have had individual conversations with people and have a significant number of new relatives who are interested in being part of a forum that can really influence the services we provide.

Dementia training

In March Gill Bailey provided dementia training for over 20 staff. This was arranged to support staff who will be working at Fiona Gardens to be able to provide good support for people who have a dementia. Trafford Housing Trust also attended this training.

Feedback from this training has been really positive. We are now looking at putting together a team of “Dementia Champions” who can take a lead within the wider network.

We recognise that this is an area we really need to focus on with regards to future work and making services better for people we support. We have identified a couple of people who have a real interest in dementia and they will be aiming for an academic qualification over the next couple of years so hopefully we can specialise in this area and demonstrate how good services can be.

Service Development Forum (SDF)

again this is something we need to re launch due to all the changes. The first meeting is planned in April. Reps have been agreed and we are looking forward to how this progresses.

Oldham

There have been many good things happening in Oldham over the last year, some with people moving house. Marayam, Ruth and Zoe moved from Oxford Street last September into their new flats and have settled in really well.

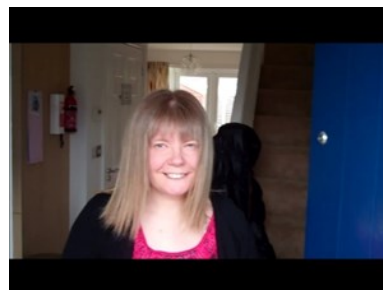
Marayam is now working toward her next move. Having been to Gaynor's new house she would like to move in a year or two to something similar with reduced levels of paid support. We are supporting her to achieve this through positive risk



and Just Enough Support.

Dennis moved into Ash Grove, he gets on great with Alf and Jo, the three of them are always out and about. It's good to hear that Alf and Dennis often go to Manchester United matches, both being committed fans it makes their day watching the match live.

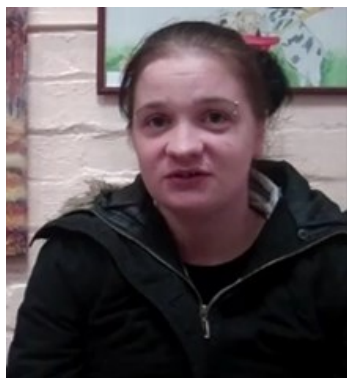
Marayam and Gaynor have both done some voluntary work; Gaynor at the hospital visiting patients and Marayam working at the Boat House café in a local park. Although they no longer want to participate in these roles it has helped them to consider what other jobs they feel they are suited to, Gaynor now plans to try volunteering at the dogs home because of her love of dogs.



Sandra is a real people person and loves bringing friends together. She frequently hosts come dine with me and curry nights inviting her friends to her flat. She asks for a small donation she sends to cancer research. Gary continues to shop for his elderly neighbours, as started during last year's M.A.D course. He has been a lifeline to them during winter and they do appreciate him. Gary's mum is very proud of him for doing this.

Springhead community centre continues to thrive proving to be a useful resource as a meeting place for people to come together to catch up, spending quality time card making, having a sing along etc.

A young lady Terri and her support worker have taken the role of hospitality at the centre ensuring there is a good supply of snacks and refreshments available. More recently they have been providing lunch on arrival for people, this has been well received and given Terri a real sense of purpose and responsibility. We are in contact with a training organisation for Terri to enrol with QCF to complete food preparation and catering Qualification.



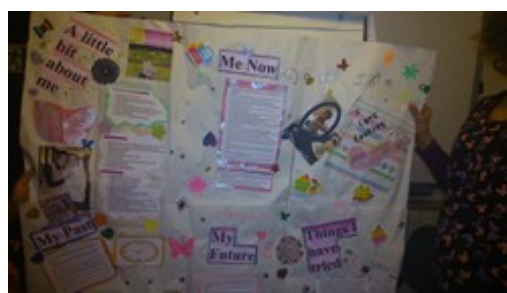
The fire safety officer visited recently to give a talk on fire safety within the home, people found this very interesting with lots of questions asked. This has prompted us to think about how we can make people generally more aware of health and safety. We will be presenting a range of talks that not only raise awareness they will equip people to know what good support looks like from a health and safety perspective.

Training and Development

We continue to provide Make a Difference training across Oldham and Wigan, with this year's core teams making outstanding contributions in working and planning with people around how people can feel part of their community. There are some presentations accessible on the website that show examples of what people have been achieving. We updated our training package this year based on our experience and learning over the last few years,

we feel in addition to having great support workers on board, reflecting has and amending our training has contributed toward peoples improved understanding of our aims and objectives of the course. We are in contact with a learning disability provider organisation based in mid Wales that are very interested in learning from our experience of M.A.D training with a view to developing their own course. We have met once and will meet again soon to share the detail of our training programme to assist with their development.

A new group of people will be part of M.A.D course this autumn with their core staff focusing on people's gifts and contributions then planning the following twelve month journey that aims to support people to feel they belong and contribute within their community.



By completing Oldham council train the trainer course for safeguarding we are now equipped to ensure that all Oldham based staff are trained to local authority standards. Feedback from training days staff have attended has been positive. We have a day planned in May for new staff that have joined since the last training days that was provided last July.

We are delivering Mental Capacity training with all teams across the network beginning in May and throughout the summer months.



We have a yearly plan in place for all other mandatory training including health and safety cascade and moving and handling and First Aid.

Recruitment

Recruitment is ongoing based on the shared vision and commitment that we only offer employment to outstanding candidates that we believe come to us to make a difference. By carrying out regular interviews and having candidates at different stages throughout the recruitment process we don't feel compromised to fill a vacancy based on reacting to a potential staffing crisis but respond positively in a planned and well thought out way following person centred recruitment and matching staff principles.

Our recruitment group meet monthly to discuss all aspects of recruitment and the tracking of new staff during their probationary period.

Reablement

Our reablement pilot reaches an end this month. We have worked with over one hundred people with their reablement journey with much success. We are in the process of analysing the last 22 months, looking closely at the journeys we have supported some people with. We are gathering information on cost of service pre and post reablement, how many people have been re-referred and what people have gone on to do following the reablement journey, also how many people have not required paid support following reablement.

Oldham council will soon be reaching a decision about the future of reablement for people with learning difficulties, partly based on the information we provide. If reablement continues and if so what it will look like based on local authority need. We should know more about this during the following few weeks.

It's planned that over the next few months the core team will be working alongside providers and practitioners in Wirral that are newly setting up reablement teams. Our team is looking forward to this role.

Our Focus for this Year

With a relatively new leadership team, having four team leaders that have been in post now for six months we are re focusing on Time to Think principles, ensuring that these values continue to form part of the culture that exists in Oldham.

We are aware that we pay a lot of attention to staff health and safety training, however we feel we could do better cascading this to people we support to enable them to better understand how to keep themselves healthy and safe. We will be doing sessions at Springhead community centre where many people attend weekly. We started this with a first aid awareness session. More recently a talk from the local fire safety officer which people really enjoyed. Next on the agenda is abuse and safeguarding.

We also plan to cover personal safety both within the home and in community, healthy eating and lifestyle and moving and handling.

As opportunities for new work arise in the borough we will consider what fits with our philosophy and values along with our own plans for the future of the network and organisation.

We are looking to acquire a new office base that better meets our needs. We would really like our own large accessible training room, meeting room and not forgetting parking for everyone. We recently had our office valued and are presently looking around to get an idea of what's available within our price range.

Housing & Assistive Technology

With the Railway Rd Project now up and running we are able to offer Wigan some real savings. One sleep in now covers all six tenants. There has also been some reduction in day time support.

This mixed tenure scheme has proved to work really well with the general let tenants seeing their co tenants as just that. "I've met David today and he is really nice. I can't wait for him to move in" said Michelle Fury David Hall's new neighbour.

It's our intension to promote this mixed tenure model as much as possible with other local authorities and partners as we feel it not only provides savings but also ensures the people we support are not viewed as living separate and apart from the wider community.



A conservatory is now being built at Railway Rd which will provide some communal space.

Other creative ideas



The Hawthorns. Once up and running this ex residential home should see 8 people supported. It offers very spacious apartments that are a mixture of two and three bedrooms. People are really looking forward to moving in.

IAS and THT—Working Together

Fiona Gardens

We have had many meetings with Trafford Housing trust in recent months. We hope to be the onsite

care provider at the new Extra Care Development when it opens this summer. Negotiations are at an advanced stage and IAS has been involved in the planning stages of this project.



Birdseye view of Fiona Gardens



View of a Room



Marlfield Court- Flixton

THT asked if we could meet with the residents of this court to look at ways to help their social group with ideas for activities and to look at involving the wider community. We have just asked each tenant to fill in a questionnaire and we will be having the next meeting in the next few weeks.

Rochdale Road

Whilst we do have some big projects going on its still important not to forget how easy it is to change someone's life for the better by getting a higher standard of accommodation. This property was offered to us by one of our working partners New Foundations. The previous provider had no use for it but still had a long lease to run. The property was completely re-furnished to a good standard and Maryam and Ruth both moved from Oxford Street to their new home.



IAS housing Specification

Nobody who is supported by IAS should move without a Housing Spec being completed. It's important that any tenancy is sustainable in the long term.

Partners

We are currently working in partnership with a number of organisations. Both THT and City West have expressed interest in Railway Rd type mixed tenure / good neighbour accommodation. New Foundations have seen how good Railway Road is and what this type of living offers the people that live there.



We now have an example of how well this can work. There could also be possible investment opportunities for IAS doing similar developments in the future.



Just Checking

We had met several times with the Just Checking organisation in recent months and we were asked to speak at their recent annual conference. We spoke about how well their system had worked for us and how it has played it's part in making the case for people to live with the right amount of support.

They have asked us to be involved in significant amount of days work in the coming year. Again this will bring mutual benefits as they see the LD sector of the market as an area they would like to expand.

Assistive Technology

We continue to use Assistive Technology where appropriate. It has its part to play in offering the right amount of support to people. We need not re-invent the wheel. Much of what is in use at Railway Road operates via the care on call system and works well.

Community Support

All three community support teams Oldham, Salford and Wigan now come under the heading of a companywide team. Salford and Wigan merged a year ago with Oldham joining earlier this year and more recently forming as one duty team. With a leadership team of seven team leaders and a senior manager we meet regularly to standardise our practice and develop the service across the three networks.

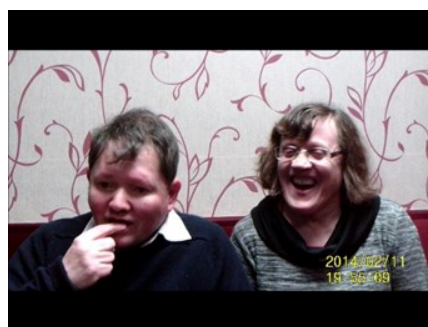
Salford

Last summer the greatest priority was recruitment into the Salford team. Salford is the largest network supporting around eighty people providing over six



hundred hours each week. With a minimum of two hundred hours needed each week beyond existing staffing levels, to meet peoples support hours the team leader role became about ringing round to cover shifts or doing the support themselves. It was no surprise that other core responsibilities around quality had fallen down because of the massive pressure to provide a service to people that had been commissioned.

There are three main reasons we feel this occurred, firstly not being part of a recruitment group with a plan to have ongoing recruitment into the team. Secondly not ensuring that the team is at least one member over staffed to ensure a service can still be provided during times of staff sickness, annual leave or a staff resignation. Thirdly accepting new referrals without the staff in post with a reliance on the leadership team providing the support hours. Our plan since last summer is to over recruit, only to take new referrals once we are over staffed and not to consider team leader availability for a new referral made.



Having met most of the staff team I found there to be lots of admiration and support of the leadership team with empathy that their role was really difficult with most people wanting to help as much as they could. We increased the size of the leadership team by offering a role to Aileen and with Carol returning to the team, joining Dawn wanting to help as much as they could.

As new staff have joined the three team leaders are becoming more freed up to focus on developing the quality of the service. We see this with staff having more frequent job consultation, training taking place and team leaders having more time to liaise on a daily with staff, people supported and their family members. We still aim to be overstaffed, some staff have moved on over the last few months meaning the new staff employed have not become the extra resource we had intended. We continue to interview.

Wigan

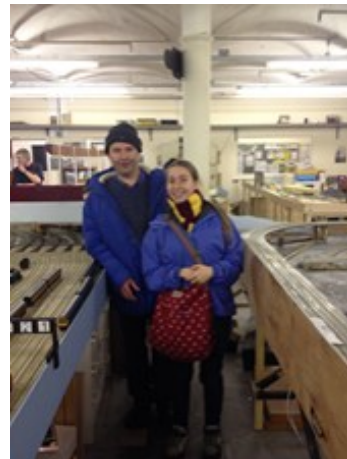
Wigan network support 26 people by providing 436 hours each week.



Staffing levels are good however we still to aiming to be overstaffed.

Wigan leadership team Diane and Caroline relocated from Chorley Road office back to the Leigh office three months ago. This was agreed as a positive step by having managers local and accessible to the people supported, families and the staff team. The leadership team have recently updated all of

people supported files that are kept at the office and re introduced files at people's houses. They have the basic essential information such as copies of risk assessments, agreements etc. and will be adding to them with relationship circles, matching staff documents and other person centred tools that assist with providing good support to the person.

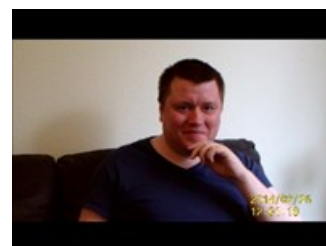


Oldham



Oldham community support is stable and consistent similar to Wigan. Oldham provide support currently to 34 people using around 390 hours each week. A new team leader Nicki joined the team this month to assist Dawn who currently manages Reablement and CST in Oldham. Nicki

also has a background in reablement which will be beneficial. We are using 'Reablement' and 'Just Enough Support' thinking and practice with the team to work toward changing the culture, becoming more proactive in identifying when and how a person's support needs to change.



Focus For This Year

Training is our biggest focus for this year, ensuring that we equip our teams and managers to feel knowledgeable, confident and capable of providing the best support to people.



Safeguarding, Mental Capacity Act, Health and Safety, Moving and Handling and First Aid training is planned for every member of staff during the next few months.

We are about to have a CST Make a Difference course beginning in May with each team identifying up to three people supported with their core team to really begin to look at and plan how the person can have stronger connections within their community.

As each person's support risk assessment is updated the team leader will spend time with the core team members looking at our purpose, asking what is it for people and are we getting it right.

The leadership team is about to have a team review which will not only be positive for them as a team they will become trained and equipped to facilitate person centred reviews.

Electronic call monitoring must be in place in Oldham by April. Once installed we will consider the cost and benefits of using within Wigan and Salford. We are also considering an electronic rota management system that would aid with producing rotas and invoicing systems. The expected benefit would be that it frees up team leaders to have a stronger focus on quality we provide.



Imagine Act and Succeed
10 Woodsend Road
Flixton M41 8QT
0161 748 2685

www.imagineactandsucceed.co.uk

Registered Charity Number: 1141823