

Our plan for



Changing Lives in a Changing World

2010-2013

Our vision

reach believes that regardless of age, disability or difference most people want to:

- Have rights, power, control and responsibility in shaping their own lives.
- Live the life they choose close to people whom they love and care about.
- Have a job.
- Have other meaningful things to do with their time.
- Live where they want with people they choose.
- Be physically and emotionally well;
- Be accepted and included in their community and other places.
- Be financially secure and have material well being.

reach's vision is to achieve these aims for people we support and to:

- Make real and positive differences to people's lives.
- Be the provider people supported and our partners choose first.
- Support staff in ways that helps them to make the kind of difference they came into the work to make.
- Work as efficiently and effectively as we can.

About reach

We are registered as a domiciliary care agency in Wales and England and as an Approved Support Provider with the Welsh Assembly Government. We support people with learning disabilities, physical disabilities, mental health problems and older people to lead the lives they chose. We provide specialist support for people who have autism and people who are labelled as having challenging behaviour.

We support people through three main areas of activity:

- 24 hour Supported Living Services
- Independent Living Services
- Tenant Support Services
- Extra Care Services

We support approximately 405 people living in 9 South Wales' local authorities (Cardiff, Vale of Glamorgan, Newport, Caerphilly, Blaenau Gwent, Torfaen, Powys, Monmouthshire and Rhondda Cynon Taf) and 2 South West England local authorities (Swindon and Wiltshire)

REACH employs approx 450 permanent staff and 100 relief staff.

The Changing World

Opportunities and Strenths

People we support

- Individualisation / personalisation
- Specialist provider
- Supporting young people in transition and people with complex needs
- Expanding range of services to older people.
- People we support and their families actively engaged in the organisation

Staff

- Gaining specialist knowledge and understanding – able to trade and exchange knowledge.
- Richer job roles.
- The chance to lead and innovate in Wales and across the UK.

Results

- Build on the recent installation of business systems using learning to prototype other systems that are accessible to the people we support
- Gaining from major re-tenders.

Growth

- Working in new geographical areas.

Risks

People we support

- Serious incident, loss of reputation
- Not developing skills and knowledge
- Being unable to find enough accommodation options
- Failing to listen to people we support/families

Staff

- Not keeping absence levels to target
- Not being able to recruit and keep the right staff
- Workforce not understanding people's right to control their own lives
- Staff not understanding or being committed to supported living
- People we support not wanting the staff they have
- Not managing the cost of the workforce.

Results

- Not updating our policies and procedures, or developing new ones
- Low inflation
- Not having strategy in place for re-tendering

Growth

- Re-tenders
- Major economic pressures on local authorities
- Not staying competitive in the market.

OUR PRIORITIES

People we support

| Our Priorities | Outcomes |
|--|---|
| To be inclusive and to treat all people as equals | <ul style="list-style-type: none"> ▪ More people we support are employed and have meaningful things to do with their time ▪ Fully engaged with people we support and their families ▪ Timely and accessible information getting to people and their families ▪ People being part of and positively contributing to their communities ▪ Improve access to advocacy ▪ 100% of people we support who don't use words to have a communication profile |
| To focus on what we do best | <ul style="list-style-type: none"> ▪ People live as independently as they choose ▪ Understanding what people want in their lives and delivering it |
| All resources focused on the delivery of outcomes for people | <ul style="list-style-type: none"> ▪ Staff introduced to people before support begins ▪ Improved information for people we support about who will be supporting them ▪ People have strong and consistent working relationships with staff ▪ Everyone who would like a person centred plan has one ▪ All older people have active support plans ▪ People have greater influence in organisational decisions |
| Expand the range of housing options available | <ul style="list-style-type: none"> ▪ 5 people we support to move into shared ownership ▪ 10 people living in a group to move to independent accommodation ▪ New partnerships with housing providers ▪ Improved information about housing options |

Our People

| Our Priorities | Outcomes |
|---|--|
| Management and staffing fit for the future | <ul style="list-style-type: none"> ▪ All support fully targeted ▪ All Managers clear about their roles and responsibilities ▪ Invest in and build management capacity for growth ▪ An infrastructure focused on the best interests of people we support ▪ Growing our own staff in to new management and leadership roles ▪ Review and revised direct support staff structure ▪ Work out the staff we need to move forwards with Individual Budgets |
| Providing an attractive environment for staff | <ul style="list-style-type: none"> ▪ Improved vacancy rate of 14% ▪ Absence at 6% or below ▪ Improved continuity of staffing ▪ 25% of new appointments involving people we support ▪ 95% of the people in group living with active plans and service designs |
| To provide resources for staff that say "we value you" | <ul style="list-style-type: none"> ▪ Improved range of learning and development resources ▪ A coaching culture ▪ Improved mechanisms for communicating with and involving the workforce ▪ Reviewed reward/benefits structure - employee reward strategy ▪ New office accommodation ▪ Increased face to face contact between office based management and support staff |
| To skill up staff and board members to deliver on strategic priorities. | <ul style="list-style-type: none"> ▪ Supporting staff to implement values of supported living ▪ All staff being trained to use ICT/ICT smart culture/digital inclusion ▪ Skills audit of board members ▪ Regular policy briefings |
| Improve our focus on learning and development of staff | <ul style="list-style-type: none"> ▪ Improved skills and knowledge for staff working in specialist areas such as older people, autism and challenging needs ▪ Improved training opportunities for relief staff ▪ Deliver leadership and management learning and development programme |

Our Results

| Our Priorities | Outcomes |
|---|---|
| Work proactively with all partners towards implementation of self directed support | <ul style="list-style-type: none"> ▪ 5 areas supporting people with Individual Service Funds ▪ Sharing our learning of implementing self directed support with partners, commissioners and other providers |
| Have a cost culture which is sustainable for the future and reflects economic realities | <ul style="list-style-type: none"> ▪ Modernised and streamlined systems and policies that deliver for people ▪ Efficient systems for staff deployment built around individuals ▪ Improved understanding of how to maximise income for people we support |
| Further develop our relationships with commissioners | <ul style="list-style-type: none"> ▪ Understand working environment in England and Wales and the implications for reach ▪ Develop business plans that allow us to adapt to changing circumstances ▪ Implemented effective financial indicators ▪ Build on and maximise benefits of new locality based structure and relationships ▪ Support local authorities to bring costly out of area placements back home ▪ Continuously improve the quality of our work ▪ Implement the annual quality plan |

Our Growth

| Our Priorities | Outcomes |
|---|---|
| Increased profile of personalised services | <ul style="list-style-type: none"> ▪ A profile and reputation for supporting people with challenging behaviour and autistic spectrum conditions. |
| Identify issues and opportunities of supporting young people in transition | <ul style="list-style-type: none"> ▪ A profile in providing to young people in transition by 2012 |
| Increased profile in supporting older people | <ul style="list-style-type: none"> ▪ An approved business case by March 2011. ▪ An increase in the number of people supported in extra care, domiciliary care and tenancy support |
| Expand the volume of services currently provided in line with reach's vision | <ul style="list-style-type: none"> ▪ Active grown in existing areas of business activity and expansion into new geographical areas and new service models |
| A managed approach to future tenders or re-tenders. | <ul style="list-style-type: none"> ▪ Maintaining our financial viability ▪ Better understanding of competitors ▪ Better market knowledge of our strengths ▪ Increased profile in areas that we are not currently working. |