



# Self-evaluation 2020



Making Lives Better

## Introduction

Hafod is a charitable not-for-profit organisation that offers a wide range of housing, personalised care and support services to more than 16,000 people across south Wales. We have a history that spans over 50 years and we are very proud of what we have achieved in that time.

We care for some of the most vulnerable people in society, enabling them to maintain their independence and well-being for as long as possible in their own homes, in supported housing or in our residential care homes.

We are committed to Making Lives Better for our customers and communities.

## Our vision

Improving health, well-being and prosperity in communities by helping to integrate the systems of housing, health, social care and support.

## Self-evaluation....Our approach

Every year we complete a self-evaluation in line with the Welsh Government's Regulatory Performance Standards. We base our findings on evidence collected throughout the year with significant colleague and stakeholder engagement.

To bring the document to life and to highlight real life impacts we have included video clips and case studies. All of this tells a story because ultimately we are dealing with people and our clear vision of Making Lives Better.

## We aim to determine:



### Governance

Are we a well governed organisation? How do we know? Do we have effective governance in place to ensure that we meet our aims and objectives, that our services will improve, and that we will remain financially viable?



### Finance

Are we financially viable in both the short- and long-term, despite possible changes to the external environment beyond our control?



### Service quality

Are the services we provide to customers and the public of high quality and improving?

# 2020 Performance

1. We have effective leadership and a clear vision
2. Our customers are at the heart of everything we do:
  - Focus on coaching model
  - Focus on care and support
  - Innovating for our customers
3. We manage business risks effectively
4. We are self-aware and evaluate our compliance regularly
5. We have a strong track record of achieving positive outcomes and look to continuously improve
6. We always strive to deliver value for money
7. We are compliant with all regulatory and statutory requirements
8. We are a financially sound organisation
9. We manage our assets effectively
10. Coping with Covid-19
11. Focus on Colleagues

“

Welcome to our 2020 Self-Evaluation. The backdrop for this evaluation is at a time when Covid-19 emerged and we learnt that we had to act quickly and think outside the box to protect our residents, tenants and colleagues. Our colleagues have worked tirelessly to keep operations running and to adapt to this new world we find ourselves in. It would be amiss of me not to acknowledge the sacrifices and achievements made during this time and the gratitude from the Board and Senior Leadership team for the incredible work of dedicated people we have the pleasure to call our colleagues.

**Jonathon Morgan**  
Board Chair

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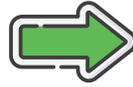
# We have effective leadership and a clear vision

Our robust governance and strong leadership helps us establish and maintain clear roles across the organisation. Clear and effective leadership allows us to deliver and progress our strategic priorities, whilst ensuring adherence with all relevant laws and regulatory requirements.

## We have:

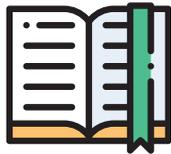


appointed a new Chair to the Board

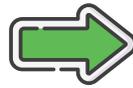


## This means:

**we have strong, focused Board leadership**



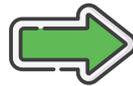
recruited and trained our Board with the breadth of knowledge and skills to ensure good Governance



**we have a good skill mix of membership of the Board and Committees to allow informed decision making**



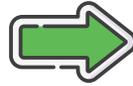
a compensation, succession and evaluation plan in place for our Board and Committees



**we recruit new members with appropriate skills to strengthen and complement our Boards and Committees**



reviewed our strategic objectives in light of the new operating environment



**we have a new strategic plan which recognises the challenges around operating within the restraints of a world wide pandemic**



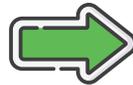
adapted our governance model as a result of Covid-19



**we have flexible and proactive management of the business and able to make decisions at pace**



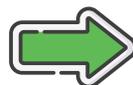
implemented a programme called Leaving No-one Behind



**we listened to our colleagues experience of covid-19 and built that into a document to inform decisions, actions and risk**



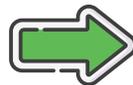
an active political engagement



**we have a proactive engagement with all political parties to represent the interests, challenges and aspirations of Hafod and Housing Associations in Wales**



developed a new Senior Management Team forum



**we have improved dissemination of information and engagement across the organisation**

## Future plans and improvements



Further develop our Strategic Framework



**Well run organisation that measures success and ensure strong focus on delivering our strategic objectives**



Ensure Governance remains strong across Hafod



**Strong leadership, framework of controls and best practice within a programme of continuous improvement.**

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The single biggest way to impact an organisation is to focus on leadership development. There is almost no limit to the potential of an organisation that recruits good people, raises them up as leaders and continually develops them’

**Jas Bains**  
Chief Executive

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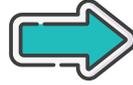
# Our customers are at the heart of everything we do

We believe that a home is far more than just bricks and mortar. Having customers who feel part of a safe, connected community where they are happy and active is a key outcome for us.

## We have:



introduced a seat for Board within our Scrutiny Panel

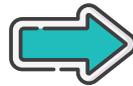


## This means:

we have a clear link between the customer voice and our Board



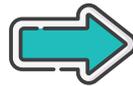
created new 'digital' opportunities for customers to be involved



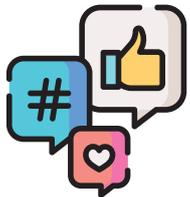
customers have had a direct voice in shaping our new Rent Policy, Site service provision and Care services



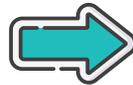
utilised the comprehensive profiling information we hold on our Customers



during lockdown we were able to target our most vulnerable customers ensuring they received the services and support required



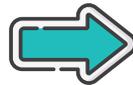
developed new ways of obtaining customer feedback



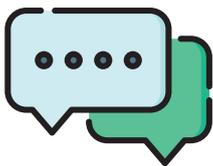
we are utilising technology (Facebook polls, social media) to stay connected with our Customers. Throughout 2020 our customers have continued to have meaningful engagement



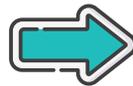
enhanced the role of our Scrutiny Panel



our panel now represents all our services ensuring Housing, Care and Support receive the required customer scrutiny in order to help us shape our services



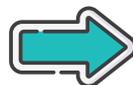
introduced 'question of the month' for our customers based on the subjects that matter most to our customers



customers are directly feeding into service developments



procured research into affordable rent levels



the research provided has enabled us to be able to determine affordable rent level as across all seven local authority areas we operate

## Future plans and improvements



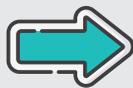
Develop a new process for recruitment within Support



Service users meet and interview prospective candidates and will have the final sign off of prospective candidates. This ensures we recruit people who have the qualities and approach most valued by our customers



Ensure we are capturing “what matters” to our customers across all services areas



To ensure our service provision is based on our customer need not what we think should happen.



Implement ‘community walkabout in sessions’ (Covid-19 allowing)



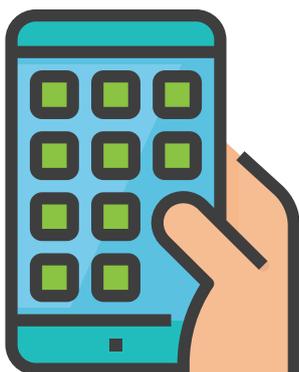
To ensure our customers have the opportunity to meet with staff within their communities to discuss individual community need.



Further explore the use of technology to engage with customers from Housing, Care and Support



Make sure our customers are not feeling isolated and are able to engage with us at a time that suits them.



### Our Hafod 24/7 app

**2250** tenants signed up

**4800** service requests

**2500** repair requests

**229** Direct Debits set up

**313** rent arrears queries

## Focus on Coaching Model

We switched to a neighbourhood coaching model in 2019, which has allowed us to get closer to our customers, building relationships and trust. This has allowed customers to approach us before they reach crisis point and enables us to work with them on all areas affecting tenancy sustainability including health, support, finance, education and much more.

The coaching model has also enabled us to look at barriers to achieving these things such as confidence to give each person the tools they need to prosper. Through working with customers in this way, we are able to encourage them to value and perceive themselves as assets in their community. Where there are any needs for support or help, we encourage residents to own their own solutions so that we know their desired outcome and can ensure that we offer a person-centred service.

It is clear that whilst there is still a long way to go in ensuring a more joined up approach with housing, health and support, we are hopeful that if all professionals continue to encompass the passion to eradicate homelessness and ensure tenancy sustainability we can all achieve great things.

### The Previous issues were



We were housing many individuals who were unable to sustain tenancies



Traditional 'enforcement led' approaches not working



Services were reactive and delivered in response to a problem



Evictions taking place due to the reactive service

### Our new approach means



We follow an asset based approach developed through the new "Neighbourhood Coach"



We focus on developing relationships with customers



We help navigate customers through Support, Care, Health



We look at the causes of problems, not the symptoms

### Results



Very few evictions into homelessness



Improved our tenancy sustainability



We have better links with health and care to address any issues



Person centred approaches



Trust developed with our customers

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More than ever during this extremely difficult period it has been important that our Neighbourhood Coaches continue to reach out and work closely with current and new tenants, many of whom are facing unprecedented challenges in their personal lives. Coaches have been able to step up the level of proactive engagement and positive intervention with our tenants and communities, at a time when many people are more receptive to open discussion about what matters to them. This has helped further shape a truly relational model of collaborative joint working

**Elke Winton**  
**Director of Housing, Support and Development**

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Take a look at some video below of how we are “making lives better”



**Alexanders  
fresh start**



**Making lives  
better for  
Susan and  
Marshall**



**Andrews  
Story**



**Laura's living  
independently**



**Meeting  
individual  
needs**

### Busy year for our Care and Support

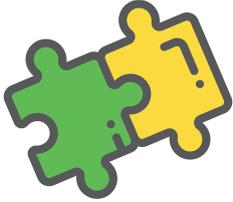


2020 has also seen a busy year for our Care and Support services. Whilst our main priority has been ensuring the safety and well-being of our customers and colleagues during the pandemic, we have still managed to do some great work! Click to see some of the things our Care and Support services have been up to in 2020.

## Innovating for our customers

We have been developing our Research and Innovation (R&I) function since 2018 and 2020 has seen significant developments. The core R&I expertise has effectively spun out of the main organisation to form a small, agile innovation start-up, which will continue to work closely with us for the benefit of customers.

### The main motivations for spinning the innovation function out of the business were:



to work with the agility and flexibility necessary to get closer to customers and understand more about their needs, aspirations and challenges



allow more freedom to form out-of-the-ordinary partnerships and collaborations to accelerate innovation and generate new solutions to customer problems



to maximise the efficiency and effectiveness of the R&I resources we have and focus them entirely on the most pressing areas

At the heart of the spin-out is the concept of 'Meaningful Innovation', ensuring the focus is on improving life in measurable ways for customers and communities. While some innovation will inevitably benefit the organisation, the emphasis is very much on customers and the wider communities they are part of. The spin-out works against a range of 'opportunity areas', which are broad themes within which ideas are developed and tested:



**Please click [here](#) to view our full opportunity and outcomes table.**

## The following summarises some of the key outputs/outcomes for 2020



### **Research and Innovation (R&I)**

Successfully created an agile 'spin-out' to provide the freedom and flexibility to work more closely with customers and create more scope to address major challenges through collaboration and experimentation.

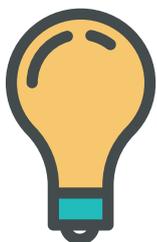
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### **Loneliness and isolation technology pilot**

We are involved in a unique collaboration to develop one of the world's first technological solutions to address social isolation and loneliness. The consortium comprises Accenture, Amazon, Swansea University's Centre for Innovative Ageing and the Life Science Hub Wales. A stage one pilot with around 50 Hafod customers is taking place from late 2020 to Spring 2021, delivered through our Neighbourhood Coaches.

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### **Dream Big | community investment**

Seed-fund experiment for our customers with an idea for a business, project or event that benefits the community. The experiment was mobilised in April 2020 with seven projects taken forward for investment (max. £1,000 each). Through the COVID-19 lock-down period, virtual support and workshops were run with successful applicants identifying the challenges / common themes for successful support.

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### **Financial Well-being fundamentals**

An invitation to tender for a fundamental research piece on financial well-being was issued in September 2020. This will explore the key challenges and barriers facing communities in Wales, and how this differs from public / media / policy-maker perceptions. The work will take place through the final quarter of 2020, leading to an ideation phase that explores solutions to help improve financial well-being.

Significant progress has been made in other areas, including; understanding of benefits of inter-generational programmes in care, design workshops exploring service integration and rental income, a major study of organisational culture in Hafod.

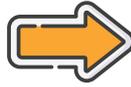
# We manage business risks effectively

Our robust risk framework ensures we are able to safeguard taxpayers interests, protect our assets and uphold the standards and reputation of the sector.

## We have:



developed and embedded the Risk Management Framework in the organisation

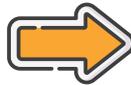


## This means:

**we have created a safe and secure environment for the business and make informed risk based decisions**



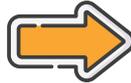
established the risk appetite of the Board



**we are able to manage risks and understand exposure**



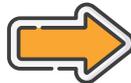
changed emphasis of committee to be Audit and Risk Committee



**greater scrutiny and visibility of risk**



introduced a risk based Internal Audit programme



**we have oversight of the strategic risks used to develop the Internal Audit Programme to give Board assurance**



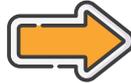
strengthened our Audit and Risk committee membership



**two new members joined the Audit and Risk Committee with governance and internal audit expertise**



given the Hendre Board oversight of Strategic Risks and Horizon Scan new or emerging risks



**we have identified risks, problems or disaster before they happen and ensure mitigations in place**



tested our Business Plan Board stress



**we ensure we are financially strong to withstand stress scenarios**

## Future plans and improvements



Ensure colleagues are able to identify, monitor and manage risks across Hafod



**We provide risk reporting to Hendre Board, Audit and Risk, Executive Team and Senior Managers Meetings and ongoing mitigation of risks**



Employed a new Health and Safety Manager to ensure compliance across Hafod



**We drive and develop a positive safety culture**



Risk Management Software Solution



**We have visibility of organisational wide risks on one portal**

“

Some risks that are thought to be unknown are not unknown. Our Risk Management Framework provides us with foresight and critical thought to ensure we avoid unforeseen issues and are able to manage all risks.

**Neil Davies**

**Chair of Risk and Audit Committee**

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“

Risk comes with the territory when you are endeavouring to break new ground. The alignment of our strategic aims and appetite for risk has helped us minimise risks across the organisation, ensuring the interests of our business and customers are protected.

**Tracey Healey**

**Corporate Director - Assurance, Governance and Business Change**

”

# We are self-aware and evaluate our compliance regularly

Our Board analyses and signs off our annual compliance statement and self-evaluation, confirming compliance with the Welsh Government Performance Framework. We regularly consult with customers, colleagues and compare our performance with others to help us achieve compliance.

## We have:

## This means:



ensured compliance with the CHC Code of Governance



our Gap analysis identifies full compliance with the CHC Code



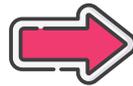
completed our annual compliance statement



assurance for Board and the Regulators



worked with our Audit and Risk committee to help determine areas of risk



our Strategic Risk Register is developed with Executive Team and Board



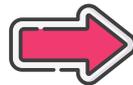
implemented a programme of deep dives and subject matter reviews to complement the Internal Audit Programme



we have a lens into the organisation to give assurance around areas of risk



created bi-monthly reports issued to Board concerning performance and compliance position



we achieve scrutiny and oversight by Board to ensure transparent control framework in place



conducted Health and Safety visits in each Care home



assurance is provided that we are implementing Public Health Wales guidance and taking all 'reasonable measures' to comply with The Health Protection (Coronavirus Restrictions) (Wales) (Amendment) Regulations 2020.



conducted 76 quality audits and 26 quality of care reviews



assurance is obtained through independent audits on our care operation in a cycle of continuous improvement

## Future plans and improvements



Implement a 'Measuring what Matters' Project

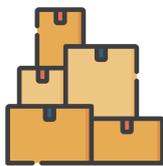


Our Performance management framework captures what matters from a strategic, operational and customer perspective



### Gas safety

99.9% compliance



### LOLER

100% compliance



### Electric

99.1% compliance



### Fire

100% compliance



### Legionella

100% compliance



### Asbestos

Asbestos management plans in place to ensure risk management and compliance is adhered to throughout our housing and care assets, in line with the Control of Asbestos Regulation 2002.

# We have a strong track record of achieving positive outcomes and look to continuously improve

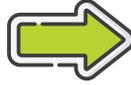
The introduction of our transformation programme is a key focus and investment which provides us with a platform to change our processes and systems so that we can deliver simple ways of working that put our customers first.

## We have:

## This means:



met the housing needs of over 1,110 new customers (Housing, Support and Care)



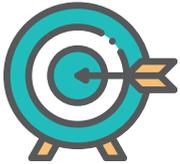
we make the best use of available Housing, Care and Support services, compatible with our core purpose



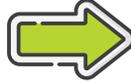
provided our Board and Exec Team with results and feedback from our annual STAR survey



our Board and Exec Team, pose the necessary challenge concerning service delivery



provided Exec Team with delegated responsibility to ensure performance targets are met



key business performance is monitored and any concerns are investigated on a regular basis



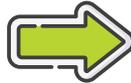
continued to develop close working relationships with a range of partners



our relationship, for example, with Local Authorities ensures we make the best use of available housing



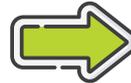
benchmarked our performance against peers from Wales and across the UK



our performance is compared with others bringing a greater level of understanding and accountability



completed our annual compliance statement



we are confident we have robust procedures embedded that ensure we are compliant with the Welsh Government Performance Framework

## Future plans and improvements



Continue to benchmark our performance against our peers and continue to look for ways to improve



**Providing assurance and comparison of our performance against our peers**



Support the organisation in its transition to Microsoft 365



**Ensuring our software is fully support by Microsoft bringing further efficiencies and security**



Review IT Infrastructure



**To ensure the structure is fit for purpose – security enhanced and cloud based serviced will allow more opportunity and improve compatibility with new technology and applications**



Progress De-carbonisation project



**To ensure our assets are reviewed and plans implemented to help us meet our environmental targets**



Implement Support Safeguarding Portal



**To help introduce consistency of data across all local authority areas we operate and provide assurance concerning safeguarding information**



Refine our repair dynamic scheduling software

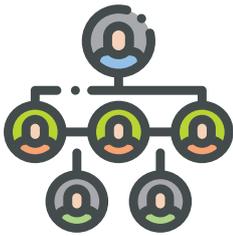


**To ensure customers receive a 'real time' repairs appointment service**

# We always strive to deliver Value for Money (VfM)

In 2019 we developed our first VfM Strategy. On developing our strategy and meeting our obligations under the Welsh Government's Regulatory Framework, we also saw an opportunity. An opportunity to thrive during times when resources are being stretched to meet the challenges 2020 has brought us and beyond.

## Within our strategy, we identified four key objectives



Maximise value from our group structure



Obtain VfM via procurement



Understand value, optimise efficiencies and use resources effectively



Deliver Community Benefits



Please click to view our full 2020 update 'VfM 2020 and beyond'

## Community benefits through new developments

2020 has seen us provide over 170 new properties through our development and Welsh Housing Partnership programmes. Here is some examples of the fantastic community benefits our new development work has brought.

### Pentre Meyrick, Vale of Glamorgan

**Four**

Two bedroom houses

**six**

Three bedroom houses

**Two**

Two bedroom bungalows

**One**

Three bedroom dormer bungalow

### Delivering these benefits to the community

**£2,146,810**

Value of contract

**£1,011,205**

Revenue to businesses in Wales

**£614,681**

Income for people living in Wales

**£1500**

Cash donations to local community

**One**

Person living in Wales retained in full time employment



**Barry Cons Club**



**Aberdare Girls School**

**Barry Cons Club, Barry**

**15**

One bed flats

**Six**

Two bed flats

**Delivering these benefits to the community**

**£934,021**

Value of contract

**£651,094**

Revenue to businesses in Wales

**£132,927**

Income for people living in Wales

**£1,500**

Cash donations to local community

**One**

Person living in Wales retained in full time employment

**11**

Apprenticeships started as a result of the contract

**Aberdare Girls School, RCT**

**Nine**

Wheelchair adapted flats

**17**

General needs flats

**Eight**

Wheelchair adapted bungalows

**Eight**

General needs dormer bungalows

**two**

General needs houses

**Delivering these benefits to the community**

**£6,165,034**

Value of contract

**£5,315,970**

Revenue to businesses in Wales

**£820,066**

Income for people living in Wales

**£1,000**

Cash donations to local community

**15**

Person living in Wales retained in full time employment

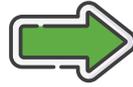
# We are compliant with all regulatory and statutory requirements

We continue to work closely with the Welsh Government and welcome their constructive feedback. We are committed to ensuring our governance is excellent and pride ourselves in ensuring we meet all regulatory and statutory requirements.

## We have:



strengthened our Board reporting framework

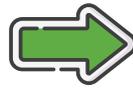


## This means:

we ensure robust performance management and embedding a performance culture



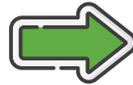
a Business Assurance Framework in place



a framework is in place to check multiple sources of assurance in the organisation to provide a body of evidence of compliance



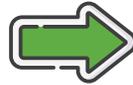
Internal Audit Programme linked to our strategic risks



independent assurance is obtained of things that matter most and are a risk to the business



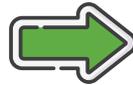
received regular CIW inspections of our care homes



assurance is obtained concerning the quality of care in Hafod



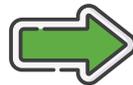
a Governance Framework in place



a strong control framework in place



regular meetings with the Welsh Government Housing Regulator



we have regular engagement with our Regulation Manager

## Future plans and improvements



Ensure we continue to deliver on our regulatory and statutory requirements



**Making sure we have the right processes, systems and resources to enable us to deliver**



Further embed a performance culture across the organisation



**Ensuring a detailed Board Reporting Framework is in place that promotes robust performance management**

“

We are delighted to be able to report that in 2020 the Welsh Government awarded us an improved regulatory judgement. Our commitment towards ensuring we remain compliant with our regulatory and statutory requirements along with our commitment to ensuring delivery of our strategic priorities is of paramount importance to the organisation.

**Tracey Healy**

**Corporate Director - Assurance, Governance and Business Change**

”

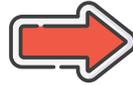
# We are a financially sound organisation

Our robust financial plan and capacity both supports and delivers our strategic and operational objectives

## We have:



approved long term financial projections

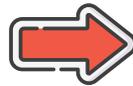


## This means:

we have outlined our financial strength and ability to meet our financial obligations



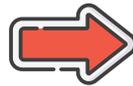
approved annual treasury strategy



we have outlined our vision to create financial capacity for growth



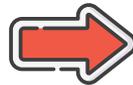
enhanced our financial governance framework by implementing a set of 'golden rules'



we have wider financial parameters for decision making



secured new £20m Revolving Credit Facility



we have strengthened our liquidity position and supports our ambitious development programme



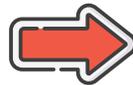
delivered financial awareness sessions to Board, Exec and Senior Management Team (SMT)



we have a good skill mix of membership of the Board, Exec and SMT to allow informed decision making



achieved positive assurance for three 'Key Financial Controls' internal audits



we have confirmed that the controls in place to manage risk are suitably designed and consistently applied

## Future plans and improvements



Our refreshed financial framework to be implemented during 2021



Ensuring decisions continue to be made to uphold the financial viability of the organisation

“

Maintaining our financial strength is a key enabler to our strategic priorities. We have a robust financial management framework in place which set parameters for our financial decisions and make our intentions clear to our partners and stakeholders.

We will continue to seek financial efficiencies that unlocks capacity and allows us to invest in our customers, communities and colleagues’.

**Gareth Yeoman-Evans, Corporate Director – Finance and Investments**

”



**£61m**

turnover



**£137m**

external borrowing



**£34m**

invested in our properties



**£370m**

Fixed assets



**£70m**

Reserves



**245**

Growth in properties in mgt

# We manage our assets effectively

Ensuring that publicly funded homes meet the standards set by the Welsh Government by utilising data on the condition of our assets is key to us managing our short and long term asset investment plans.

## We have:



procured a new service to independently monitor tenant satisfaction with the repairs service and benchmark satisfaction levels

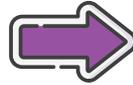


## This means:

tenant satisfaction with the service is a key driver for service improvement



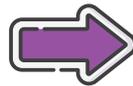
procured new arrangements for site services landscaping and are tendering for a new window cleaning service



we ensure value for money is obtained



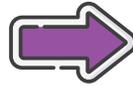
procured new long term contracts for the delivery of windows and doors as part of our planned component replacement programme



we ensure value for money is obtained



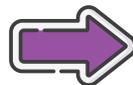
reviewed the commercial impact of the proposed delivery methodology of the repairs and voids service



we obtain cost and efficiency savings whilst enhancing our control over our repairs and voids service



invested in diagnostic repairs system which allows appointments at first point of contact and electronic messaging of key stages of the service to the customer



we are now able to offer appointment at point of contact



our 2020-2025 Asset Management Strategy was approved by the Board in March 2020



we provide direction concerning required investment / asset management



signed up to be a carbon literate organisation as part of our response to the climate emergency challenge



we are committed to the Environment and customer / community well-being

## Future plans and improvements



We are in the process of assessing tenders for fire safety contracts to go live in December 2020



Ensuring costs and service levels are in line with expectations within our procurement framework



Continue to review our assets in the context of decarbonisation



Ensuring our environmental commitments and energy efficiency of our assets continue to be a priority



We will be undertaking our first scheme utilizing Welsh built structural insulated panels (SIPs) in 2021 (Track 2000, Cardiff)



Exceeding Building Regulations in both thermal and fire performance and enhancing energy efficiency of new developments



We will be embarking on achieving EPC 'A'/Near Zero Carbon dwellings in 2021; utilizing new technologies where appropriate



Ensuring our Environmental commitments and energy efficiency of our assets continue to be a priority

## We have installed:



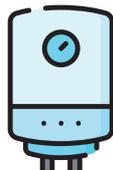
42

Bathroom and  
Showers



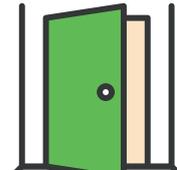
46

Kitchens



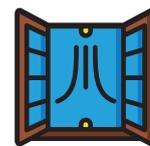
107

Heating  
Systems



103

Doors



102

Windows



48

Roofs

## Our response to Covid-19

To support our Care teams and ensure our residents receive the care they deserve, we launched our 'Helping Hands' campaign at the start of the lockdown to recruit extra support so our skilled care colleagues could focus on what they do best.

Throughout 2020, 22 colleagues volunteered to be a helping hand, numerous shifts in our care homes were covered, 36 roles created for external candidates in our care homes, out of that 36, 20 colleagues have been retained.

The issues and concerns brought by the pandemic surrounding the welfare our colleagues and customers also saw us develop our own Personal Protective Equipment (PPE) Project team.

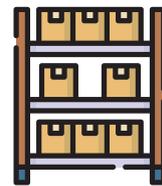
### Our PPE Project team has:



identified needs and guidance to ensure all colleagues were provided with appropriate PPE



identified a suitable supply chain, worked with Health and Safety and logistical team to purchase PPE



created a PPE stock system and internal distribution channels



ensured guidance and training provided as the situation changed



integrated into business as usual, continue to hold stock to manage risk and add to LA provided PPE



ensured no colleague goes without the required PPE

### In March and April, our internal PPE team provided:



**119**

deliveries to our services



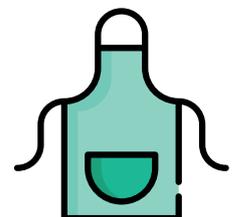
**21,000**

masks



**8,300**

pairs of gloves

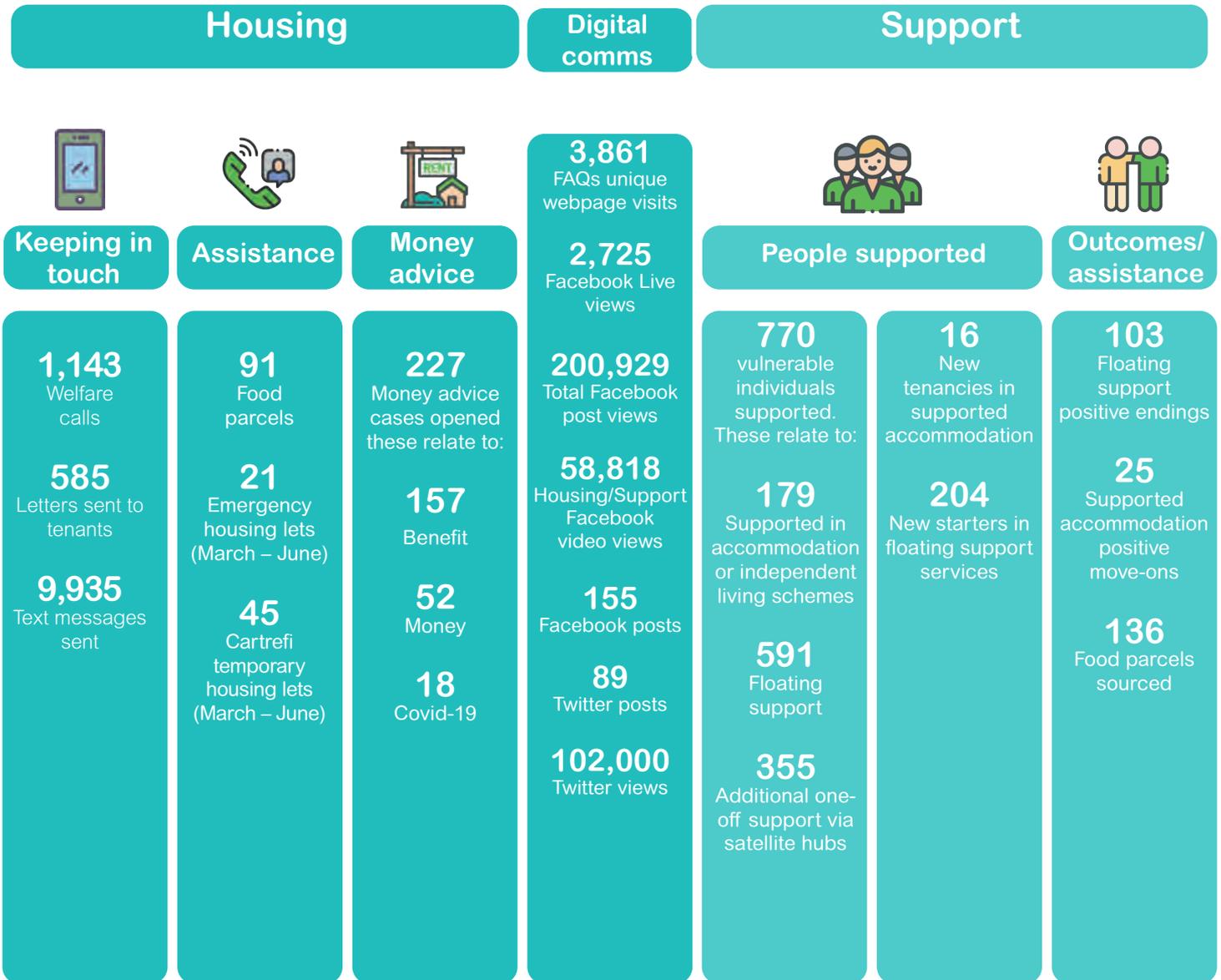


**24,000**

aprons

We are proud of the impact we have had during the pandemic, the following document highlights the scale of our activities during the initial lockdown period.

## The impact we've made: Mid March - July 2020



We are proud of our response to Covid-19, the following document provides a more in depth look at our journey: [Leaving no one behind](#)

# Focus on colleagues

We are developing our colleagues to deliver the best possible service to our customers.



At the heart of our organisation are our 1,350+ colleagues. Each colleague plays a vital role in providing services to our customers and are central to the delivery of our strategic priorities. Working in care, housing, support or central services our professional colleagues make lives better for customers every day.

Our people strategy includes four ambitions. 2020 has already seen us undertake some great work to help us meet our ambitions:

### **Ambition one - We will create great days at work where talented people want to work and stay and everyone's contribution is valued**

#### **We have:**



signed up with 'Great Places to Work' to run their colleague engagement survey. The survey will provide us with in-depth information about how colleagues feel about working us including insights into trust, well-being and culture.



developed a career pathway in care to help colleagues better understand progress and opportunities available in their roles.



embedded an induction video into the recruitment process for all new colleagues.



developed recruitment packs, video adverts and task based selection processes to help us recruit the best talent.

### **Ambition two - We will create great days at work where skills are developed and ambitions are achieved**

#### **We have:**



introduced a development programme aimed at upskilling line managers



re-developed training matrices for all roles



provided numerous development programmes to over 150 colleagues including Leadership, Nursing, AAT, CIPD and NEBOSH



accessed funding to enable us to deliver our development programmes



increased in-house training attendance rate from 50% to 75% through utilising digital training techniques

## Ambition three - We will create great days at work where the culture, leadership and behaviours enable a high performance culture

### We have:



developed a behavioural framework for all colleagues



invested in colleague well-being



set up a colleague diversity and Inclusion group and signed up to Tai Pawb's 'Deeds not Words' pledge.



tasked our Research and Innovation Directorate to scrutinize change across all areas of our business, to help us develop a new culture change strategy in 2021.



set up a Ways of working (WOW) project team to meet our colleagues ambitions in securing a move towards flexible ways of working.



developed and launched a new performance management process – CHAT (Conversations Held at Any Time).

## Ambition four - We will create great days at work where skills are developed and ambitions are achieved

### We have:



developed and upskilled the HR Team



implemented a new HR system which provides colleagues with numerous self-service options



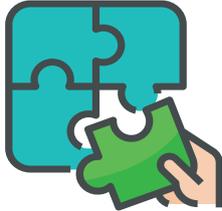
created consistency in our employment contracts through standardisation of terms

# Colleague future plans



## Culture

Evolving our culture and ways of working including a focus on Diversity and inclusion, improving the digital skills of colleagues, colleague engagement, well-being, value and recognition



## New HR and Payroll System

Embedding the new HR and Payroll system including realising its benefits and changing the way in which the HR, Payroll and some operational roles work



## Management skills development

Continued focus on developing the skills of managers in areas such as finance, budgeting, recruitment, performance, project and contract management and resilience



## Deployment and development

Deployment and development programmes which ensure that we have suitably skilled colleagues to deliver the strategic priorities. Includes a focus on Apprenticeships, Graduates, Work placements, NCA, Nurses, De-carbonisation, Health and Safety and Digitalisation focusing on the HR and Payroll system and Office 365

# Learning and Development

The Learning and Development team joined the newly formed Organisational Development team in January 2020 with the aim of designing and delivering a range of internal development opportunities across the organisation.

Throughout the year, we have transformed how learning and development is delivered, moving away from classroom training to a blended offer of virtual workshops and interactive online content to ensure that colleagues can continue to develop their skills and knowledge when unable to learn in a face to face environment.

As colleagues across the organisation have adapted to new ways of working, the Organisational Development team have embarked upon a project to increase confidence in using digital technology. Workshops have been developed and delivered remotely to explore the functionalities of Microsoft teams and a Digital Skills audit has been completed to identify how colleagues can be better supported to use technology both in their personal and work lives.

To support the move to a more agile way of working, our new performance management model 'CHAT' was launched in August to enable leaders and colleagues with the skills to hold frequent effective conversations whether they be constructive, happy, ambition based or tough. As part of the model, a new simplified supervision form, objective setting template and personal development plan were created and colleagues across the organisation have been given access to a wide range of learning material to build confidence in performance management techniques.

Within care, three colleagues have commenced a four year Graduate Nursing programme in partnership with the Open University. Upon successful completion of their degree level course, all three colleagues will commence new role with us as Registered Nurses.

## Looking ahead to the future

In 2021 we will commence a wide scale Carbon Literacy training programme to engage with colleagues and customers across the organisation to understand changes they can make in their personal and work lives to reduce their carbon footprint.

Over the next 12 months, we will be focussing on developing career pathways across the organisation, investing in a new bespoke career development handbook and Learning and Development brochure.

