



Supporting People & Communities

STRATEGIC PLAN 2018-2021



WHAT DEFINES US IS NOT WHAT WE LOOK LIKE, THE COLOUR OF OUR SKIN, OR HOW MANY LIMBS WE HAVE. NOT EVEN CLOSE. IT'S WHO WE ARE INSIDE, AND WHAT WE CHOOSE TO DO WITH THE TIME WE ARE FORTUNATE ENOUGH TO HAVE ON EARTH.

SPENCER WEST IS A DOUBLE AMPUTEE WHO CLIMBED MOUNT KILIMANJARO IN 2012. HE IS A KEYNOTE SPEAKER, AUTHOR AND ACTIVIST WHO LIVES IN CANADA.

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WELCOME TO THE STRATEGIC PLAN 2018-2021

Welcome to the Strategic Plan for 2018-2021.

The environment we work in is changing and that impacts significantly on how we plan the future of our services and our organisation. This plan recognises the opportunities and risks in continuing to provide personalised services that are sustainable.

Over the next 3 years we will concentrate on our internal structures, reinforcing our underpinning culture of personalisation and developing our staff.

The strategic plan is well thought through and achievable. The aims and

objectives are aspirational and exciting.

We will deliver efficient, cost effective services. We will focus on growing the knowledge and skills of our workforce. We will be at the forefront of developing and delivering services and take every opportunity to influence change that benefits people who use our services.

Through the implementation of this 3 year strategic plan we will be fit for today and for the future.

Please take the time to familiarise yourself with the plan and contribute to realising the ambitions outlined in it.



Anne Austin

Anne Austin
Board Convenor



OUR MISSION AND AIMS

Carr Gomm is a person-centred organisation that supports people who, for reasons of disability or vulnerability, need some help in their lives. Our goal is to enable people to live safely and to do the things they want to do. This includes day-to-day living, planning for the future and realising their dreams.

We do this by providing support in people's homes and communities, delivered by trained and committed workers.

OUR AIMS

1. To deliver sustainable person-centred services which fit with our mission statement and strategic plan
2. To secure our culture within the organisation by ensuring expertise and clarity about what we do and how we do it
3. To ensure we can evidence the standard of service we deliver to the people who receive our support, internal management, regulators and commissioners of services
4. To have systems that help people we support to be more in control of how they receive their support from us
5. To use our knowledge and skills to diversify into new areas of work and funding sources
6. To increase our profile in the market place ensuring we are a provider of choice by whoever is commissioning services
7. To enable the people we support to have a voice in the organisation as well as the services they receive
8. To promote diversity and equality of opportunity within the organisation and in our service delivery

THE ENVIRONMENT WE WORK IN

It is essential that we understand and respond to the changing environment we work in. We have to consider the influence and drivers of key agencies and/or partners on our aims in this strategic plan. We have a responsibility to work in partnership and to respond appropriately to changes within our sector. It is also important we take every opportunity to influence and participate in how our partners make decisions that will affect us.

We always have a choice about what work we do and why, within the regulations we have to operate under, and we have much to share from our experience on how to deliver quality services. The reality is that our partners want to work with organisations like ours who have this experience of delivery and are committed to maintaining standards.

The main influences and drivers for our sector in 2018 - 2021 are:

GOVERNMENT POLICY VS LOCAL AUTHORITY PRIORITIES

We agree with many of the Scottish Government's policies and directions and see them as positive for people we support and Carr Gomm. The difficulty is that often money allocated to local authorities to achieve this, is not ring-fenced for the purposes identified and local authorities are faced with many competing demands for funding. Annual negotiations with local government around whether funding is available to deliver the Scottish Government's aims, is disruptive and negative for forward planning and for developing new innovative services.

SCOTTISH LIVING WAGE AND OTHER FINANCIAL INCREASES

By implementing the Scottish Living Wage (SLW) the Scottish Government is ensuring the workforces in our sector are rewarded adequately. This policy is welcomed by the sector and by Carr Gomm. Unfortunately, the funding identified for this is not wholly passed to organisations to pay for the additional cost of SLW. Payment for SLW is an annual negotiation and is often linked to the level of service delivery and how this can be changed to part fund the expenditure.

There have also been a number of other decisions made by legal courts that have financial implications that are out with our control, such as, the payment for

sleepovers. Those decisions require negotiation and additional funding from the commissioners of our services.

DIFFERENT LOCALITY/LOCAL AUTHORITY DECISION MAKING

Each local authority/locality joint board operates in a different way and uses different rules to implement policy. It is very time consuming to hold individual negotiations each year that have no certainty; this makes it impossible to predict or make assumptions for the year ahead and further into the future.

PERSONALISATION AND SELF DIRECTED SUPPORT

Although this policy is welcomed within the sector and organisation and fits well with our philosophy of person-centred support, it has not, as yet, been widely introduced into the commissioning of services. We will continue to shape the organisation, introducing and promoting choice

and control to the people who receive our services regardless of where their funding comes from.

CARE INSPECTORATE – NEW STANDARDS AND INSPECTION

The Care Inspectorate is introducing new standards and inspection processes to the sector. We look forward to working with these and will ensure our monitoring systems will evidence our high standard of service delivery.

SCOTTISH SOCIAL SERVICES COUNCIL REGISTRATION OF THE WORKFORCE

SSSC has opened the process for registration for our support staff and outlined the necessary qualification criteria in order to achieve registration. We will work with our staff so that they can achieve their qualifications and registrations within the set timescales. We will also ensure that workers are able to evidence their continuing professional

development in order to maintain their ongoing registration. This requires individual commitment from the worker to achieve this in a timely and cost efficient manner.

OPPORTUNITY FOR CREATIVITY, INNOVATION AND REDESIGN

The resource challenges we face create an opportunity for creativity and redesign. This can be a positive challenge which brings forward new thinking and innovation and we are well placed to respond to this.

There is a growing concern that the new way of commissioning work is to create pilot projects. These often have too short timescales to effectively measure impact. Continuation of these projects is then carried out through a tendering process. Too much commissioning in this format has a significant impact on organisational planning and stability due to the lack of certainty that the project will continue and that Carr Gomm will be involved.

WHAT WE WANT TO ACHIEVE WITH THIS PLAN

Our vision is to create both stability and innovation in our future. At a time of much change it is important we identify what we are in control of, what we are skilled in and what influence we have. We are then in a position to offer our knowledge and experience to others who may be looking for alternatives in the future.

This plan establishes a strong workforce that is confident in what it does and is rewarded for what it delivers. It also gives us the space to look for opportunities to diversify into new forms of service delivery, using new tools and technologies, and developing new ways of thinking. We continue to recognise that the wisdom as to what is a 'good service and service delivery' comes from the people who receive the services. We will continue to ask for that wisdom and

use it to help shape current and future services.

We are in no doubt that the culture of the organisation is key to what we do and how we do things. The plan focuses strongly on reinforcing our culture based on our strong philosophy and values. Our strategy of focusing on our staff's wellbeing, skills, approaches and attitudes keeps our culture real and consistent across all of Carr Gomm.

The strategy does not ignore the financial challenges we will have, but is proactive in thinking about what we can do to be in control of them and create our own opportunities and destiny.

We hope you enjoy reading what we have designed together for the organisation and what our planned work is for the next year and further ahead.

It is always useful to remind ourselves of our philosophy and values and the importance of this in what we do.

OUR VALUES

- Openness; Honesty; Trust; Respect; Interdependence; Control; Choice;
- A Person-Centred Approach

OUR PHILOSOPHY

- We all have needs and we are all individual
- We all need – housing, security, income, relationships – and we all have dreams
- We all like to be described by our strengths
- We don't deny the impact of discrimination when it is faced in life



OUR OBJECTIVES FOR 2018-2021

OBJECTIVE 1

To have organisational structures and processes that support our ability to deliver services efficiently and cost effectively, but that also enhance and encourage our enthusiasm and pleasure in doing what we do.

OBJECTIVE 2

To focus our work on internal activities, knowledge and skills to ensure we have a strong working environment and a healthy culture into our future. Ensure we are skilled to grow our diversity in service delivery.

OBJECTIVE 3

To create opportunities which enhance our position of being at the forefront of developing and delivering services. To ensure we take any opportunity to influence change, which will better service delivery and the sector's workforce. We shall encourage the people we support to participate in shaping future service delivery.

OBJECTIVE 4

To keep informed of what will keep the organisation relevant today and into the future.

OUR WORK PLAN FOR 2018-2019

OBJECTIVE 1

To have organisational structures and processes that support our ability to deliver services efficiently and cost effectively, but that also enhance and encourage our enthusiasm and pleasure in doing what we do.

- Complete competency jigsaw for Support Staff
- Develop additional team roles – Champions and Organisational Experts
- Review support systems for Service Managers
- Complete intranet revision by looking at alternate systems
- Review/restructure frontline worker role
- Improve guidance on method, quality and consistency of outcome monitoring
- Introduce routine use of outcome monitoring to help decision making with the people we support
- Develop staff training that supports being a professional worker
- Explore developing a Young Worker Programme that offers additional mentoring, coaching and support to under 25's. Introducing proactive talent spotting and nurturing
- Carr Gomm Futures to take a lead with "What's going on in Carr Gomm" – staff events, internal networking
- Invite Involvement Group to help us work on the frontline relationships with people we support
- Tasks that ensure we are on target with SSSC registrations and SVQ qualifications
- Integration of new Health and Social Care Standards into our daily work



OBJECTIVE 2

To focus our work on internal activities, knowledge and skills to ensure we have a strong working environment and a healthy culture into our future. Ensure we are skilled to grow our diversity in service delivery.

- Continue our work on improving team cohesiveness and understanding of our organisational culture
- Local relationship building with commissioners - proactive discussion about stability and growth
- Develop a staff welfare process where staff can self-refer themselves for extra support and guidance
- Review our policies and standards on how staff present themselves to people we support
- More team community mapping and building, taking advantage of what is available in local communities
- Continue to fundraise for activities we identify through CG Futures portal and local objectives. Develop a route for requests for fundraised monies
- Easier staff guidance and access to Carr Gomm PR material to use locally
- Review our organisational policy on Equality and Diversity



OBJECTIVE 3

To create opportunities which enhance our position of being at the forefront of developing and delivering services. To ensure we take any opportunity to influence change, which will better service delivery and the sector's workforce. We shall encourage the people we support to participate in shaping future service delivery.

- To continue to develop partnerships and proposals to tender for Recovery College opportunities
- Develop more local staff perks and discounts, particularly with a health and wellbeing focus
- Build relationships with commissioners involved with children transitioning into adult services
- Review our direct advertising to the general population
- Discuss with the Involvement Group having local events for people we support
- Explore complexity of general public "ordering support time online"
- "Who is out there" look for some like-minded international links, for creativity, ideas and opportunity
- Strengthen our links with local accommodation providers with a view to coming up with housing solutions
- Focus on fundraising and community development that continues our goal of reducing social isolation and loneliness within our society

OBJECTIVE 4

To keep informed of what keeps the organisation relevant today and into the future.

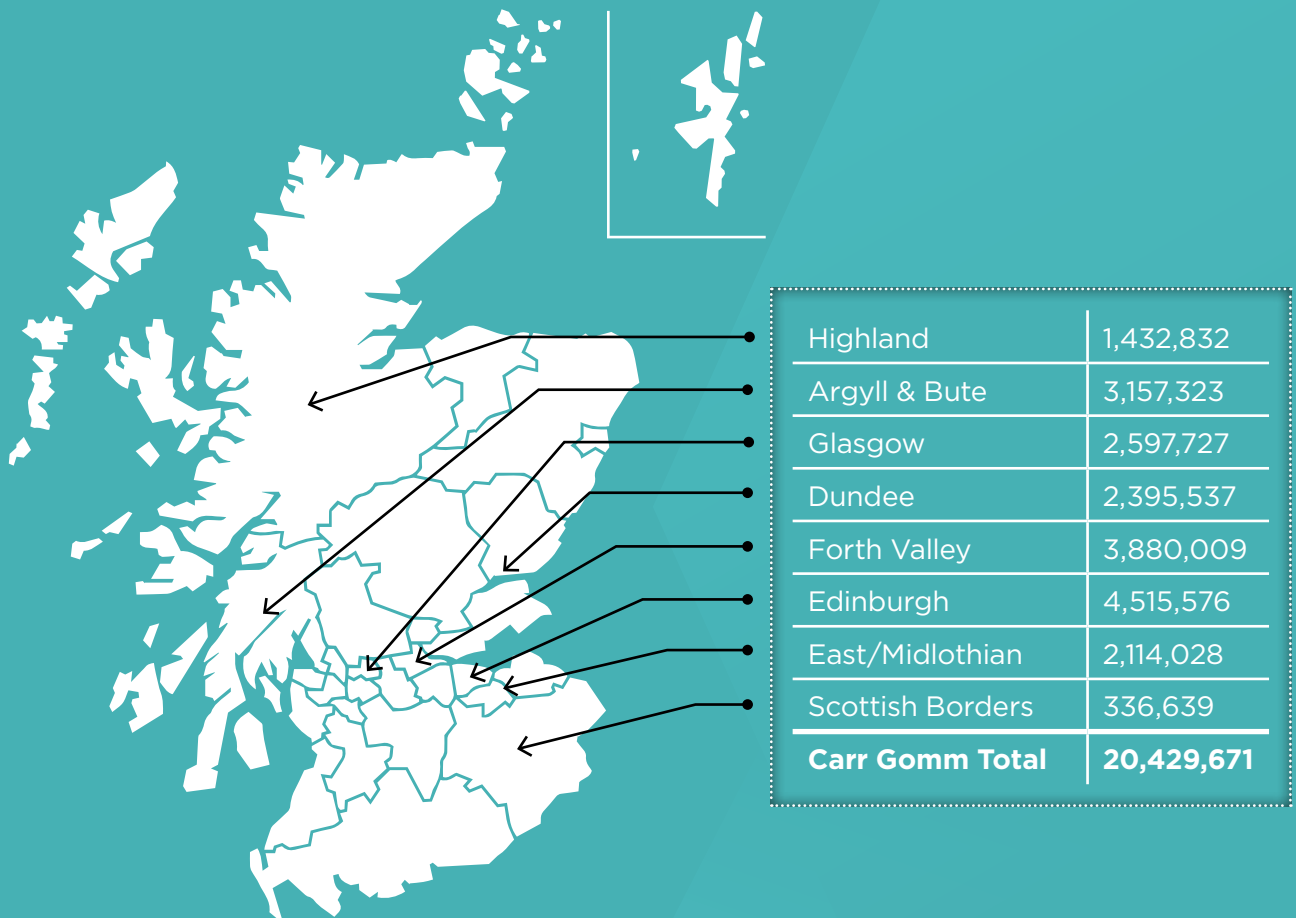
- Exploring and piloting more technological solutions to aid how we work
- Developing systems that ensure people we support have direct access to their information and are participants in managing their support
- Explore how we use our office space and at what cost
- Explore IT management and data protection systems ensuring they are modern and fit for purpose (for example GDPR)
- As part of intranet revision explore niche social networking within the organisation

OUR RISKS 2018-2021

Risk	Likelihood	Impact
Insufficient funding to cover service costs	Medium	High
Low growth – overall reduction in service delivery	Medium	High
Not maintaining recruitment levels/non-compliance	Medium	High
Not maintaining external accreditations/grades	Low	High
Not making timely changes with changes to income	Medium	High
Staff not registering timely with SSSC	Low	Medium
Failure of critical systems	Low	High
Non-compliance with GDPR	Low	High
Reputational damage from negative publicity	Medium	Medium
Not maintaining overhead expenditure in proportion to income	Medium	High
Significant financial fraud not identified in our controls	Low	High
Risk of growth based on pilot projects and short term contracts	Medium	Medium
Staff inability to adapt to change that is implemented in response to a changing environment.	Medium	High

OUR RESOURCES

BUDGETED INCOME BY LOCAL AUTHORITY (£)



OUR STAFFING LEVELS AND NUMBER OF PEOPLE SUPPORTED BY LOCALITY

Staffing Level (WTE) 2018 – 2019 from our budget with budgeted number of support hours

Locality	Staff (WTE)	Direct hours of support per week
Dundee	89	2481
Edinburgh	167	4587
East/Midlothian	77	2110
Scottish Borders	11	311
Forth Valley	138	3942
Glasgow	99	2762
Highlands	56	1424
Argyll & Bute	123	3161
National*	31	N/A

*National includes the Business Development Team, Community Development Team (does not include Community Development Projects Teams) National Service and SVQ Team.

INCOME AND RESERVE TRENDS OVER LAST PLAN TO DATE (£)

	Operational Income	Reserves
2016 - 2017	20,487,559	5,747,665
2017 - 2018 (Forecast)	20,000,403	5,928,184
2018 - 2019 (Budget)	20,575,676	5,999,345

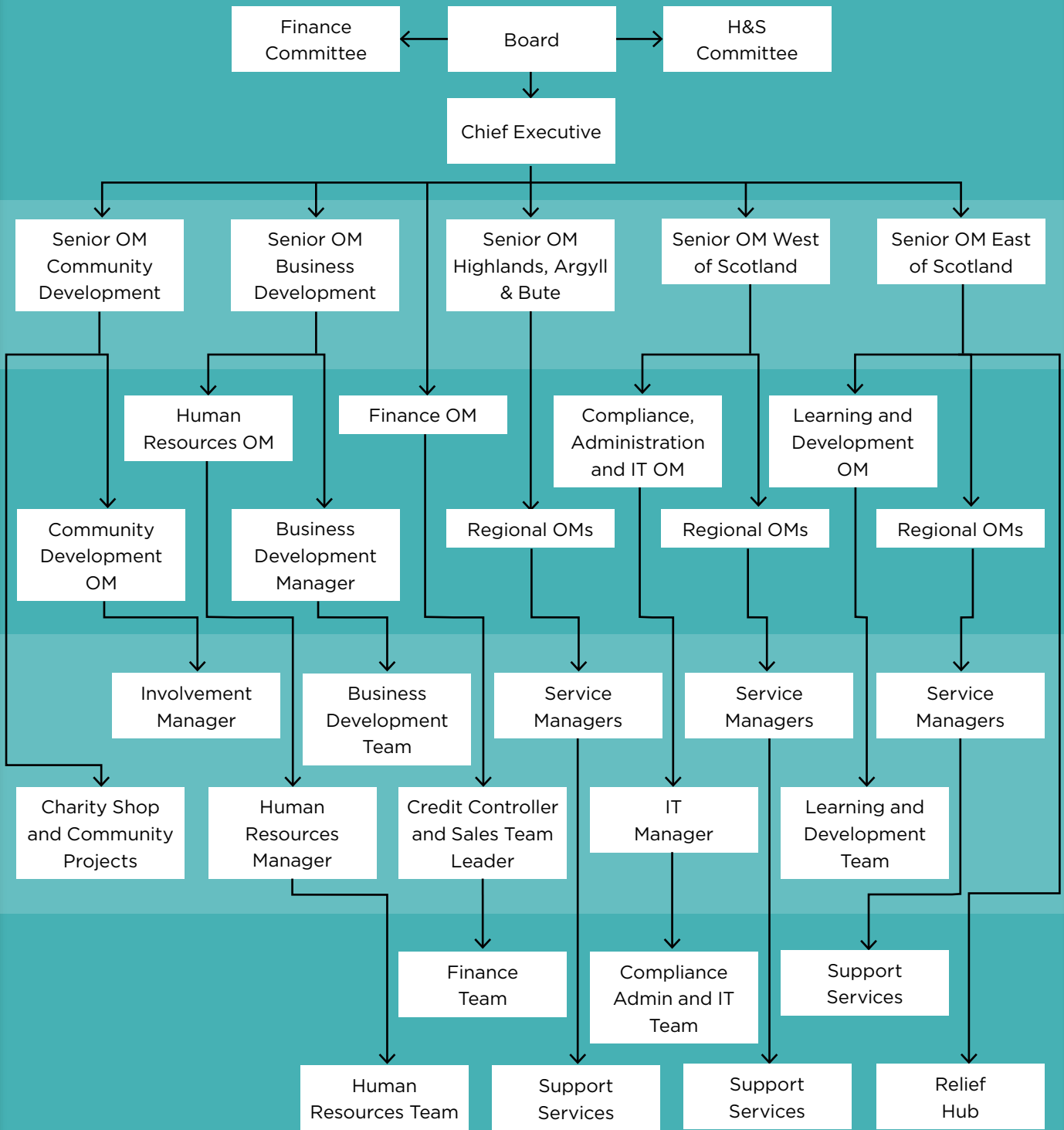
COMMUNITY DEVELOPMENT STATISTICS

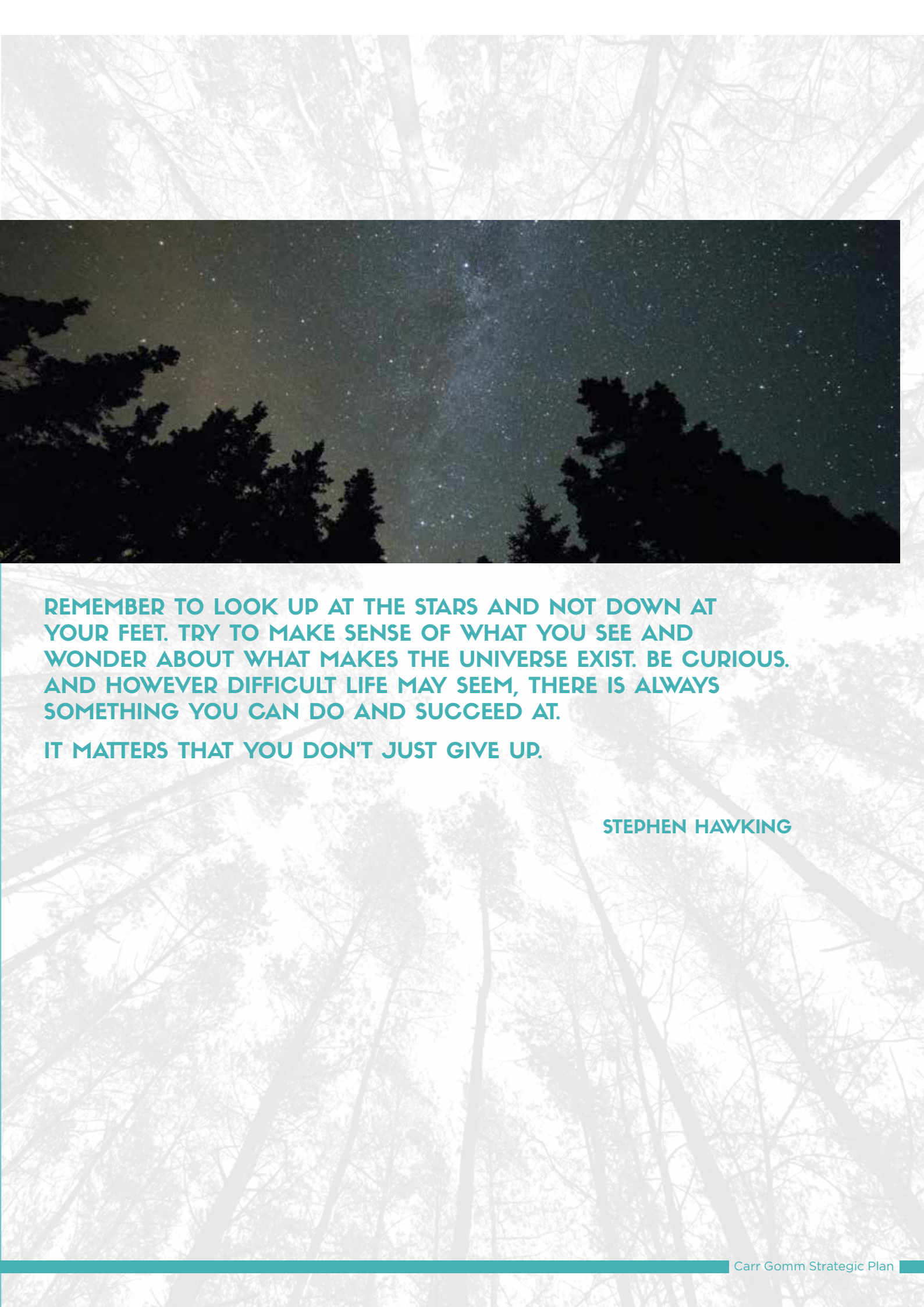
Project	Info	Activity	Impact	Funding duration
Community Compass	Funder: Scottish Government Community Link Worker programme Start: October 2013 Staff FTE: 4	Implementing the first year of roll out of social prescribing support to more GP surgeries (5 in Greater Craigmillar area), with a focus on areas of deprivation.	Raising the profile of this model of practice and Carr Gomm's expertise in this area.	One year, then will be funnelled through local Integrated Joint Board and may go to tender.
Rosebank Gardens	Funder: East Dunbarton-shire Council Start: July 2013 Staff FTE: 4.40	A horticultural project for people with mental health or addiction issues.	Developmental programme to improve individual confidence, skills and life chances.	Under review – we have submitted a redesign proposal based on Recovery College principles.
Craigmillar Community Grows	Funder: Various small grants Start: May 2011 Staff FTE: 0.80	To work with local groups to develop new community growing projects.	Demonstrating the potential for horticulture as a tool to improve community engagement and local environments.	Ongoing fundraising to secure project: on current data, secured for 2018 – 2019 and 2019 – 2020 financial years.
Community Contacts	Funder: Scottish Government – Support in the Right Direction Start: October 2013 Staff FTE: 3	Raising awareness of Self Directed Support (SDS) across Argyll & Bute as well as working with individuals and families to access SDS using person-centred approaches.	People report a greater understanding of SDS and that they feel more confident on their own SDS journey.	Funding extension until Sept 2018 to enable projects to apply for next 3 year funding tranche (to 2021).



Project	Info	Activity	Impact	Funding duration
Inverness Shop	Funder: Charitable fundraising Start: October 2011 Staff FTE: 1.25	To generate donations and raise funds through a variety of charitable activities.	To add value to the respite service that Carr Gomm provides in the Inverness area.	Project plan to generate surplus of at least £3K per annum to fund programme of spend across Highland.
Men In Isolation, Edinburgh	Funder: NHS Lothian and Carr Gomm fundraised income Start: December 2014 Staff FTE: 0.33,	To promote a greater sense of worth and community connectedness amongst Men's Shed participants.	To reduce social isolation and improve the mental health of participants.	Commitment for NHS Lothian to contribute in 2018 -2019, then half their contribution in 2019 - 2020; funding ending thereafter.
Rivers Public Social Partnership (PSP)	Funder: Scottish Government via NHS Lothian Start: January 2017 Staff FTE: 3	To provide Link Worker support to the NHS Lothian specialist psychology trauma service.	To support people resolve the full range of issues affecting them to support their wellbeing into the future.	Funding for the Link Worker element of the PSP secure until March 2019; NHS Lothian is seeking ways to continue beyond this point.

OUR ORGANISATIONAL CHART





REMEMBER TO LOOK UP AT THE STARS AND NOT DOWN AT YOUR FEET. TRY TO MAKE SENSE OF WHAT YOU SEE AND WONDER ABOUT WHAT MAKES THE UNIVERSE EXIST. BE CURIOUS. AND HOWEVER DIFFICULT LIFE MAY SEEM, THERE IS ALWAYS SOMETHING YOU CAN DO AND SUCCEED AT.

IT MATTERS THAT YOU DON'T JUST GIVE UP.

STEPHEN HAWKING




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