

Welcome to CIC's 2008 Annual Review and 20th Anniversary celebration DVD

We believe that the best way for you to learn about our services is to hear from the people who access them and the staff who deliver them. We decided to make a DVD to give people a platform to talk to you directly about what CIC means to them.

Shot in one month, members of the CIC community from around the country volunteered to talk candidly about their lives and experiences. Our documentary is honest, sincere, touching and often inspirational.

The participants in our film come from diverse backgrounds. Whether the person is a support worker or has learning difficulties, physical difficulties, mental health concerns, is older or has age-related conditions, addiction problems or is homeless, they all share a common experience, the ability to overcome obstacles to lead full and happy lives in their community. Each individual has their own hopes, aspirations and dreams.

This DVD is a snapshot of where CIC services are today, but importantly, it also illustrates how care and support in the community can continually evolve to respond to the changing needs of each and every individual.

The personalisation of services, such as individualised budgets and direct payments, will enable more and more people to feel empowered to lead the lives they choose. CIC is responding by developing flexible care and support services that can grow and change with each individual.

Our DVD was made this year to celebrate CIC's 20th anniversary of successfully delivering high quality inclusive, person-centred care and support to thousands of individuals in Scotland and England.

Working in partnership with all stakeholders we shall continue to provide dynamic services which respond to people's needs and aspirations for many future generations to come.

We hope you enjoy this visual annual review.

Chairman and Chief Executive's Statement

CIC celebrated 20 years of delivering community integrated care in March 2008. Our birthday gave us a great excuse to celebrate our diverse community and the achievements we have made in delivering person centred care and social inclusion to the thousands of service users we support across the UK.

We believe that we have much to be proud of. CIC was launched in 1988, from the vision of "a better, fuller life in the community for people leaving long stay hospitals". Encouraged by our success in supporting people with learning difficulties and mental health concerns in tenancies, we have expanded our expertise to include care services for older people and support for people experiencing addictions or homelessness.

We know from experience that partnership working with people who use our services, their families, LA and PCT commissioners, GP's, clinicians and carers bring effective health and social care solutions that suit each individual. As we go forward, we are excited by the future prospects for driving further and innovative improvements in social and health care in the UK.

The green paper: 'Independence, Well-being and Choice: Our Vision for the Future of Social Care for Adults

in England' and the white paper 'Our health, our care, our say: a new direction for community services' both champion a transformation in how services are delivered.

CIC enthusiastically support the move towards the personalisation of services. We believe in a more individualised approach and this is what we have been working towards since we moved the first person out of an institution and into their own tenancy back in 1988. We do recognise, however, that the new Policy direction is very challenging for many people including Commissioners and service providers.

We expect to be heavily involved in developing ideas and solutions that deliver to individual needs in a safe, secure and empowering way.

2008 has been a year where we have begun in earnest to put our plans into place for taking the charity forward. The CEO strategy team and all the Trustees have worked intensively to develop and deliver a robust five year business plan.

Many people at CIC have contributed to the development of our plans through a series of collaborative events around the country called 'Engage Days'.

These Engage Days have provided a platform for people across the



Students from CIC's Independent Living service, the Rievaulx Centre in Billingham were thrilled when Middlesbrough FC manager Gareth Southgate and captain Emanuel Pogatzetz, joined them for a day of activities in September. Boro chose the Rievaulx as their main winner in the FA Premier League's prestigious 'Creating Chances' scheme. The service, which provides support, training and employment to 60 people with learning difficulties has received a £4000 donation to be used to provide specialist communication training (makaton and british sign language) across CIC.

service sectors to get together and fully explore our charitable aims and strategic objectives and share best practice. We plan to continue to listen and talk to our community as we know good communication is the key to the success of our organisation.

There have been major changes with a reconfiguration of our service groups: Independent Living, Senior Care, Addictions Outreach and Homelessness Relief. There has also been a re-structuring of senior

roles to ensure we maximise our business acumen and strengthen our expertise. This will position us to respond to changes in service provision, initiate innovation and deliver our business plan.

We have reviewed our sustainable funding sources and met all our revenue challenges. We continue to invest in service innovation. This year put us at the forefront of assistive technology when our new Scottish service, Station Court

in Todlaw, which supports people with physical disabilities, won an award for its state of the art home design that promotes independence and accessibility.

Our involvement in the 'In Control' pilot in Newcastle is informing our future approach to service delivery. We have begun to develop personalised services in North East England and floating support in Leicester to respond to the demand for self-directed support.

All our services are regulated by CSCI and the Care Commission and we are proud of the high standards we are achieving. For example 85% of our Senior Care homes have been rated good to excellent on care related issues. We set high targets for all our homes and our objective is to improve upon these year by year.

The CIC workforce has a can-do attitude and endless enthusiasm for helping individuals to achieve their aspirations. CIC has been successfully responding to changing individual needs and adapting and improving services for 20 years. We believe that we will continue to make a positive contribution to society for decades to come.

John Edwards
CIC Chairman

Phil Edgington
CIC Chief Executive



CIC have been successful in achieving Autism accreditation from the National Autistic Society for some of our Independent Living services. We are also seeking beacon status for some of our senior care services.

Engaging Ideas – Transforming Lives

CIC's 20th Anniversary saw us revisit our original charitable aims. CEO Phil Edgington and the senior support team held a series of Engage Days across the UK, to meet with all CIC managers and hear their ideas about how CIC can develop and improve our services to the people we support.

Each Engage Day was attended by up to 100 colleagues. Phil started the day by introducing the team and explaining that he hoped colleagues would 'engage' with the business plan; use the opportunity to share their ideas across the organisation and encourage innovation in their own teams.

To illustrate what CIC's vision, values, mission and charitable objectives are, Phil presented the enclosed DVD that accompanies this, our anniversary edition of the annual review.

The film begins with a montage of images from CIC services, many pictures taken from the pages of CIC's magazine, 'You First'. It then focuses on each of the four groups of services, Independent Living, Senior Care, Addictions Outreach and Homelessness Relief, featuring interviews with people supported, staff and external partners.

The film was a big hit with our staff. Those who saw it described it as "inspirational", with many commenting that it made them feel proud to belong to such a diverse organisation. Managers requested copies of the DVD so they could watch it with their teams to give them a greater insight into the other services that CIC provide.



CIC's Impact

| Last year we said we would | This year we achieved | In 2008/09 we will |
|---|--|--|
| Review our strategy and redefine goals for performance and development | A new 5 year strategic plan with defined objectives | Expand our specialist service provision |
| Review the unmet needs in the care sector and apply our specialist expertise to developing new services to meet those needs | Relaunched our service areas with new names and new focus | Develop our expertise in Addictions & Homelessness Relief |
| Refocus our strategies for each of our service areas and redefine goals for performance and development | Developed key indicators to monitor our organisational performance | Continue to provide quality care services using our resources as efficiently as possible |
| Further improve our information management to support innovation and communication | Development of an intranet for CIC staff | Stage 2 of intranet development to include workflow. |



CIC service users from Step up to Life, our Social Inclusion group have drawn up a Service User Charter which will be rolled out across the organisation.

The DVD illustrates how we have re-positioned our vision and values to reflect our progressive and inclusive approach.

Our purpose...

To provide quality care, support and specialist health services within a community, promoting dignity, choice and independence

CIC vision:

An inclusive society where diversity is celebrated

Our vision of inclusion has been adopted by the charity through the Engage Days around the country. Alongside our vision review is a fundamental assessment of our strategic plan and objectives. The strategic plan for the organisation identifies key activities which will enable us to further contribute to an inclusive society.



“The DVD confirmed to me what an exciting place CIC is. I feel proud to belong to a charity that supports so many unique individuals.”

Frankie Robertson, Trustee.

Our objectives for 2008/09 and beyond

- **Commissioners and purchasers:-** To work with partners to deliver and grow flexible innovative solutions
- **People we support:-** To deliver person centred inclusive support, promoting respect, choice independence and dignity
- **Staff:-** To attract, develop, and retain competent staff who share our values.
- **Quality:-** To provide quality services by developing a culture of continuous improvement, research and sharing best practice.
- **Financial:-** To manage financial and capital resources to sustain the investment in our charitable objectives
- **Corporate Social Responsibility:-** To be socially responsible in our impact on the environment and the communities where we have a presence



Independent Living

CIC's Independent Living schemes have grown in service provision and expertise in 2008. Our award winning scheme in the Scottish Borders for people with physical disabilities, has proven once more that we can step in and creatively reconfigure outdated care schemes to provide more fulfilment for people accessing the services and a better support environment.

We have also moved into a scheme in Leicestershire, a new geographical area for us. The scheme provides care and support to 26 service users in 7 homes.



| Last year we said we would | This year we achieved | In 2008/09 we will |
|---|---|---|
| Continue to exceed quality standards and improve consistency of quality care provision across all our services. | Excellent CSCI reports in key services within England and Care Commission reports for Scotland. | Take forward the Personalisation agenda for people supported within new and existing services. |
| Take forward sector revenue challenges through review of sustainable funding sources and services to match. | A successful partnership working with stakeholders to implement supporting people funding reductions in our services. | Continue as a leading provider within Independent Living by supporting commissioners facing funding and resource pressures by reconfiguring services. |
| Be at the forefront of technology assisted care provision. | Further expansion of the use of information technology in our newly commissioned services. | Enhance our reputation within the care sector by active involvement in national forums. |
| | | Provide services across the UK which receive high quality ratings from CSCI and the Care Commission. |
| | | Extend our footprint of Independent Living services into new regions where we can build our expertise and offer further value. |

In our Independent Living services we now have several service users who utilise self directed support and individual budgets. This gives people who need support, more control over their own lives. We are looking at developing Personalisation support across all the service areas, including providing extra care and domiciliary services for older people who wish to remain in their own home.

Senior Care

This year was a period of consolidation for CIC Senior Care services. Following the ending of Section 64 grant funding in March 2008, we began a fundamental review of our services to ensure that they are fit for the future in terms of the care provided, the specialist nature of that care and the funding available to ensure that these quality services could be maintained.

Jointly with commissioners we designed new service types to suit specific requirements and started the reconfiguration of services to ensure specialist provision tailored to individual needs for each locality.

The reconfiguration of services and specialties continues this year as we strive to provide quality care for the elderly in environments that meet their needs.

In the early part of 2008, CIC entered into successful negotiations

with senior care charity Manchester Care regarding a merger.

On 28 November 2008, Manchester Care services under the name Inspirit Care Ltd, joined the CIC group. Manchester Care provides care services for the elderly within 11 care homes. They also provides domiciliary care services, supporting individuals in their own home.

The joining together of two like minded, not-for-profit care providers is good news for the people that both organisations seek to serve and we look forward to reporting on this in our 2009 Annual Review.



| Last year we said we would | This year we achieved | In 2008/09 we will |
|--|--|---|
| Raise our profile with increased ratings for homes to ensure that the quality of our services is consistent across services. | Achieved Excellent CSCI reports in three services. | Implement the introduction of innovative / specialist services to a quarter of our current homes. |
| Develop our palliative care specialists and care provision. | Reduced the number of requirements and recommendations in care commission reports. | Improve services to continue to achieve a high rating from CSCI and Care Commission. |
| Be innovative in the reconfiguration of service and care provision. | Introduced 5 new palliative care places in the new service at Eccleston Court. | Implement the 5 year business plan to enable CIC to continue its services. |
| | Completed review of all services and developed a 5 year business plan. | Assess opportunities to extend the number and range of services Senior Care provides. |
| | | Review assistive technology as a means of improving services to people with dementia. |

CSCI's draft Corporate Provider Annual Performance Report (1 April 2007 - 31 March 2008) indicates that CIC have achieved higher scores than the national average in all service groups. It also suggests; 'people who live in CIC care homes (supported living and older persons) received better outcomes as both service types have improved their overall performance since the last report.'

Addictions Outreach

Our Addictions Outreach services had a year of consolidation and transition. Funding streams for 2008/09 have altered, meaning that towards the end of 2007/08 preparation was undertaken to ensure the services we currently provide continue under the new funding system, and also that we are best placed to meet any new service requirements.



| Last year we said we would | This year we achieved | In 2008/09 we will |
|---|---|--|
| Address the challenge of short term funding for community projects. | Further development of our range of specialist Addictions Outreach services and enhancement of our reputation with commissioners. | Raise our profile in new geographical areas for Addictions Outreach Services. |
| Provide counselling and support services for people in new areas such as gambling addiction or rehabilitation of offenders. | Through successful partnership working, we have consolidated and extended our current funded contracts to facilitate further development of our services. | Build on our reputation for the provision of specific specialist services for challenging individuals. |
| | Implementation of a programme to improve our QAF ratings which received a commendation from a commissioner on its successes. | Strive to increase our QAF rating in current services. |
| | | We will work with multi-agency partners to achieve independent lives for the people we support. |

We continue to develop our expertise in providing care for people with challenging behaviour, complex needs, and dementia illnesses, all with a view to ensuring that individuals have as much choice as possible about their own lives.

Homelessness Relief

Our Homeless services have this year improved their standards and won plaudits from local commissioners in recognition of the numbers of people we have helped to move-on or resettle.

Our Homeless services specialise in providing accommodation based support for individuals with complex needs. Services are currently provided in one geographical region only and it is our intention to develop these types of services across England in the next 5 years.

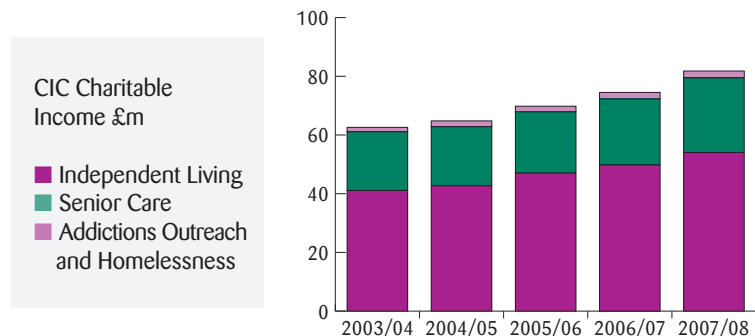


| Last year we said we would | This year we achieved | In 2008/09 we will |
|---|---|---|
| Address the challenge of short term funding for community projects. | Further development of our range of specialist Homelessness Relief services and enhancement of our reputation with commissioners. | Raise our profile in new geographical areas for Homelessness Relief Services. |
| Provide counselling and support services for people in new areas. | Through successful partnership working, we have consolidated and extended our current funded contracts to facilitate further development of our services. | Pilot the new QAF process for Homelessness Relief to influence standards of services on a national basis. |
| | Implementation of a programme to improve our QAF ratings which received a commendation from a commissioner on these successes. | Build on our reputation for the provision of specific specialist services for challenging individuals. |
| | | Strive to increase our QAF rating in current services. |
| | | We will work with multi-agency partners to achieve independent lives for the people we support. |

The percentage of all CIC staff who have completed, or are working towards NVQ's, is 72%. The national average is set at 50% but CIC are working to increase our rate to 80% by April 2009.

Financial Review

As a charity CIC's income is derived from payments for services provided. We do not raise funds through donations or events. We are pleased to note that for the last 5 years income has risen steadily as we have developed more services and expanded our expertise.



This year total income increased by 9.8% to £81.8m (2007 £74.5m), reflecting the increased specialist services available and our continued expansion of Independent Living.

The net surplus before pension gains of £8.3m shows a marked improvement on 2007 (£3.4m). The increase in net surplus is significantly higher than our budgeted amount and has several underlying features.

It was our stated intention to reduce bank borrowing due to the anticipated reduction in Senior Care income from 2008 onwards. **The resultant saving in bank interest was £0.3m, total spend in 2007/08 £0.7m (2006/07 £1.0m).**

Our property portfolio was surveyed during the year and a planned maintenance programme compiled, this was anticipated to generate much higher spend than the £1.25m designated funds in the year, however due to practical

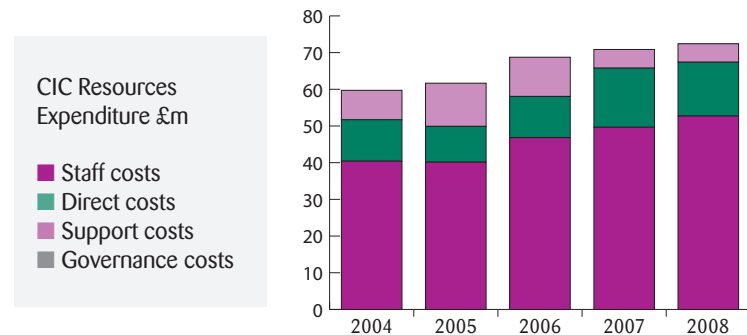
delays in progressing works, some of the spend expected and budgeted in 2007/08, will now occur in 2008/09.

There were also reviews of services to ensure that efficiency, without reduction in care standards, was achieved. The year also saw a significant reduction in consultancy spend due to the appointment of a new CEO and his Executive Team and the stability this has brought is reflected in the financial result.

One focus in the year has been on central support costs to ensure that the organisation is structured to manage growth without jeopardising any of its current services. Support services costs have therefore remained static this year in the face of significant growth in the charity.

The Trustees have also stated their intention to build charity reserves to enable the charity to improve its services, in terms of buildings environment, through planned maintenance, as well as expand its charitable activities, in line with our charitable objectives, where opportunities exist to do so.

The Manchester Care merger is one such opportunity.



Our strategic plan is to develop our specialist skills across the care sector.

Environmental Responsibility

At CIC, we are striving to become a more environmentally conscious organisation.

It is important for the CIC community to take proactive steps to minimise any negative impact on the environment.

Over the past few years we have supported a number of inclusive environmental initiatives and we want to take our commitment further in 2009.

We shall measure ourselves against other organisations that are leading the way with social responsibility. Therefore, we are developing our own environmental management system with the aim of achieving British Standard accreditation.

The entire CIC community will be working hard to reduce, reuse and recycle as we seek to become a more environmentally efficient and sustainable organisation.

