The magazine for supporters of Community Integrated Care

FIRST

Community Integrated Care

DARE

DO YOU DARE?

We're daring to be different and we want you all to join us!

WE INCLUDE • WE DELIVER • WE ASPIRE • WE RESPECT • WE ENABLE



Moving on in Durham Hello to Warriors House

Age Exchange Welcome to our new partners

Magical Musical Memories Care homes strike a chord thanks to Comic Relief

REMEMBER

You First – as always, we'd love to hear what you think. You can share your thoughts on Yammer or email us directly at youfirst@c-i-c.co.uk

Email us youfirst@c-i-c.co.uk

Yammer us using the hashtag **#youfirst** Call us 0151 423 7278

Write to us!

You First, Community Integrated Care, Old Market Court, Miners Way, Widnes, WA8 7SP

You First is the quarterly magazine for all colleagues and customers of Community Integrated Care. It is written by our Internal Communications Team, Danielle Chan and Siobhan Biggane, with the help of our guest contributors, and is produced by our design partners, Words&Pictures.



WELCOVE CUMP

Hello and welcome to the special We Dare edition of **You First** magazine.

It's a really special time to be part of Community Integrated Care. We're not only reflecting on our proud history in our special 30th year, but also looking to the future as we put our new strategy into practice.

A year ago when I joined Community Integrated Care, I made a promise to you all that our new Five Year Strategy would place our colleagues and the people we support at the very heart of everything we do.

That's why I'm so proud of what we're setting out to achieve with We Dare – our success will benefit everyone and the society we live in. It's something we can all get behind and I'm really excited to see you all bring this to life in your incredible work each day

As always, my door is always open so please do contact me if you have any questions, feedback or ideas for the future. My email address is **mark.adams@c-i-c.co.uk**, or alternatively you

can reach out to me on Yammer.

Happy reading – don't forget to tell us what you think!

Mark Adams, Chief Executive **G**()(BE

As we move into a new chapter for Community Integrated Care, now more than ever, it's essential that we're focused on providing high quality services that are praised by our regulators.

Congratulations to the following teams who have done a stellar job in achieving 'Good' or better ratings from the Care Quality Commission (England) and Care Inspectorate (Scotland)) in recent months...

- **Beighton Road** in Sheffield
- Bluebell Park Extra Care in Liverpool
- Colleonard Court in Aberdeenshire
- Cornwall Park in Newton Stewart
- Derby Court Extra Care in Liverpool
- Duddingston Row in Edinburgh
- Gordon House in Liverpool
- Lismore House in West Lothian
- Jedburgh Services Scottish Borders
- **Mengham Avenue** in Hampshire

- Merse House in Kirkcudbright Mill Road
- in West Lothian
- Moss Cottage in Hampshire
- Muirs Court in West Lothian Penk Ridge
- in Hampshire
- South William Street in Perth
- Southern Regional Office
- St Patrick's Care Home in Widnes
- Todlaw in Duns Scottish Borders
- Wakefield **Regional Office**

Congratulations to the team at Jedburgh Services, Scottish Borders, who have been rated as **Excellent Services by the Care Inspectorate!**

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In their latest report, the regulators praised our Jedburgh Services, grading them as Excellent in all of the themes they were inspected on -a first for Community Integrated Care in Scotland!

Karen Sheridan, Community Integrated Care's Managing Director in Scotland, says: "A massive well done to our Jedburgh Services in the Scottish Borders for achieving this top grading from the Care Inspectorate in their recent inspection. This is an amazing achievement and a testament to the hard work and dedication of the entire team - each and every one of you should be so proud of yourselves. You've set the standard really high for team Scotland!"

A big Community Integrated Care welcome to the new services that have joined our family recently...

CareQuality

- Angus Close in Nottinghamshire, Cherry Tree House in Rotherham, Ash Street in Sefton, and **Redruth Avenue** in St Helens, which all support adults with learning disabilities.
- Arundel Apartments, a Supported Living service in Liverpool that supports 15 people with mental health concerns and other support needs.
- York Mews in Nottinghamshire, a newlybuilt complex for 12 adults with physical disabilities, learning disabilities and mental health concerns.

inspectorate

• Finally, The Watch Factory, a new purposebuilt Extra Care scheme for people with varying needs in Prescot, Merseyside.

Keep an eye out on Yammer and in future editions of You First for updates from our new services!

Welcom to our



We're a social bunch here at Community Integrated Care. That's why there's nothing we love more than celebrating our great people on our social media channels...

Scotland

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Keep an eye out

for your service in future

editions of You First!

As many of you will know, **Elspeth** who lives at School Close in Kirkcudbright, is the Royal Family's biggest fan! Recently, she was delighted to meet Princess Anne, and just as she was over the excitement of this, she received a lovely letter from the Princess Royal thanking her for the beautiful bouquet!

Older People's Services

Celebration time at Heartly Green Care Home in Manchester, as the lovely Mary celebrated her 100th birthday!

Here she is with her birthday card from the Queen and a big bunch of flowers – congratulations Mary!

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great time - this amazing day was yet another example of our incredible partnership continuing to grow.

North West

Support Services

A huge Community Integrated Care welcome to Joseph Kelly, our External Communications & Marketing Manager.

Thank you Widnes Vikings Rugby League Club for making us special guests at their last game of the season! Everyone had a



Connect • with us on social

media...



Follow US on Twitter Connect LinkedIn in

Warrior spirit

Paul, Antony and Gavin are no strangers to You First magazine. In April 2016, they graced the back page of our relaunch issue, telling us all about their lives at Spencers Villa in County Durham.

ast forward two years, and alongside their staff team, they've embraced their warrior spirit of bravery and being open to moving into their new home, Warriors House.

Their journey began last year when despite many great years together at Spencers Villa, it became clear that as the three lads entered their 20s, the environment no longer suited their needs.

Paul Nesbitt, Service Leader, tells us more: "We worked in partnership with Mersten, who are specialists in accessible housing, and sourced an amazing property consisting of self-contained flats in a nearby town. This meant that the lads could still live together, with the same staff team, but would be able to enjoy their own space too.

"It was important that Paul, Gavin and Antony were involved from the beginning – so we used photos to create a positive storyboard. Colleagues also stocked the cupboards with their favourite snacks so it felt like home. Before long, the lads were referring to it as 'Spencers 2'!

"It's all about the lads being in an environment in which they can flourish. We're already seeing the impact this can have. The whole team are so excited for the future." No big house move is complete without a trip to IKEA, as Antony found out

Gavin is thriving in his own space and enjoying the sense of freedom it brings!

Paul's tips for a great transition

Possibilities, planning and partnership.

Always look at the art of the possible. It might seem like we're doing a great job, but can we do better?

"Plan, plan, plan. Account for absolutely everything, and then some! Because the lads have autism, we have to be really meticulous, but it really does pay off.

"Work in partnership with your colleagues, professionals and partner organisations. The expertise and support from Mersten was key to our success.)

Paul has really settled in since moving and is thriving in his own space



1988 – A loaf of bread would set you back 45p. Die Hard hit the cinema. GCSEs replaced O-Levels. Future stars such as Rihanna and Adele were born... TTPT-CTANTGING

hirty years ago, something closer to home was unfolding. Something much more powerful that would change thousands of lives. Halton-based GP, Dr David Robertson, was about to change the landscape of the social care sector when he founded a small charity called Community Integrated Care. A true pioneer of the Care in the Community Agenda, David established our great charity in 1988. He had the vision that people with care and support needs should lead full lives in their community, moving away from the long-stay hospitals that restricted liberty and choice.

30 years on, that vision hasn't changed

Let's hear from the pioneer himself...

I began to see a need for services to be delivered differently. I felt that colleagues were constrained by outdated practices from doing their best and I wanted to provide an alternative. Many long-stay hospitals were based in the countryside away from The communities in which people had lived their lives. I felt that any alternative to this should ensure an opportunity for people to continue to live in, and remain part of, their communities.

"There has been a huge change in society's acceptance of disabilities – and charities like Community Integrated Care certainly deserve credit for helping to reduce the associated stigma and prejudices. When I look at how we have grown across the UK, and think about the amount of people we have supported, I feel an enormous sense of pride.

Throughout our charity, there are many people who feel a tremendous sense of gratitude towards Dr Robertson and his work – and in this, our special year, we raise a toast to him, his wife Frankie, and the immeasurable difference they've had on society in the UK. Here's to the next 30 years.

Dr David Robertson, Founder & Life President

Our team in the North East led the way with their glittering Masquerade Ball, which was planned to perfection by Service Leaders Tammy Wallace and Amanda Holyoak





COMMUNITY INTEGRATED CARE CELEBRATES!

On 15th March, 30 years to the day that the charity we know and love was formed, our senior leaders, long-serving colleagues and the people we support joined some esteemed guests for a unique exhibition and dinner, called 'From Institution to Inclusion: 30 Years of Social Care'. The event was shaped by some of the most influential figures in the social care sector, including Sharon Allen, Chief Executive at Skills for Care, who delivered an inspirational keynote speech alongside our CEO, Mark Adams. This truly special occasion has paved the way for events throughout our charity.



Team North West and Team South took full advantage of the wonderful weather by holding incredible outdoor events. The team in the North West welcomed St Helen's Rugby Star Danny Richardston, as well as guests from Everton in the Community...not to mention a delicious ice cream van







Team South got grilling with a yummy BBQ held at a lovely park in the heart of the South Downs National Park. It was an amazing day, which everyone vowed to repeat more often

Gamechangers There's an old saying..."The whole is greater than the sum of its parts". And over the last 18 months, nothing has brought this phrase to life at Community Integrated Care quite like GameChangers.

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Yes! Every few months we'll be letting you know about GameChangers vacancies across all of our regions, so keep an eye on your emails!

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g a big impact

Our Employee Forum launched early last year, and in a short space of time it has changed the course of our charity forever. For those of you who've joined us since, or simply need a quick recap, look no further...

HOW DOES GAMECHANGERS WORK?

At Community Integrated Care, we know that our true expertise lies within our exceptional people. You keep the cogs turning and your unwavering passion is what makes us so special. So it's a no-brainer that you have the opportunity to shape our future and influence decisions. That's what GameChangers is all about.

Each of our regions has its own Employee Forum, which comes together on a quarterly basis to discuss the things that matter most to our colleagues. Representatives from each region then attend our National GameChangers meeting to debate and action our charity's most pressing matters with our Executive Team.

CAN THEY DO ANYTHING FOR ME?

They probably already have! From the smaller yet significant achievements such as changes to key policies, to the huge steps forward that wouldn't have happened without our GameChangers – it has been action-packed and shows no sign of slowing down.

This year, our GameChangers secured a £1 million investment in our people. Given the financial challenges that face our charity and our sector, it's a huge statement from our Executive Team to put aside such a large amount to make Community Integrated Care a better place to work.

Not only that, it's testament to our incredible Employee Representatives, who are passionate about sharing the views of their colleagues.



Increased hourly rates for Senior Support Workers in recognition of their incredible contribution to their services

The return of Long-Service Awards, with new awards for 5, 10, 15, 25 and 30 years, alongside the previous award for 20 years



Increased rate of pay for Under 25s in England, in recognition of the importance of our younger workforce





Launch of our Wellbeing Fund, an initial investment of £100k, which aims to provide financial support to colleagues facing hardship or difficulty

Find out more...

If you're not sure who your GameChangers are, check out Click. On our intranet, there's a link for all of our regions under the header of 'GameChangers', so if you're not up to speed and want to find out more, visit today.



DARE TO BE INSPIRED

Visit bit.ly/cic-wedare to watch our special We Dare launch video.

DARE

TWO LITTLE WORDS

Community Integrated Ca

t's easy to think that an organisation's strategy is the responsibility of the CEO and Executive Team, and that for the rest of us, it's business as usual.

Well, get ready for business as unusual.

MARK, WE DARE IS A STRONG CONCEPT, BUT WHAT DOES IT MEAN?

or any organisation, especially in a sector as challenging as ours, our strategy – the plan for the future we're all working towards – has to be something we can all believe in. When I joined the organisation last year I was struck by the fact that we had 6,000 people who shared the same set of values.

When I looked at these in more depth – We Inspire, We Deliver, We Aspire, We Respect, We Enable – I noticed that the initials spelt something very striking: I DARE.

As a statement, this is so apt for the incredible work you all do. To work in this sector and change lives in the way you do is exceptionally daring. It takes courage and strength. That's when I knew that all of our plans had to focus on our colleagues and the amazing work you do.



ONE BIG AMBITION.

I personally ask you all to embrace We Dare each and every day, continue to live and breathe our values, and always have in mind the power of three

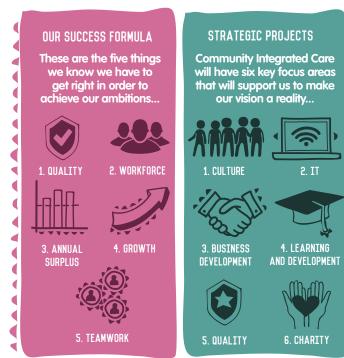
Mark Adams, Chief Executive

re's new Five Year Strategy.

We're embarking on one of the most exciting chapters, and it's up to us all to make this happen. Team You First caught up with our Chief Executive, Mark Adams, to find out how our brand new strategy was born and what his hopes for the future are...

WHAT DO THESE PLANS LOOK LIKE IN REALITY?

There are two different elements to the strategy that we're working towards over the next five years. There's the 'business as usual' success formula that we measure ourselves against and have to work to every day. Then we've got our six key strategic projects, which are completely transformative and will see us go to the next level. Hopefully by now you've heard all about these at your We Dare mini-roadshows, but if you want to hear me talk about these in more detail, visit **bit.ly/mark-wedare**



HOW WILL WE KNOW WE'VE BEEN A SUCCESS?

We've set ourselves some really ambitious targets, and they're all aimed at making Community Integrated Care a great place to work and be supported. Generating a surplus that we can reinvest, supporting more people, fundraising effectively, excelling in quality, improving our reputation – it all makes for a much better place for us all to be.



BUT WHY DO WE WANT TO DO ALL OF THIS?

Well, greater success will allow us to do something really powerful. There are three groups who have a stake in our success. The communities we work in, our colleagues, and most importantly, our customers – **the power** of three.

By investing our surplus three ways, we set ourselves apart from other charities through our dedication to not only be a great employer and care provider, but to have a positive impact on society too.

It's a huge change in mindset for us all – we have to dare to be better every day. We have to raise our game, so that the sector follows suit.

So I personally ask you all to embrace We Dare each and every day, continue to live and breathe our values, and always have in mind the power of three.

There's just one more question for me to ask... Do you dare?



It's going to take something special to reach the ambitions we've set out to achieve, so that's why we're embarking on six key transformative projects to take Community Integrated Care to the next level...



PROJECTS MEAN PROGRESS!

LEARNING AND DEVELOPMENT

We have huge ambitions to achieve a really positive culture at Community Integrated Care – one that we can all be proud of and thrive in. By focusing on changing our culture, we'll be really clear on what it means to be part of our charity. As a valued colleague, you'll know what is expected of you and what you will get in return. Ultimately, we want Community Integrated Care to feel



Our people are key to our success. We will improve our ability to recruit and retain talented colleagues by delivering a better induction experience, improving learning opportunities and create a learner-led culture where our

leaders and future leaders are supported to develop.

It might sometimes seem daunting, but technology really can make work simpler. We're completely transforming our approach to care planning by using the most cutting-edge technology so that our colleagues can provide better support on-the-go.



As Community Integrated Care grows, it can change the lives of more people and generate new income to invest in the charity. We're focused on securing new business opportunities and building relations with commissioners who can support us to grow, as well as being innovative and finding new ways to support people.



We strive to be the best care provider possible and there's really only one way to do that – by providing top quality support. We're going to introduce a new framework for excellence that becomes second nature across our organisation.



Community Integrated Care is a charity, and charities exist to make a difference. What do we really do that's 'charitable', though? Fundraising, volunteering, community partnerships – these are going to be part of our future. How do we make this happen? Well, by learning from the best...

JOINING HANDS AND HEARTS

The word 'journey' can sometimes seem like a bit of a cliché. But there's simply no word to better describe what the future looks like for Community Integrated Care. And what's the best part of any journey? The people you take it with.

When we set ourselves the task of rebuilding our charitable purpose, we knew we were starting with a blank piece of paper, and had the opportunity to do something really special. We also knew we couldn't do it alone...

MEET AGE EXCHANGE!

London-based Age Exchange delivers world-class dementia support through arts, reminiscence and intergenerational activity, and we're incredibly proud to welcome them to the Community Integrated Care family.

Mark Adams tells us more: "We've made a really bold start to our strategy by joining hands with Age Exchange. This union really does set the tone for the next five years, as well as being the beginning of a really exciting chapter for our charity.

"Age Exchange may be a small charity, but they more than make up for their size with their spirit and desire to change lives. There were so many synergies between our two great organisations, it was clear they were the perfect partners for us. "Led by their CEO, Rebecca Packwood, they are run by 16 staff and over 100 volunteers, and all of their income is from charitable donations – so clearly there's so much we can learn from them. In addition, their leading approaches to what they do will help us elevate the excellent work we're doing in our dementia services.

2 age exchange

"We're thrilled to be part of something that helps them achieve their ambitions too – using our national infrastructure and scale, Age Exchange plans to expand to support more people with dementia across the UK.

"As with any great partnerships, our two incredible charities are stronger together. There's no limit to what we can achieve." Mark and Rebecca at Age Exchange HQ



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What's the secret to 30 years of

exceptional care and support? It's our people.

> nd nothing makes us prouder than seeing our people thriving and being recognised for their outstanding work.

This year's National Learning Disability Awards were no exception. Meet the three outstanding colleagues who represented us on the national stage at the glittering ceremony...

You'll have read on page 12 that our new approach to Learning & **Development is all about creating** a learner-led culture, where colleagues are knocking down the door to better themselves with learning experiences.

Congratulations to the following colleagues who have epitomised that culture by working really hard towards their qualifications, and are celebrating their success!

Tammy Wallace, Service Leader in Sunderland

Tammy is a leader who makes a special difference in everything she does, whether this is her day-to-day role managing two services where she is described as "more than just a manager" – or taking the lead on Community Integrated Care's North East 30th Anniversary celebration. She leads by example and encourages the creativity and ideas of her team to improve the lives of the people they support.

Beverley Watson, Senior Support Worker in St Helens

Beverley has had an incredible career in social care since she joined us just under two years ago, having never worked in the care sector before. Following a personal tragedy, Beverley's new career was a way of finding a route back to normality while improving the lives of others. She's already highest of praise from a commissioner: "You can almost smell her enthusiasm. Those ones can be hard to find, she's a keeper."

Well done to Geraldine, Alison, Emma, Jade and Suzanne from our People Services Team, who have recently passed their NVQs in a variety of topics. Special shoutout to Jade (second from right) who has achieved her CIPD Level 5!

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Jane Lye, Service Leader in Cumbria (left) has passed her Level 5 Diploma in Leadership for Health and Social Care Massive well done to Dawn Potter and Emma Stirling, who have achieved their Level 2 in Health and Social Care

Shanine Ashcroft, Support Worker in Liverpool

Described as "an angel in disguise" by the family of the lady she supported, Shanine is an inspiration to us all. Shanine supported Joan for many years and after Joan's death, her sister wrote to Mark Adams to praise Shanine – testament to the impact she had. Joan's sister is still a regular visitor to the service and a true friend of Shanine, that's how special their connection is. Congratuations to Lyndsay Ashall-Lee who has graduated from the University of Bolton in her Assistant Practitioner gualification



Sometimes here at Team You First, we see something so special that we just have to share it with everyone.

Lisa Dixon, Senior Support Worker in the North East, took to Yammer to tell us about Pamela, who is supported at Sycamore Way in Stockton-on-Tees, and recently had her very first holiday with us.

These photos tell their own story of an incredible fun-filled trip, and just as everyone was winding down and reminiscing about their treasured memories, Pamela bowled everyone over by summarising her trip with a lovely poem ...

> As summer comes to a close, we reflect on a trip to remember. Enjoy!

I had a week away at a caravan park It was my very first holiday with you

I had loads of clothes packed in cases.

I met Rory the tiger and his friends

We toured till we did drop This holiday was a winner

for all you did

Thank you Lisa and Carol

You made me so happy and we spent a few quid!

Can't wait till next time.

and my carers even did some prancing.

They had me dancing with children and their mums,

We made rock in a shop and had a fish and chips dinner

I stayed up till dark! I did a lot of things and went to many places

Took lots of food, some in tins

VALUING YOU FOR LIFE

We've recently launched two amazing projects that focus on rewarding our incredible colleagues. We caught up with our People Director, Jane Beresford, who shared her excitement about both of them...



"It's been over a year since I joined Community Integrated Care as People Director, and what a year it's been! I'm hopeful you now all know how passionate I am about making this a great place to work.

"That's why I'm so delighted to see these two really important initiatives

launch in the past few months. As always, if anyone has any ideas for other schemes like this that we could consider, let your GameChangers know!"

Wellbeing Fund

ur people are our most important asset. You all come to work every day, come rain or shine, and support our charity through the good times and when things are a little tougher. So it's only fair that we do the same.

Sometimes, things can happen that mean you're in unexpected financial difficulty. Instead of feeling alone, we want you to feel like Community Integrated Care 'has your back' when you need it most.

That's why we've launched our Wellbeing Fund, which can be accessed if you're either at risk of or suffering from significant financial difficulty, helping you get back on your feet.

If you think you may benefit from the Wellbeing Fund, please speak to your Line Manager or HR Business Partner, and remember, all cases are treated confidentially. t Community Integrated Care, long-serving colleagues are invaluable. Your knowledge is truly second-to-none.

That loyalty and passion for our charity and everything that we stand for should be properly recognised and rewarded. We're proud to bring back our Long Service Awards...and did we mention we've made them better?

In previous years, we gave awards to colleagues for 20 years' service. This is a massive achievement, but there are plenty of other milestones of working for

Anyone who has reached 20 years' long service since the scheme was dormant will be backdated and will receive their award. None of our additional awards will be backdated. For more information, please speak to your HR Business Partner.

Community Integrated Care too. So, not only are we celebrating our people who have worked here for 20 years. As of 1st August, we're recognising our colleagues once they've reached 1, 5, 10, 15, 25 and 30 years' service too.

LONG SERVICE

AWARDS

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So if you're approaching one of these milestones, what do you need to do? Nothing! Simply enjoy your award when it arrives.

17



Let's get

Two key projects are paving the way for Community Integrated Care becoming a more flexible, agile and modern organisation that makes best use of the technologies at our fingertips...

> All this talk of the new technology and new systems that come with We Dare might seem a little daunting. But did you know that Community Integrated Care began its digital transformation almost two years ago... and you've already been part of it?!

Maxtime

Community Integrated Care's electronic rostering system, Maxtime, has transformed the way rotas are created and colleagues are paid for their work.

And out of over 400 services, can you believe that there's only a handful of services left to come on board?

Let's take a look at the impact Maxtime has had...



Approximately 70,000 hours per year saved for managers that were previously spent on paper rotas -**#NoMoreHoursEntry**

Drastic improvements in colleagues being paid correctly and on time - reduced manual payments by £40-50k each month!



Better management information for **Operational Leaders**, **HR** Teams and Finance Teams, meaning more accurate reporting and informed decision-making!

Accounts For Everyone

6,000 colleagues. 6,000 email accounts. Two years. It's been a mammoth journey, but now all colleagues, including Bank colleagues. have their very own Community Integrated Care email account. This is only the first step of the journey though. Having an email account is one thing... accessing it regularly is key!

Why use your Community Integrated Care emails?







First and foremost, your payslips are delivered here!

Access e-learning



Important updates from Mark and the **Executive Team**

<u>Persona</u>

access to

Yammer

Career opportunities from our Recruitment Team

And so much more!

If you're struggling to access your account, or have any queries about your Community Integrated Care email address, please contact the IT Helpdesk.

STRIKES A CHORD

Picture the scene. Maracas are shaking. Drums are banging. There's a guitar in the distance. Not your typical day in a dementia care home, is it?

t's all part of an exciting new collaboration with a charity called Live Music Now, who truly believe that music can be some of the best medicine.

COMIC RELIEF MUSIC THERAPY

FUNDED BY

Thanks to a generous grant of £20,000 from Comic Relief, several of our Older People's Services have been welcoming the team at Live Music Now, who have used music to bring joy to the lives of the people we support.

Caroline Broughall, Regional Manager for our Older People's Services, tells us more: "The project aims to promote engagement, participation and communication amongst our residents and their staff teams – it's really helping us to foster a lively environment where residents and colleagues are happy to live and work. For those who don't fancy learning to play something new, there are opportunities to sing and dance too. What's really special is that music therapy itself is just one part of the initiative.

The people we support and the musicians spend time together chatting, reminiscing and developing a social bond. There's lots of research that supports the idea of music therapy bringing significant neurological benefits for people living with

Luke's Care Home in Runcorn love taking part in the Live Music Now sessions! dementia – it can boost the body's immune system, reduce anxiety, help regulate a person's mood and unlock the happiest of memories. That's why we're proud to also be working with Manchester Metropolitan University, who are working with the team at Live Music now to carry out a research project on the impact of these sessions. Being part of something so innovative sets us apart from other providers and care homes in the eyes of our commissioners and regulators, and we're really excited about the future."

s this is an extra special edition of You First, we thought we'd do something extra special with our regular *And Finally...* feature too!

Since we unveiled We Dare, teams up and down England and Scotland have been learning all about our Five Year Strategy in special sessions hosted by Regional Leadership and HR Teams. Sharing dares, positivity about our projects and, of course, jelly bean roulette... these sessions have had it all!

We caught up with Alex Williamson, HR Business Partner for Team Central, on the very last day of their We Dare tour, to ask how the strategy had been received...





YF: Alex, you've come to the end of your strategy roll-out, how has it been? AW: It's been nothing short of incredible. The passion that our people have for their roles and this organisation is truly outstanding. It's been a joy to watch and I'm so excited to see how our people bring this to life in their day-to-day work.

YF: What have been the highlights for you and your team?

AW: There have been so many – but it has to be the We Dare video. It's so emotional and inspiring, and reminds us all why we love what we do. We've also loved the opportunity to have real quality inne together across the region. It's not something we get to do very often so I'm so glad we've made the most of it by getting to know each other better and having fun too!

There's been so many ideas for the future from some exceptionally forward-thinking people – we already knew our colleagues were amazing but this has just confirmed it!

YP: What do you think the impact of We Dare will be for your region going forward? AW: Well, in the short term, I think people have left the sessions feeling re-energised, and with a feeling of positivity and optimism for the future. Looking further ahead, it's so refreshing for people to see plans that put them at the very heart of the organisation and will allow them to do their very best work – it's a very powerful strategy and everyone is so willing to get behind it.

I can definitely speak on behalf of Team Central when I say 'We Dare!'.

YF. That's the sort of enthusiasm we like to see! Looking forward to hearing more from you all as our strategy gathers pace.