



Community Integrated Care's

ANNUAL REVIEW

2021

HELLO & welcome to our ANNUAL REVIEW



2021 has been the most challenging year in our history - a statement which some of our friends and colleagues might feel still doesn't quite set the scale of the challenges faced up to and dealt with.

So, let me start again by saying thank you to everyone involved for their resilience and courage in keeping so many safe and well, whilst acknowledging the severe challenges that Covid-19 has brought.

The trials of the past year are not yet over, but I believe that the investments and ideas highlighted in this report show the confidence we have for the future of our charity.

I'd like to focus on a few areas of our work which have a particular resonance with me, and for which further details are set out within this report.

Developing our ability to actively seek out and hear the voices of the people we support, as well as colleagues, is hugely important, and so it's been a personal pleasure to have been able to visit services again and to join one of our leadership development programmes. We now open each Board meeting with a perspective from the frontline, and together with greater Trustee involvement with our influential GameChangers Forum, we are better able to benefit from important insights and challenges.

Not least in our achievements through the year is the work to refresh our ambitious strategy - the heart of which is to get even better at improving the lives of everyone we support. I'd like to pay tribute to my fellow Trustees, Mark and his Executive Team, for the significant work they have done on this, which is even more impressive during a time of pandemic.

The focus we have on improving the working lives of colleagues is a key priority, and I was pleased that our charity was in a position to deliver a very significant pay and wellbeing investment. We are committed to calling for fair and just pay and recognition for colleagues, and our work with sector partners to highlight this continues.

I am keen that our work in the area of diversity and inclusion brings real and lasting change, and am very encouraged by the efforts we are putting into delivering our EDI Plan - 'A Place I Belong'.

Finally, I'd like to say a specific thank you to those Trustees who finished their term of service last year - we are sorry to have said farewell but we are hugely grateful for your advice, guidance and challenge. In welcoming new Trustees to the Board, I am confident that our governance will be refreshed and that our bold ambitions will be in good hands.

Let's look forward to the coming year with confidence and a realistic sense of excitement around developments yet to come.

Best wishes,

A handwritten signature in black ink that reads "Libby Raper".

**Libby Raper,
Chair,
Community Integrated Care**

It is my privilege to introduce this publication, which showcases the incredible achievements of Community Integrated Care in 2021. Despite adversity, our charity has triumphed – not only in keeping people safe and well, but by innovating, creating life-changing experiences and investing heavily in our colleagues.

Like the year before it, 2021 proved to be a journey of many ups and downs. Whilst we witnessed the huge success of the UK's vaccination roll-out, our charity endured further waves of Covid-19, and devastatingly to us all, lost more treasured members of the Community Integrated Care family.

In March 2021, one year on from the first national lockdown, we joined the country in marking the National Day of Reflection – a poignant moment that will forever live in our memories. We paid tribute to the much-loved people that we have lost throughout the pandemic by launching our own Community Integrated Care Memory Wall, to ensure their legacies live on – you can visit this [here](#).

In September 2021, we said farewell to our EachStep Care services, as they embarked on a new future, transferring to a specialist care provider. After delivering Older People's Care in our communities for the last three decades, this was a bittersweet moment in our charity's history, and for me personally. Whilst we hope a positive move for everyone involved, it goes without saying that it was exceptionally sad to say goodbye to our incredible teams. I'd like to once again thank everyone at EachStep Care for their dedication and commitment and wish them the very best for the future.

But throughout this all, thanks to the unrelenting efforts of our people, our charity has rallied on. A key highlight for me has been our continued fight for fair pay for social care, something you can read more about in the first chapters of this publication. In July 2021 we launched our landmark 'Unfair To Care' report, which was a significant step in this journey.

Our social care workers deliver an essential role in society, they are highly skilled, technical and responsible, doing complex work every day. But their pay does not reflect this.

I thank our colleagues who bravely opened up about the financial hardships they've faced, our partners for supporting us and sharing this research, and every single person in our communities who contacted their MP and shared our 'Unfair to Care' report in their own personal networks.

My promise to you all is that we'll continue to challenge the injustice our sector faces and fight for change.



Our New Strategy

It's also been an honour in 2021 to oversee the development of a brand-new five-year organisational strategy – **Best Lives Possible**.

Best Lives Possible is a promise to the people we support, and the people who support them, as well as a reminder to everyone else – of why we exist. By evolving our brilliant We Dare strategy and building on the superb work we've already achieved, Best Lives Possible will take our charity to the next level, elevating everything we do and placing us at the forefront of our sector. You can read more about our bold ambitions towards the end of this publication.

Witnessing the progress already achieved under our new five-year strategy gives me great pride and excitement for the future. The chapters of this Annual Review chart the first steps in this journey – how we have **stood up for our sector**, **supported our colleagues**, **innovated in our services** and **engaged our communities** – and I look forward to seeing everything still to come in the years ahead.

Finally, whilst Covid-19 continues to present many challenges, I would like to thank each and every one of our colleagues – from our leaders to our frontline teams – for your commitment to Community Integrated Care. I hope that our new, exciting and ambitious plans contribute to the best lives possible for you, too.

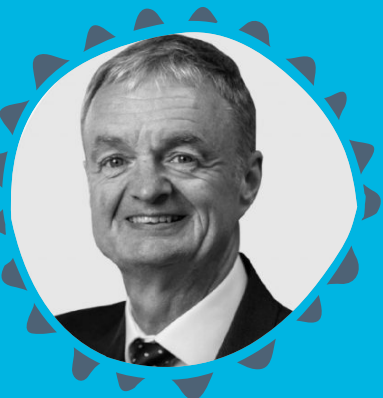
However you support our charity, whether you're a family member or loved one, a partner, a commissioner or a care professional, I hope this Annual Review provides you with insight into some of Community Integrated Care's most memorable moments of 2021.

Mark Adams,
Chief Executive Officer,
Community Integrated Care

WELCOMING OUR NEW TRUSTEES

In 2021 we were lucky to gain some remarkable additions to our Board of Trustees and our Executive Team.

Welcoming some new names, as well as familiar faces stepping up to fresh challenges, we're excited to see the incredible knowledge, experience and value they bring to our charity.



Wallace Dobbin

Wallace is a Senior Director with over 30 years' experience in corporate strategy, mergers, acquisitions, governance and risk management. He brings with him a wealth of knowledge from his previous roles in the public sector, including being the former Vice Chair and Senior Independent Director of Gloucestershire Hospitals NHS Foundation Trust and a Trustee of Sir Steve Redgrave's Charitable Trust.



Sue Tunmore

Sue is People Director at Co-op and has worked there for over five years in a variety of leadership roles. She has valuable experience in change management, business transformation and operating model design. Sue is also a Director for Co-op Legal Services Board and is Chair of Governors for Co-op Academy Clarice Cliff, which provides nursery and primary education to over 400 children.



Jay Muthu

Jay is Group Director of People and Organisation Capability at Entain Group. Prior to Entain Group, Jay worked at Virgin Media, Monster.com, Thomson Reuters and VMware. He has designed and delivered award-winning people development initiatives and is a sought-after speaker on leadership, inclusion and employee engagement. As a lifetime wheelchair user, Jay believes that positive role modelling is essential to breaking stereotypes.



Mandy Wearne

Mandy is a Non-Executive Director at Liverpool University Hospitals NHS Foundation Trust and has an extensive background in NHS leadership, management, clinical practice and public health. She has held a number of Executive Director roles, including in health care strategy, as well as being Policy Advisor to the Department of Health on the development of social value-led provider models.

We also said goodbye to **Philip Smyth** and **Heather Tierney-Moore**, after many years as members of our Board of Trustees. We are grateful for their expertise, guidance and experience, as well as their passion and dedication during their time at Community Integrated Care.

& NEW MEMBERS OF OUR EXECUTIVE TEAM

Rebekah Adey

Rebekah joined Community Integrated Care as Managing Director of the South region in September 2021. She has over 25 years' experience in the care sector and spent 12 years as part of the Executive Board at Direct Health as Head of Human Resources and Director of Operations. Rebekah has extensive experience of working with local authorities to mobilise new care contracts, joining us from MiHomecare as a Mobilisation Manager.



Danielle Chan

Danielle joined our Executive Team as Director of Communications and Engagement in December 2021, after 15 years with Community Integrated Care. In her new role, she leads the delivery of an exciting Communications strategy which celebrates our culture and values, showcases our charity as a Great Place To Work, and enhances our reputation as a high-quality care provider and leading voice within the social care sector.



Candice York

Our Managing Director of the Central region, Candice, joined Community Integrated Care in January 2021 from Affinity Trust, where she held the role of Divisional Director. Her entire career has been spent working for charitable organisations, supporting people with learning disabilities. Candice is committed to developing service quality that ensures our colleagues are providing exemplary support to assist people to live as independently as possible.



Paul Thompson

Our Director of Information Technology, Paul, joined the Executive Team in December 2021, after spending two decades at Community Integrated Care. He has been instrumental in positioning our charity at the forefront of the huge advances in technology, and strives to ensure that we stay at the cutting edge of care delivery by offering solutions that create true independence for the people we support.



Diane Ferguson

Diane has held a number of roles at Community Integrated Care since joining the charity in 2015, including two Interim Director posts over the past 18 months. As our Director of Service Innovation, Diane leads two of our strategic initiatives, National Deregistration and Self-Directed Teams, and also plays a pivotal role in our Technology Enabled Care and Care and Support Planning projects.





**STANDING UP
FOR OUR SECTOR**

CAMPAIGNING FOR CHANGE

Over the past decade, the role of the frontline Support Worker has changed substantially, with our colleagues being called upon to apply ever greater levels of skill and understanding.

Commissioned by our charity and launched in July 2021, our ground-breaking report, '**Unfair To Care**', provided, for the first time, in-depth evidence that frontline carers receive an unjust deal in comparison to other public funded industries and broke the stereotype that social care is a 'low-skilled' sector.

Carried out by **independent global experts in job role evaluation, Korn Ferry**, the research found that many frontline social care workers are undervalued by as much as 39% – nearly £7,000 per year – in comparison to their peers in equivalent positions in other public funded sectors.

The report called on the Government to:

- Provide an **immediate and fair pay rise** to all frontline social care workers.
- Urgently deliver a system of **fair and objective pay benchmarks and bandings** for all social care roles.
- Create a wider workforce strategy to make social care a **viable, respected, and sustainable career** in the longer-term.



"Our report showed that frontline Support Workers carry a huge weight of responsibility. The role is physically and emotionally demanding, requiring empathy, technical ability, understanding and confidence. In short, it is complex, and not low-skilled, as previously stated by the Government. '**Unfair To Care**' demonstrated clearly

that our colleagues are not paid fairly for the outstanding work they do.

As our sector continues to lose more than 34% of its employees every year, it is obvious that the issue of low pay is at the heart of this crisis. We will continue to call for change and fight for fair pay and recognition, because we know our valuable Support Workers deserve so much more."



Key highlights



Gained 2.4 million impressions across social media



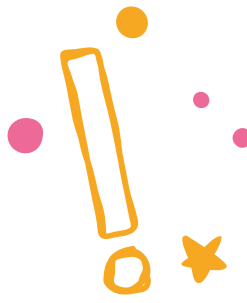
Media reach of 54 million people



Shortlisted at the Third Sector Care Awards

REPRESENTING OUR WORKFORCE

Responding to Government proposals, engaging with key political figures and undertaking over 40 interviews in the media... and that's just in the past 12 months! We've been proud to continue our fight for increased recognition, funding and respect for the social care sector.



Shaping Social Care in Scotland



Our charity's leadership team took part in the Scottish Government's consultation for a **National Care Service**, helping to shape the future of social care.

By responding to Government proposals on how care is delivered in Scotland, we highlighted the challenges currently faced by our workforce and ensured their voices were heard.

An Open Letter to Government

Mark Adams joined former health and care ministers, charities and the UK's largest social care union, in co-signing the **Future Social Care Coalition's open letter to the Chancellor, Rishi Sunak**, calling for immediate action on pay in the sector.

The letter impressed upon the Chancellor the need to "respect and reward" all working on the "forgotten frontline" of social care.

It has never been clearer that they warrant and deserve a fair deal.

Party Conferences



Coming together with decision makers and key influencers from the social care sector, Teresa Exelby, our Chief People Officer,

and John Hughes, our Director of Communities and Partnerships, joined the panels at the Future Social Care Coalition events at the **Conservative Party** and **Labour Party** Conferences.

Speaking amongst politicians, including Andy Burnham and Liz Kendall, they represented our sector's 1.6 million dedicated workforce, outlining to the Government what they rightly need and deserve.



Prime Time TV!

October saw Teresa Exelby, joined by our North West Regional Manager, Caroline Broughall, feature in **BBC's Newsnight**, raising awareness of the recruitment challenges in social care. With an average viewership of 1 million, this was an important piece to inform the general public about the issues faced by our sector.

In November, **ITV Tonight's** special feature: 'Social Care: The True Cost' followed a day in the life of Gillian Whittle, Support Worker at Springwood in Warrington, to demonstrate these challenges on the frontline in further detail.



**ENGAGING
OUR COLLEAGUES**

INVESTING IN OUR PEOPLE

Against the backdrop of the one of the most challenging periods in history, our teams up and down the country showed impressive resolve, resilience and selflessness. Even in the face of such adversity they continued to put the safety, wellbeing and happiness of the people we support first.

That's why in October 2021 we were delighted to announce a landmark investment of over **£5 million into employee pay, reward and wellbeing**. This included a new industry-leading hourly rate for our Support Workers of £9.70 per hour in England and £10.20 in Scotland as well as enhanced remuneration for the festive holidays and significant funding for new wellbeing initiatives.

Teresa Exelby said, "This was by far the biggest investment in colleagues our charity had ever seen and was something we knew was absolutely needed. Our success in recent years is entirely down to our people, and after the past two years, it was only right that we used our surplus to reward them."

A Great Place To Work

Teresa continues: "Attracting and retaining the best talent, and being recognised as a great place to work, is something that drives our leadership team in all of our decision-making. Whether that's financial considerations on how to invest our funds or which initiatives and projects we introduce, we want to know that everything we do positively impacts our colleagues.

We spend a lot of time listening to our people to get this right – through our regular all-company webinars, surveys, service visits or our GameChangers Employee Forum."

Workplace Wellbeing

A theme that emerged in 2021 as an area that would give Community Integrated Care a point of difference was our approach to colleague wellbeing.

That's why a big part of the investment has gone into creating a Wellbeing Strategy, offering colleagues support tailored to them. We've been proud to embark on a new partnership with Everymind At Work – mental health experts who deliver 24/7 wellbeing support through interactive sessions, training and their market-leading app - housing courses on sleep to stress-eliminating yoga!

Flexibility Works

Teresa concludes: "Of course the world has witnessed a seismic change in how and where people work – so a big question for us was how we could take inspiration from this great practice."

"In Summer 2021 we were one of the frontrunners in piloting a four-day compressed working week for office-based colleagues, giving people a three-day weekend. It's been incredibly well received, and in 2022 we're looking at rolling this model out across all of our leadership roles."



A PLACE I BELONG

"Our vision is to become an organisation that is sector-renowned for an unrivaled commitment to creating an inclusive and diverse community."

Teresa Exelby



As a charity whose founding ethos is that of inclusion, and with an aim to become an employer and provider of choice, we take seriously our duty to create a organisation that is fair and equal to all.

We welcome, value and celebrate the things that make each of us unique - our backgrounds, personality, life experiences and beliefs – and we recognise and respect our differences.

Not only does this make us a more rich and vibrant community, it also means we better reflect the people we support, make more informed decisions, and bring fresh ideas and perspectives for the future of our charity.

In June 2021, we launched Community Integrated Care's first-ever **Diversity & Inclusion Plan: 'A Place I Belong'**. Based on 12 months of listening and learning, plus an in-depth audit delivered by independent experts **The Employers Network for Equality & Inclusion**, the plan outlines our ambitions in this important area.

We're incredibly grateful to everyone who shared their own lived experiences, told their personal stories and provided us with key knowledge to support us on this journey.

We've already made great inroads into delivering what we promised – but this is just the beginning. In 2022, we'll be setting up our charity's colleague-led Inclusion Networks and will be appointing our first Wellbeing, Diversity & Inclusion Specialist to lead this work and deliver on our commitments.

LEADING THE WAY

in professional development!

In September, we launched our brand-new colleague development program with a difference - LEAD (Learn, Enable and Deliver)! This transformative three-day learning experience provided our frontline leaders with the space to take a step back, reflect and develop their leadership style.

The programme supported our managers in truly understanding their role, responsibilities, and the knowledge they need to be the best they can be – whilst ensuring a focus on both their own and their teams' wellbeing.

This unique learning experience was created, developed and delivered entirely by Community Integrated Care's in-house Learning & Development Team.

Over the course of five months, the team brought together 100 colleagues across England and Scotland to focus on their own personal development.

It's clear that our people are already reaping the rewards of investing in their professional development...

LEAD was truly training with a difference - I was blown away with how much I learnt about myself over the three days. Since being back in my service, I've definitely noticed that I've been putting what we'd practiced into action, including key skills such as delegation and planning.

Gillian Edwards, Service Leader in the Central region



This year, our Learning & Development Team have been working on a brand-new framework, focusing on the skills, knowledge and behaviours needed by our colleagues to create the best lives possible for the people we support.



Made up of over 300 capabilities, the framework supports our 'Unfair To Care' research, demonstrating the true skill requirement of our workforce.

Colleagues will experience relevant and engaging learning pathways that are driven by the specific needs of the people they support and their individual goals and outcomes. These pathways have been designed internally by subject matter experts or through one of our learning provider partnerships. In 2022, this exciting framework will be rolled out across our organisation!

CHAMPIONS IN CARE

It's always a memorable moment when one of our colleagues is crowned with a sector award, marking them as the very best in the social care sector.

Double Success at the National Care Awards

So we were thrilled to receive two prestigious honours at the National Care Awards, with Mark Adams presented with the 'Care Leadership' accolade and one of our North East Advanced Support Workers, Tracy Hamilton, crowned the 'Care Champion'!

Tracy was given a special mention by the judges for her incredible actions throughout the pandemic. After being admitted to hospital with Covid-19 and placed on oxygen, Tracy realised she was on the same ward as a person supported by our charity. Understanding the comfort a familiar face could bring, she asked to be located next to them.

Tracy's presence, often sitting with them for 12 hours a day, was said to provide peace and comfort during their final moments. The award recognised **Tracy's extraordinary compassion and bravery**, and her outstanding commitment to the people she supports.



Tracy Hamilton collects her award on stage

Judges said Tracy stood out for her 'unrelenting selflessness, love and dedication to the care community'

An Outstanding Contribution to Social Care

It was another emotional evening at the Great British Care Awards in Scotland, where Regional Manager, Fiona Barrie-Higgins, collected the highly-coveted 'Outstanding Contribution to Social Care' award.

This special ceremony celebrates the very best in the social care sector, with this accolade recognising Fiona's leadership during the pandemic and her **unrelenting passion to the social care sector over the past 20 years**.

At the height of the pandemic, when 80% of her team were self-isolating, Fiona was quick-thinking and resourceful, drafting in colleagues from across the region to maintain the right levels of care for people supported, as well as selflessly working shifts herself too.

Allison Cochrane, Managing Director for Scotland said, "Fiona has shown compassion and commitment beyond measure. She is truly deserving of this award and we are all so proud of her."



Fiona Barrie-Higgins receiving Outstanding Contribution to Social Care



★ OUR AWARDS ★
SUCCESS 20/21 ★ ★



12
AWARD
WINNERS

64
SHORTLISTED
NOMINEES



20
CEREMONIES



Great British
Care Awards





**INNOVATING
OUR SERVICES**

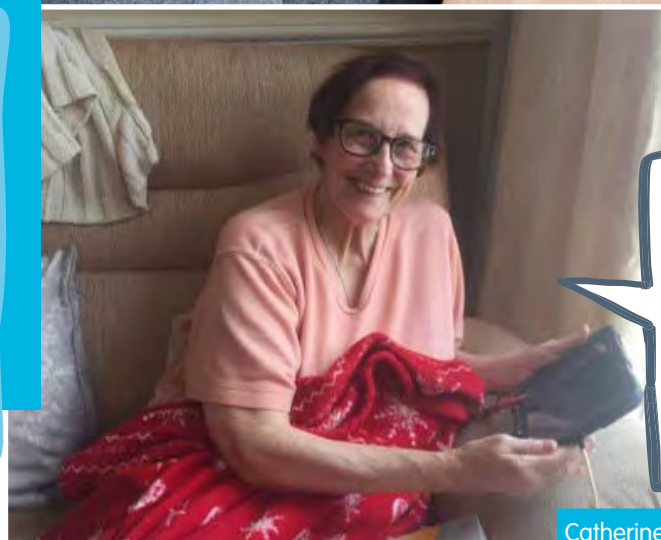
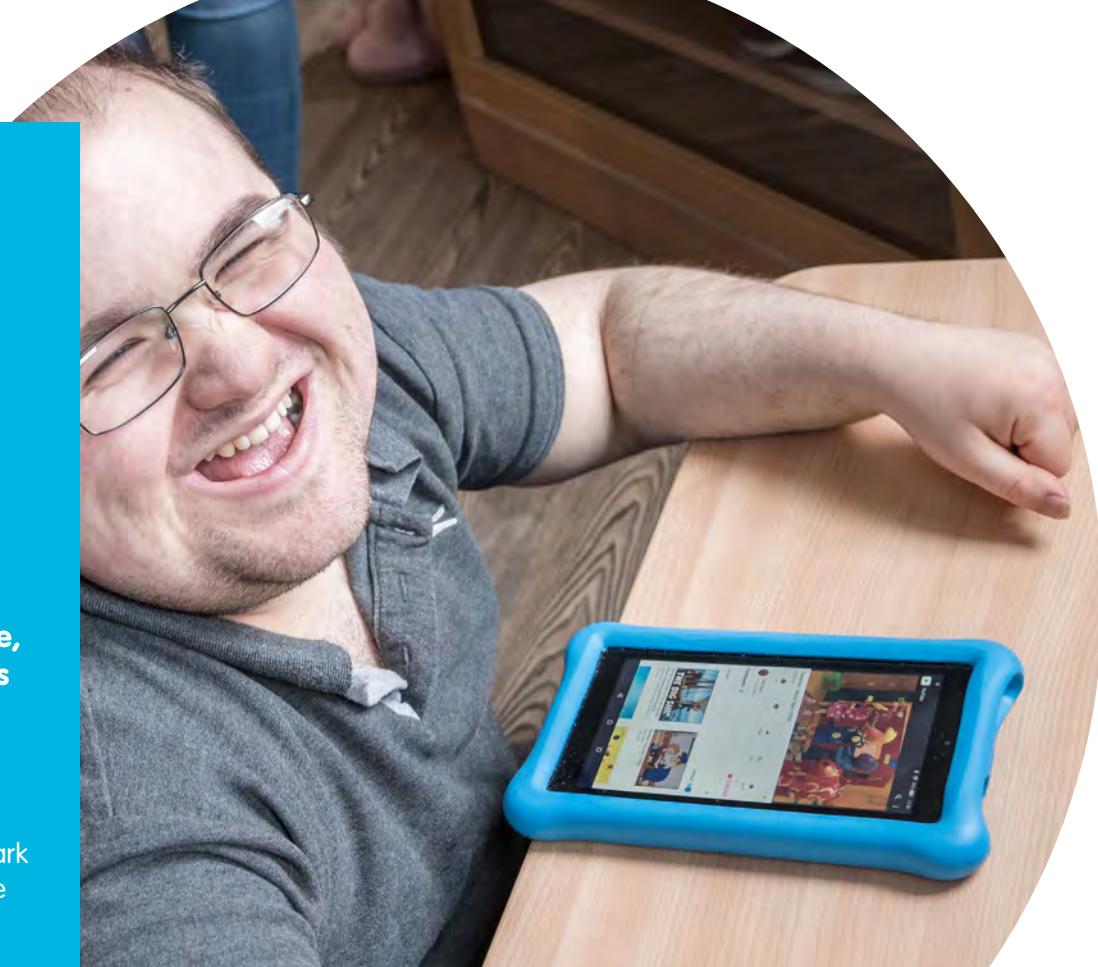
CUTTING-EDGE CARE

Technology has the power to transform people's lives by giving them full control on how, where and when they want to be supported. To ensure we're leading the way in delivering care that's truly innovative, we're committed to exploring technologies that can increase people's independence, maximise their potential and fulfil their aspirations.

Over the past year, we've piloted the use of tablet devices which enable the people we support to independently manage their own care planning, through our landmark **Technology Enabled Care** project. The tablets have a direct link to our remote care team – meaning that our support is just a tap away, should they need it.

Karen Sheridan, Chief Operating Officer said, "Excitingly, we're now developing the next stage of our technology journey, which will include a wide range of assistive devices and digital opportunities, such as fall sensors, medication dispensers and even a night monitoring service. This technology will enable us to personalise the support we offer whilst working closely with our colleagues to find the best possible solutions.

All of this work allows us to create strong partnerships with our local authorities and commissioners by creating life-changing social care solutions that really do work. We're excited to make further positive change in the social care sector and improve the way we deliver support throughout 2022."



I love being able to talk to the support team on my tablet. It has helped me to become more independent and given me the confidence to do more on my own.

Catherine, a person we support in Liverpool

PLANNING FOR THE FUTURE

We've embarked on an important project with an ambitious target, aiming to drive excellence in Care and Support Planning across our organisation.

Care and Support Plans put the people we support at the centre of setting their own aims, identifying what's important in their lives, and ensuring that everyone is working together to achieve the same purpose - **maximising independence and quality of life.**

By implementing new training, coaching and ongoing support for our frontline leaders, our aim is for our support plans to be rated as high quality against our internal benchmarks, and recognised by the Care Quality Commission or the Care Inspectorate as being exemplary.

These aims will also be supported by **Nourish**, our digital care planning system, which was rolled out to all of our services in 2021. By creating new learning about the system, underpinned by our Care & Support Planning priorities, we're looking forward to the platform becoming embedded in our services and transforming the way we record the support we're delivering. In addition to this learning, we'll be introducing exciting, new interactions on the system to capture the achievements of the people we support.



Karen Sheridan said, "Creating and maintaining great quality care and support plans is about so much more than just meeting legal or regulatory requirements - it's the bedrock of truly person-centred care. Every day we must strive to make sure that people are active participants in shaping the support they receive, that they are able to break down barriers or inequalities they may face and that they enjoy real, inclusive citizenship – because this is what living the best life possible really means."



Flourishing Lives

Our Positive Behaviour Support team and frontline leaders took part in an important project called Flourishing Lives, exploring what good support looks like by using feedback from those most important – people who receive it and deliver it.

Originally pioneered by the **University of Oxford** and now led by **Manchester Metropolitan University's School for Social Care Research**, this important project takes a deeper look at solving issues such as fewer friendships and a lower-than-average life expectancy for people with disabilities.

Victoria Martin, Head of Practice Design said, "It's been fantastic to be involved in such an incredible project that will truly change the lives of not just the people we support, but everyone with a disability, by taking a closer look at the things they value."

This has been a brilliant opportunity for our organisation to build strong networks in a really significant area of person-centred support."

Victoria Martin, Head of Practice Design

WELCOME ONBOARD!

Throughout 2021, we made it our mission to develop more innovative and specialist services and grow in new geographical areas across England and Scotland...

Station Road

Nestled in the tranquil Ochill Hills, our new Station Road service in Dollar, Clackmannanshire, was proud to open its doors at the beginning of December. Previously a traditional care home, the building was completely refurbished into **four modern apartments** that will enable our people with learning disabilities to live independently in their own homes.

Allison Cochrane, Managing Director for Scotland said, "Station Road is a really special service that has the community at its heart. For the people supported who will be moving in, this will be their first home as they transition from children's social care services.

"This accommodation will help them become more independent, and our dedicated team will play a vital role, providing support to help them build confidence, become a part of their community and live fulfilling lives."



Allison Cochrane gives Trustee Simon Learoyd a tour of Station Road!

Kirkdale House

In April, we opened Kirkdale House - **a new specialist supported living service** in Thornaby, Stockton-On-Tees. Kirkdale House opened after an exciting 12-month redevelopment that gave a former care home a new lease of life!

Featuring 23 self-contained apartments, with their own bathrooms, kitchens and front door, Kirkdale House has been developed with the wellbeing, dignity and independence of the people supported there at the forefront.

Marc Brodie, Managing Director of the North East and Yorkshire Region, said, "This exciting development has enabled our charity to strengthen our long-established relationship with Stockton social services, whilst also giving us the opportunity to partner with Safe As Houses Care, Stockton-on-Tees Borough Council and the Care Housing Association.

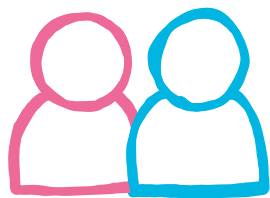
"Taking place throughout the pandemic, the development of Kirkdale House was never going to be easy, but together, we have truly created a person-centred environment built for the future."



The grand opening of Kirkdale House, Stockton-On-Tees

JOINING OUR LOT!

We know that there is strength in numbers. That's why we've been looking to join forces with like-minded organisations to bring together our shared passion, expertise and resources. In doing so, we've welcomed hundreds of new colleagues and people supported to the Community Integrated Care family over the past year!



A warm welcome to
490 People supported &
1500 New Colleagues

Life Opportunities Trust

In June, specialist learning disability charity, Lifetime Opportunities Trust (LOT), joined our team! The charity has a significant presence throughout London and Hertfordshire, **seeing us support 100 new people and employ 160 new colleagues.**

Rebekah Adey, Managing Director for the South region said, "With LOT only joining the charity two months before I did, it's been fantastic to witness the journey of our new team members and see them incorporate their unique skill sets across our region. This is an important step for us geographically, being the first time we've delivered Independent Living support in the capital."

Access Community Services

September saw us expand in Sefton and Lancashire, as we welcomed North West-based specialist care provider, Access Community Services (ACS). Our partnership with ACS **enabled us to extend our support to a further 100 people with learning disabilities and mental health needs** to live independently in their own homes.

Samantha Brennan, Managing Director for the North West said, "This was a really exciting move for both organisations. For Community Integrated Care, it is fantastic to have expanded our support to more people in their communities and in key areas of the North West and for ACS, it was a brilliant opportunity to enjoy the benefits that come with being part of a large charity like ours."

"We're really excited to learn from one another, so that the people we support can thrive."

Vida Steele, Service Leader at Lowdell in Middlesex, who joined from LOT, shares her experience:

"At first, I was quite nervous of the change, however the support at Community Integrated Care has been above and beyond. The opportunities here have been undeniable! For the people we support, it's having schemes on offer that help us make positive changes and for colleagues, there's so many opportunities for progression."



TOP QUALITY



Since 2015, Community Integrated Care's Quality Advisors have been crucial in enriching the care and support our colleagues deliver, by offering fresh perspectives and first-class advice.

Quality Advisors are people we support – trained and employed by our charity as 'experts by experience'. They provide valuable insights into our services so that we continue delivering the best lives possible.



By conducting audits across our regions, supporting with quality internal assessments, and even delivering training for our teams - this special group ensure that the voices of the 3,000 people we support are heard... loud and clear!

In 2021, our Quality Advisors embarked on a new challenge - Voice Groups. On a mission to improve standards even further, the team have begun to set up groups of people supported by our charity in every region to represent the views of others.

Sushma Majithia, Quality Advisor said, "In 2021, we created our very first Voice Group in the South region – and it was a huge success! These groups are really important, as they'll allow us to improve standards in our services, by making changes that are led by, and are meaningful to, the people we support. We're excited for the roll-out to begin across other regions in our charity really soon!"



Our Quality Ratings

Whilst we're usually extremely proud to celebrate our Care Quality Commission and Care Inspectorate successes, this year they are not featured in our Annual Review.

Carolyn McConnell, Chief Quality and Risk Officer said, "Due to the impact of Covid-19 guidelines, both of our regulators have paused their normal inspection routines, meaning that we've had much fewer than previous years.



We know that whilst the past 12 months have continued to be challenging, it's crucial that we're still regularly checking in with our services and receiving feedback from the people we support, looking at what we're doing right and where we could improve.

To do this, we've developed a plan with some new approaches that will allow us to directly hear from the people we support and their families, including Satisfaction Surveys, extra Quality of Life audits and establishing Voice Groups in every region.

We look forward to showcasing our Quality Ratings in our Annual Review next year!"

DRIVING IMPROVEMENT

We know that innovation is key to delivering industry-leading support and our new team of Clinical Leaders are at the centre of pioneering practices!

Headed by Community Integrated Care's Clinical Psychologist, Ron Tulloch, and three specialist nurses, this unique team bring their expert knowledge to ensure that we deliver the best care possible for the people we support, with a particular focus on people with complex needs.

Over the past year, the team **have developed our charity's first-ever Complex Care Strategy**, working to embed increased awareness and understanding of the different types of complex conditions. Always on hand to provide guidance to our frontline colleagues, the team regularly share their expertise with our people, from advising on support plans, mentoring colleagues and introducing key training modules to our charity.

Positive Behaviour Support

Often, our charity may support people who need us to understand a little more about them and their behaviour, to give them the support they require. An integral part of this is our Positive Behaviour Support (PBS) team, who work to recognise the context and meaning of behaviour to develop supportive environments and skills that enhance people's lives.



Over the past year, this team have shown a true commitment to increasing people's quality of life, from creating bespoke support packages, introducing a brand-new, specialised PBS training module, and even educating professional rugby coaches on how to be more inclusive.

Championing social inclusion, the team has **enabled Rugby League coaches to deliver world-class rugby training to people with disabilities**, as part of the Community Integrated Care Learning Disability Super League. By equipping trainers with the key skills and knowledge to ensure that participants taking part feel safe and understood, our PBS team guaranteed that the programme was as inclusive as possible.

Victoria Martin, Head of Practice Design said, "I'm so proud of how far our organisation has come in embedding PBS in everything we do, enhancing the great support our colleagues already deliver and making sure they have the tools they need to do their best work. This is a really positive step for the culture of Community Integrated Care."

Community Integrated Care's PBS team were shortlisted at The National Learning Disability Awards 2021 for The Positive Behaviour Support Award.



**COLLABORATING
WITH OUR
COMMUNITIES**



THANK YOU FUNDRAISERS

Our partners, the people we support and our very own colleagues did it again this year, with hundreds of fantastic fundraisers raising money for our charity.



Fundraising Champions Conquer Leeds 10k!

This year, many amazing people have raised money for Community Integrated Care, but none more special than our team in Yorkshire who took on the Leeds 10K - raising £300 for our We Care Big Dream Fund!

The team of runners rallied together, cheering each other on and jogging in groups to make sure that no one was left behind! Incredibly, one of our colleagues pushed a person we support in his wheelchair for the entirety of the 10K so that he could join in the fun!



The We Care Fund Returns!

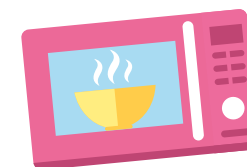
With the help of money secured through grants, fundraising and our generous partner organisations, we were proud to present our revamped We Care Fund in 2021! By separating the We Care Fund into two, we opened up even more opportunities for the people we support:

THE BIG DREAM FUND



The Big Dream Fund is there to champion ideas that help people achieve their goals and ambitions. Designed especially for plans that will have the biggest impact!

THE NEW BEGINNINGS FUND



We want people to have the best possible experience when they join our charity and to have our full support if they move on to independent living. The New Beginnings Fund, offers small grants to provide practical support when our people need it most.

GIVING BACK

With donations from our partners and the fantastic efforts of hardworking corporate and community volunteers, our charity is thankful for the incredible support we've received in 2021.

Thank You, NCS!

We were honoured to be joined by a team of exceptional volunteers from the National Citizen Service (NCS), who generously gave their time to make a positive impact on the lives of the people we support. Here are some standout examples:



108 young volunteers,
equalling **2,500** hours

- NCS Volunteers from The Sheffield Wednesday Community Programme refreshed Cottam Road, creating a beautiful 'Dignitree' which included handwritten messages of what dignity means to them personally.
- Bradford City FC Community Foundation and their team of volunteers worked hard to raise money and improve the outdoor living spaces at Delf Hill Close.
- Sunderland AFC's Foundation of Light Charity and their NCS volunteers pulled out all the stops and created a wonderful sensory garden for people we support at Whitby Drive.
- Leicestershire Education Business Company and their NCS Volunteers helped to create a beautiful communal area at Evesham House.

"We are chuffed to bits with the amazing volunteers, who've made an incredible difference!"

Lea Fenn, Team Leader

Life-Changing Donations

We've been delighted to receive the support of many incredible brands and businesses, who have donated their money, time and resources to our charity.

This includes donations of equipment and items from organisations such as **Vodafone** and **ModiBodi**, tickets and special experiences from **The FA**, **Super League** and **The RFL**, and charitable grants from organisations including **Auth0**, **ScrewFix** and **B&Q**.

Our charity has strived to amplify the impact of these donations on people's lives, including creating paid work for the people we support to help distribute and promote these opportunities.

One amazing example of this was last Summer, when Liverpool-based restaurant, Lunya, thanked our teams by donating 1,200 home-cooked meals. Because of this incredible donation, our charity was able to assist John, a person we support in St Helens, to fulfil his life-long dream of gaining paid work by becoming a delivery driver for the project!



A PARTNERSHIP WITH A DIFFERENCE

Oliver Thomason at the London Stock Exchange.

Our charity has been changing lives at scale thanks to our world-first partnership with the Rugby League World Cup 2021. Stepping into our role as the Official Social Care Partner for the tournament, John Hughes, Director of Communities & Partnerships, describes the opportunities this exciting collaboration has brought us.

"Our award-winning Inclusive Volunteering Programme has been ground-breaking, offering opportunities like no other, shattering perceptions daily and unlocking

the potential in our volunteers to help them achieve their dreams – it truly has been volunteering with a difference."

He continued, "Advocating for social inclusion on a global scale meant that we need an ambassador, so we were delighted to welcome Oliver Thomason to our charity in January 2021 as our Sports Inclusion Assistant. In just one year, the impact he has made is astounding!"

"His inspirational work, changing the lives of over 300 people with disabilities, has meant he's led some historic moments. But none more so than closing a day's trading at the London Stock Exchange Headquarters in November, marking one year until the rearranged Rugby League World Cup finals."

"I'm thankful that my hard work in championing inclusion for people with learning disabilities is being recognised. I hope that this can inspire others to push forward with their goals and dreams, as you never know what amazing things you can achieve."

Oliver Thomason, Sports Inclusion Assistant



Community
Integrated
Care

INSPIRATION
ALL RUGBY LEAGUE
WORLD CUP

A special thanks to our partners,



Big Events, Big Moments!

Throughout the year, our inclusive volunteers have been involved in many unforgettable events, from Dacia's Magic Weekend to the Betfred Super League Men's and Women's Grand Finals.

Whether it's baking treats for Sky Sports presenters, DJ-ing live to a crowd of thousands, creating soaps and other hand-made gifts for players, or supporting prestigious trophy presentations, our volunteers have had the opportunity to do it all!

Through exceptional experiences such as these, we've enabled people to share their skills, demonstrate their incredible talents, and gain confidence and independence in the process.

"This was a once in a lifetime experience that I'll never forget. I can't wait for more opportunities"

Michael Duffy,

Magic Weekend Photographer

AMAZING ACHIEVEMENTS

As well as special experiences, our partnership with the RLWC2021 has enabled our charity to create remarkable resources and projects, too!

Rolling Back The Years

Our memories make us who we are. Teaming up with our partners at Age Exchange, we developed our Reminiscence Dice Game - a new and creative way to connect with treasured memories, remember happy times and re-live our greatest stories with others. Whilst this resource has wide appeal, it has been particularly life-enhancing for people living with dementia.

David Savill, Creative Director at Age Exchange said, "It was wonderful to have the opportunity to design a product that can reach and benefit so many people, using the profile of the Rugby League World Cup 2021.

This free game will make a real difference to the people who play it."

Baby Bonnets

We challenged our colleagues, the people we support and fans from the wider rugby league community to get crafty and create Rugby League World Cup 2021 themed baby bonnets!

In the UK, one in 13 babies are born pre-term, affecting 60,000 families every year. By providing these knitted donations, we offered a small token of support for many families at the most challenging of moments.

To mark World Prematurity Day we donated hundreds of the knitted bonnets to North West NHS Trusts. Catherine McClennan, from NHS Cheshire and Merseyside Women's Health and Maternity Services Programme said, "These baby bonnets highlight the power of community spirit and what can be achieved when we all work together."

Walking For Wellbeing

Our people have been donning their walking boots, packing a picnic and heading out into the fresh air thanks to this incredible resource! Our free toolkit provides guidance on creating special Walking for Wellbeing groups and achieving a healthier and happier lifestyle.

Ivan Jordan, a Walking for Wellbeing leader said, "It's important for us to get out in the fresh air, to see new faces and chat to new people after being stuck indoors for so long."



WORLD CLASS PARTNERSHIPS



A spotlight on Age Exchange!

Our partnership with our subsidiary charity, Age Exchange, progressed excitingly this year and has achieved some incredible successes:

- Collaborated with the UK's leading charity for veterans' mental health, Combat Stress, alongside The National Army Museum and four schools, to create a series of powerful educational resources, exploring mental wellbeing through the experiences of military veterans and their families.
- Worked alongside our Partnerships and Communities Team to deliver a range of innovative activities for the people we support through our accessible activity hub, What To Do, from inclusive crafting to cultural celebrations.
- Co-produced artwork with over 40 people living with dementia for a special exhibition, which was showcased at the National Maritime Museum in December.

"I'm delighted to also welcome the newly appointed CEO of Age Exchange, Raj Kapoor, whose knowledge and expertise will be invaluable in helping us accomplish even more extraordinary opportunities for the people we support."

Mark Adams, CEO

Going Green!

In partnership with Merseyside Recycling and Waste Authority and the UK's leading waste management company, Veolia, we're aiming to change behaviours surrounding recycling in our charity and local communities, with the aim of **saving 11 tonnes of waste** from landfill.

Thanks to the funding, we've been able to recruit and provide two long-term paid employment opportunities for people supported by our charity – John Paul Derbyshire from St Helens, who has been appointed as the charity's 'Recycling Champion', and Oliver Thomason, who

will be working on reducing food waste in our services.

We've already celebrated some successes, including a toy drive collecting pre-loved toys to donate to Alder Hey Hospital and the delivery of accessible environmental workshops to hundreds of our colleagues, people we support and local community groups.

In 2022, we'll be scaling this project up and exploring even more green initiatives to make a positive impact on the environment!

Partnering With The Police Force

Working with Merseyside and Northumbria Police Forces, we've co-produced workshops with the people we support to explore the role of the police force in their communities and **support people in overcoming disability hate crime**.

Over 50 of our North West frontline leaders were also given the opportunity to attend a special County Lines workshop with Cheshire Police, educating them on how to look out for signs of exploitation.



VIRTUAL ACTIVITIES, EVERY DAY!

Throughout the pandemic, online activities have become embedded in people's daily routines. From skills sessions on cookery and crafts, to once-in-a-lifetime experiences with sporting stars, our Partnerships & Communities Team have continued to provide unforgettable moments for the people we support and the wider care community.

Wwe Star Revealed As Ambassador

In July, after hearing about our charity's WWE super fans, professional Wrestler Ashton Smith kindly hosted a virtual meet and greet for some of our charity's biggest enthusiasts. This special experience **inspired Ashton to become an Official Ambassador** for Community Integrated Care!

Ashton said, "It was such a privilege to meet the people that Community Integrated Care support. I'm so proud to become an Ambassador for the charity and to support its life-changing work."

Ashton joins the likes of Manchester City co-captain, İlkay Gündoğan, as an Ambassador for Community Integrated Care and our inclusion projects.

We've got the answer!

Our unique online activity www.What-To-Do.co.uk, offers free online accessible activity sessions. Specially designed for people with care and support needs, there's something exciting for everyone to participate in, every day!

We've even seen some incredible guest stars join the sessions over the past few months, including a special live disco in celebration of Black History Month, hosted by famous UK rapper and producer, Nutty P and a dance special with Strictly Superstar, Vincent Simone, enabling people to meet their heroes for free.

Remember, these sessions are open for anyone who accesses care and support!

A huge thank you to our partners



Click
here!



BEST LIVES POSSIBLE

Over the last four years, our charity's strategy, We Dare, has helped us all to focus our collective efforts to transform the lives of the people we support, our colleagues and the communities we work in – The Power Of Three.

And now, as we look to continuously evolve and take our next step, we've asked ourselves one simple question. **Why do we exist?**

And for every single one of us – in every team, every department, at every level – the answer is the same: so that the people we support, and the people who support them, can live the **Best Lives Possible**.

This simple yet powerful call to action challenges us all to consider whether our work helps us to deliver the best lives possible for our colleagues, the people we support and our communities. Absolutely everything we do should come back to this bigger picture.

That's not to say we've lost sight of the incredible work of the last five years. We Dare is, and will continue to be, how we express our values with passion at Community Integrated Care. It's an integral part of our charity's story.

And as we set out on this next step in our strategic vision, we do so with a clear desire to deliver the Best Lives Possible for the people we support and our colleagues. In doing so, we set an example to the rest of the sector, by becoming the best provider and employer in social care.



Partnering with people who choose Community Integrated Care to increase their independence, maximise their potential and fulfil their aspirations with dignity and respect



Offering our colleagues a career they love, that values and rewards them appropriately, and provides opportunities for learning and personal growth



Helping to shape an inclusive society that recognises people who have support needs as valued citizens and champions the importance of our sector

OUR STRATEGY

Best Lives Possible provides a clear focus for our activity.

The Best Lives Possible strategy is all about setting our frontline colleagues up for success. So, as well as being armed with our We Dare values and focused on our three stakeholders (Customers, Colleagues and Communities), our people can now also see how the whole of Community Integrated Care is behind them, supporting their heroic efforts to deliver the Best Lives Possible, through our strategic projects and initiatives.

These projects and initiatives sit under four main objectives, the first three of which also reinforce The Power Of Three:

1. Service Quality and Innovation (Customers)
2. Engaged Colleagues (Colleagues)
3. Community Engagement (Communities)
4. Sustainable Economics



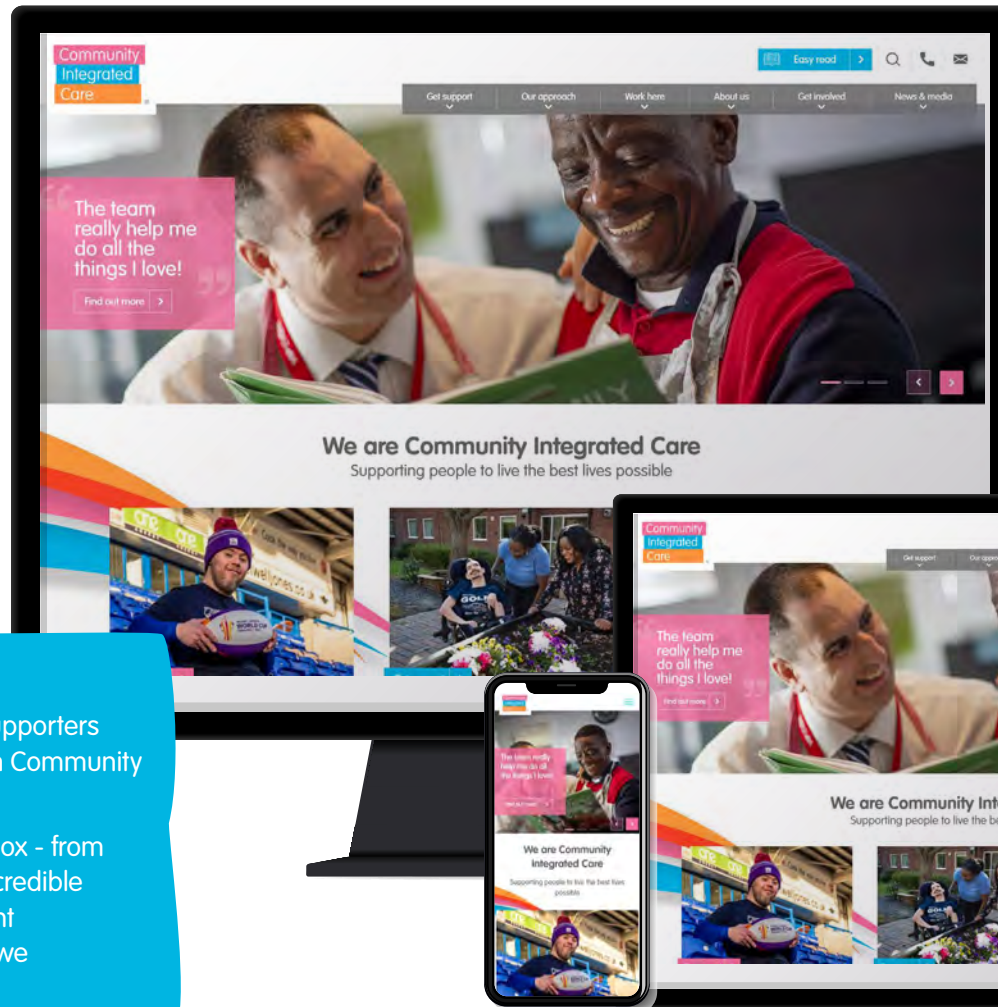
VISIT OUR NEW WEBSITE

To support our ambitious growth targets, we've recently launched a brand-new, redeveloped and refreshed website! The new site is more modern, accessible and user-friendly, and will help us in our aims to attract new colleagues to the sector, support more people, connect with families, shout about our amazing partners and share our achievements.

Want to find out more?

Sign up to our brand-new bi-monthly newsletter for partners, supporters and everyone connected to our charity, for regular updates from Community Integrated Care!

You'll receive the latest news from our charity directly to your inbox - from updates on our pioneering partnerships, to stories about our incredible colleagues and the people we support. Each edition will highlight the innovations we're making and give you an insight into how we continue to celebrate and champion the social care sector.



Community Integrated Care

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