



supporting people  
and communities

# Strategic Plan

2018 – 2023

brilliant teams, working  
with families, communities  
and partner agencies,  
enabling people to  
achieve great outcomes,  
without wasting money,  
time or energy

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## 1. About Cartrefi Cymru Co-operative

Cartrefi Cymru Co-operative is a **person-centred support provider**. That means we always put the people we support at the centre of their support plans and decisions. Our purpose is to enable the people we support to have a good life. Our three key action-words are Respect, Safeguard and Enable. It is about doing what matters, respecting people's rights and maximising their ability to make their own choices and decisions, and to hold us to account. We also fully understand that people rarely enjoy a good life without valued social roles. So for us, being person-centred also means being relationship-centred.

Cartrefi Cymru Co-operative is a **Welsh national company with strong local roots**. That means we take seriously our responsibilities as a significant force for good, nationally and locally. We understand that the people we support are not best served by a life of isolation, and that we alone cannot create healthy local communities. That's why we are committed to partnership working, and why we work hard in support of community participation and the development of networks of support and friendship. In fact, strengthening communities is a central mission of our local co-op forums.

Cartrefi Cymru Co-operative is a not-for-profit **multi-stakeholder co-operative** and a charity. The seven international principles of Co-operation are written into our legal constitution. Membership is open to the people we support, our employees, and our community supporters. We have democratic structures to give members a strong voice and real control. All members are required to contribute and are valued as assets. We promote self-help and independence. We believe in the value of learning and invest continually in education for ourselves and others. We are active in promoting co-operation between co-ops, and collaboration across the third and public sectors. And of course we are fundamentally concerned for our communities. Becoming a co-op has strengthened us in all these ways. Retaining our charitable status also ensures that our priority is always the people we support.

Cartrefi Cymru Co-operative is a **people-oriented employer**. That means we are continually striving to have the most motivated, creative and productive workforce possible. It is our support staff and their closely supporting managers who actually deliver our support services. Without their commitment and high-performing abilities we cannot provide high quality support. That's why we work hard to recruit and retain the right people, and why we invest as much as we can in providing the best possible training, management support and conditions of employment. As a multi-stakeholder co-operative, we are delighted to be able to offer employees the opportunity to shape the company's policies and direction as voting members and as local activists.

## 2. About the people and communities we work with

Cartrefi Cymru Co-operative works with **adults who have support needs**. These needs are usually a consequence of someone having a disability or becoming less independent with their increasing age. The people we support have a wide range of conditions, including learning disabilities, physical disabilities, sensory impairments, dementia, mental illness, autism, challenging behaviour, and dependencies arising from increasing age. Support needs may also arise from an assessment of people's ability to maintain their tenancy, for example to remember to pay the rent or to arrange repairs. Most of the people we support have both social care needs and housing-related support needs but some have only one or the other.

The services we provide for people include home-based support (from 24/7 to short sessions), support to access work, leisure and education opportunities, and supported short breaks which can also provide a break for carers.

We also have an accredited Staff Development section which sells training and accreditation services all over Wales to external customers such as local authorities and other providers.

Cartrefi only supports **people who live in Wales**. Our head office is in Cardiff but we were established in order to provide quality support services in rural Wales and the Valleys, and those are still our heartlands. We provide support for people in fourteen local authority areas: Anglesey, Gwynedd, Conwy, Denbighshire, Powys, Blaenau Gwent, Torfaen, Newport, Caerphilly, Rhondda-Cynon-Taff, the Vale of Glamorgan, Bridgend, Carmarthenshire and Pembrokeshire.

Local authorities are increasingly working on a regional partnership basis reflecting Local Health board boundaries. We are playing our part in helping these new arrangements to succeed, maintaining or building positive relationships as appropriate. But all our services are delivered in local towns and villages, in ordinary houses and community facilities, and this is not going to change. We believe that the best way to support people and communities is as locally as possible, using local staff, local connections and local pride. As a co-operative, we are also committed to community building activities.

### **3. Why we need a strategic plan**

We believe that Cartrefi is a great organisation doing great things. This is shown in our feedback from the people we support and their families. We also get great feedback from our housing partners and from health and social services professionals who know what we do and know they can always turn to us for solutions that they can trust, at a price they can afford. We have a skilled workforce that values our commitment to their training and development. So why do we need to change anything so much it needs a strategic plan?

There are three main reasons for having this plan:

#### **1. To get better and better as a support provider**

Although we are an excellent provider of support for people, we know we can be even better. Having a plan which we can all see and follow will make it more likely that we keep moving forward and never slip backwards.

#### **2. To get better and better as an employer**

We have over a thousand staff, most of whom are providing support in the community, often in demanding circumstances, at pay levels that do not reflect the true value of their work. Having a plan to address this will make it more likely that pay levels are protected or enhanced to the best of our ability, and that staff feel valued and enabled in other ways too.

#### **3. To maintain or expand our services despite public finance pressures**

As a values-based, quality support provider we believe it is in the interests of the people we support, their local communities, and our staff, for Cartrefi to maintain or expand its services in Wales, but we also know that money is tight and that funders expect us to be creative and efficient. Having a plan to address this will make it more likely that we are successful when bench-marked or evaluated against others.

## 4. The things we want to achieve

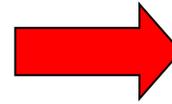
	To get better and better as a support provider	To get better and better as an employer	To maintain or expand our services despite public finance pressures
What we want for: People we support Staff Funders	<ul style="list-style-type: none"> <li>• <b>Doing what matters for people.</b></li> <li>• <b>A strong voice and real control.</b></li> <li>• <b>Supporting people to be all that they can be.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Protected or enhanced pay.</b></li> <li>• <b>Skilled and knowledgeable employees.</b></li> <li>• <b>Employee participation and engagement.</b></li> <li>• <b>Non-financial benefits.</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Existing quality services at affordable prices.</b></li> <li>• <b>Innovative quality services at affordable prices.</b></li> </ul>
Actions that will help us	<ul style="list-style-type: none"> <li>○ Finding out what matters for people</li> <li>○ Giving people a say in how we run things</li> <li>○ Making sure everyone has goals, including community involvement goals.</li> <li>○ Helping people to achieve goals through Active Support and enablement.</li> </ul>	<ul style="list-style-type: none"> <li>○ Negotiating and lobbying for adequate funding.</li> <li>○ Providing access to a range of learning opportunities and valuing employee's talents.</li> <li>○ Recruiting and mobilising staff as co-op members.</li> <li>○ Finding out what benefits employees would value (eg. Child care, Health insurance).</li> </ul>	<ul style="list-style-type: none"> <li>○ Negotiating for contracts based on outcomes, rather than hours.</li> <li>○ Using Systems Thinking to target support and reduce dependency with personalised solutions.</li> <li>○ Developing the co-operative agenda to draw upon member assets – and explore local health care partner opportunities.</li> </ul>

<p>Resources that will help us</p>	<ul style="list-style-type: none"> <li>○ Tools for monitoring people’s progress</li> <li>○ Developing our co-operative structure.</li> <li>○ Drawing upon the assets of people we support, staff and communities.</li> <li>○ More time for doing the right things – by identifying and clearing out “waste”.</li> </ul>	<ul style="list-style-type: none"> <li>○ Unions and politicians lobbying for social care funding.</li> <li>○ External agencies like OU Cymru and Adult Learners Wales.</li> <li>○ Co-op Member Support Officers.</li> </ul>	<ul style="list-style-type: none"> <li>○ Reducing any costs, locally and centrally, that do not add value, whilst protecting things that do.</li> <li>○ Augmenting income with resources from co-op members, local communities, and other co-ops.</li> </ul>
<p>Learning that will help us</p>	<ul style="list-style-type: none"> <li>○ How to identify what matters and developing goals and opportunities</li> <li>○ How to work co-productively and co-operatively with people we support.</li> <li>○ How to be as good as we can be as “enablers”.</li> <li>○ How to be confident and successful in developing community networks and opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>○ Learning why staff leave and stay.</li> <li>○ Identifying opportunities for channelling waste into funding pay.</li> <li>○ Promoting a culture of learning and development.</li> <li>○ Developing more leaders that work on the system and value frontline experience.</li> </ul>	<ul style="list-style-type: none"> <li>○ Learning how to deliver outcomes-based work and how to win the argument for it.</li> <li>○ Learning how to embed Vanguard Systems Thinking into all areas of our work.</li> <li>○ Learning to co-operate and build community.</li> <li>○ Keeping abreast of market conditions and competitor behaviour.</li> </ul>

## 5. Things we want to achieve - Easy Read version

**We want to get better and better at providing support for people**

**This means doing What Matters  
so people can enjoy a good life.**



**It also means supporting people  
to have a strong voice and real control.**



**And it means supporting people  
to be all that they can be, at home,  
in the community, and within Cartrefi.**



## **We want to get better and better as an employer**

**That means doing our best to pay staff well.**



**It also means helping staff use their knowledge and skills.**



**It also means helping staff join and take part in running Cartrefi.**



**And it means finding ways for staff to benefit on top of their pay.**



## **We want to keep or grow our services even though money is tight**

**This means doing what we do already  
but at a price funders can afford.**



**It also means doing new things  
at a price funders can afford.**

