

# ANNUAL REPORT

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2020 - 2021



Cefnogi Pobl a Chymunedau | Supporting People and Communities

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# INTRODUCTION

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*By Peter Higson (Chair) and Adrian Roper (CEO)*

2020/21 began in the most challenging of circumstances, so it is pleasing to report that it ended with an enormous sense of achievement. It required introducing a number of "turnaround activities" to include a new corporate structure, a new finance software system, and a range of new digital initiatives to improve communication and more effectively manage information. Many of these changes were scheduled to go live on 1st April 2020, and we had no alternative other than to maintain the pace of change even when Covid-19 put us all into lockdown on 16th March. There were some anxious times as we wondered whether the pandemic would result in unmanageable sickness levels or unbudgeted costs and delayed funds, or both,

Thankfully, the changes all held firm, and the fact we introduced Microsoft 365 as a cloud-based method of connecting and working just prior to the pandemic outbreak meant that we were fully geared up for home-working and providing virtual management support.

But the greatest thanks must go to our employees, who adapted quickly to so many changes and continued to work conscientiously and professionally despite all the challenges. Everyone deserves huge credit, and our support teams in particular were simply heroic.

# GUIDING STATEMENTS

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## Our Vision

**We are building a future where:**

The people we support, and their families, are enjoying good lives as valued contributors to their communities

## Our Mission

**We are building a better future by:**

Being a great support provider for:

- the individuals and families that we support
- our employees
- our partners and funders
- the communities in which we work



# GUIDING STATEMENTS

## Our purpose and principles

<b>Well-being Outcomes</b>	We support people to enjoy the life they want
<b>Co-production</b>	We work in partnership with the people we support to agree what matters and to achieve their goals
<b>Co-operation and Diversity</b>	We value everyone's different strengths and make the most of them by working together
<b>Prevention and Progression</b>	We support people to be, or to stay, as independent as they want
<b>Added Value and Sustainability</b>	We work in ways which are good for the world around us, including communities, Wales and the environment
<b>Valued Workforce</b>	We value our workers and volunteers and regularly check that they feel valued
<b>Learning and Innovation</b>	We encourage everyone to keep learning, and we try new things to improve what we do
<b>Honesty and Integrity</b>	We are open, honest and stay true to what we believe in
<b>Prosperity</b>	We look after our finances carefully, for the long-term benefit of the people we support and our workforce

# OUR GOALS

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## **1. To be an exemplar of good governance in compliance with charity and co-operative expectations**

During 202/21 we deliberately and comprehensively strengthened our governance in the following ways:

- Increased the frequency of Board meetings
- Established new sub-committees:
  - Finance
  - HR and Remuneration
- Increased the frequency of Council of Members meetings to bi-monthly
- Adopted a new and more meaningful process for the Council of Members to recruit trustees
- Actively recruited three new trustees via open advertisement
- Adopted a new Framework for Planning and Action
- Strengthened our Risk Register and reported on it to the Board quarterly
- Developed a new Dashboard of high-level performance indicators covering:
  - Workforce
  - Health and Safety
  - Finances
  - Service Delivery
  - Digital
  - Participation/Membership
- Refreshed the cycle of Board reports to ensure comprehensive intelligence gathering and scouting.
- Made "Serious Incidents" a monthly Board item to ensure comprehensive intelligence gathering and scrutiny
- Established a National Planning Forum to enable leaders from all departments and areas to contribute to the development and implementation of improvement activities

## **2. To be an exemplar of the co-productive achievement of wellbeing outcomes for the people we support**

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During 202/21 we carried out a program of activities to improve the quality of our service delivery, including:

- National roll-out of a consistent Daily Goal Planner system
- Improvement of Quality of Service reporting forms
- Improvement of reporting system for Medication errors
- A clearer process for using "over the counter" medication
- A new system for planning short stays
- Improvement of the system for planning sessional support
- A new consistent system for providing our 24/7 "on call" helpline
- Roll out of a system of "Quality Checkers" involving people we support as checkers
- Promotion of the use of "video diaries" for and by the people we support
- Improvement of our Risk Assessment form to make it more holistic and person-centred
- Promotion of the rights of people we support to enjoy sexual relationships and LGBTQ+ identities
- Increased awareness and skills in relation to the risk of people choking
- Significantly increased social opportunities for people online

The Covid pandemic greatly restricted the ability of the people we support to engage in community-based social activities and Co-op member forums, but many benefited from increased opportunities to develop domestic skills and to participate in home-based leisure activities and online social contact with family and friends.

### **3. To have the lowest staff turnover and absence rates in our sector**

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Turnover and absence rates are high across the care sector and from this perspective our performance has been typical of the sector average for several years. However, from a pan-industry perspective, it is highly unsatisfactory, very costly and detrimental to the people we support. The pandemic led to a spike in absence at the start of 2020/21 but this steadily fell during the year.

During 2020/221 we maintained and developed several work streams intended to help us recruit, retain and reward staff, including:

- Establishing a Pay and Benefits Review Group with a brief to review the following:
  - Company sickness scheme
  - Annual leave
  - One-off awards
  - Staff recognition
  - Staff welfare and support
  - Pay rates
  - Job role grades
- Establishing an Absence Task Group to better understand the reasons for absence and to improve absence management during 2021/22
- Initiating a review of the 'staff on-boarding experience' and identifying improvement actions, from setting up new starters in Payroll or ICT to formal and informal induction
- Developing online training options to address the constraints on face-to-face sessions during the pandemic
- Initiating a rolling programme of process mapping, to help staff undertake key tasks as consistently and efficiently as possible
- Establishing and leading a cross-sector campaign group called "Pay Them Fairly" to make the case for care workers to be paid fair and decent wages



#### **4. To become an exemplar of the good use of data, digital systems, and technology in a wellbeing/outcomes-focused support provider**

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During 202/21 we committed ourselves to an on-going programme of digital transformation as follows:

- Embedding a new Finance software system
- Expanding our use of Microsoft 365 for cloud-based filing, communication, and project management:
  - The Teams online meeting function is widely used for all relevant purposes
  - Teams and SharePoint is now our intranet platform
  - The planner function is used to project manage all our Quality Improvement activities
  - As well as enabling us to work effectively during the pandemic, this new ability to work and meet digitally is permanently reducing our travel costs and carbon footprint
- Enabling more of the people we support to benefit from:
  - Online social activities
  - Video diaries
  - Programmes on mobile devices
  - Voice-activated virtual assistants (such as Alexa)
- Developing a detailed specification for a new HR platform and selecting the model and supplier for implementation during 2021/22
- Developing a detailed specification for a new Customer Relations Management platform - for implementation in 2022/23
- Reviewing all our ICT related contracts (from technical support and Disaster Recovery to photocopiers and phones) and managing a programme of cost-reduction and functional investment to support frontline service activities
- Exploring options for digital rostering and care management with a view to future investment

## 5. To build our reserves to the level desired in our Reserves policy

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The year-end of 2019/20 saw a significant deficit which brought down our level of reserves and created some initial cashflow challenges in 2020/21. Overall, our level of reserves remained adequate, but most of it was tied up in fixed assets and in particular, properties which we owned. It is therefore pleasing to report that, by the end of 2020/21, we had a significant surplus that more than made up for the previous year's deficit and restored our free reserves to a level which means we can manage cashflow comfortably, address identified financial risks, and explore options for investing in business improvement. We have been able to achieve this turnaround so quickly thanks to the following:

- Using the new finance software system to increase efficiency within the department
- Increasing the range and level of skills throughout the finance team
- Achieving the savings from the corporate restructure introduced in April 2020
- Generating new income through the provision of an Appointeeship service
- Successfully applying for a Covid-19 support grant for pandemic related costs
- Prioritising and streamlining tasks with the finance department to ensure monies due were promptly collected and old debts were chased
- Reducing operational costs through the targeted deployment of management time
- Benefitting from a legacy of over £568k which was left to us by trustee, Roger McMahon, who sadly passed away in 2019

During the year we also developed a Property Strategy with a view to reducing our portfolio of 14 properties.

# SERVICE DELIVERY

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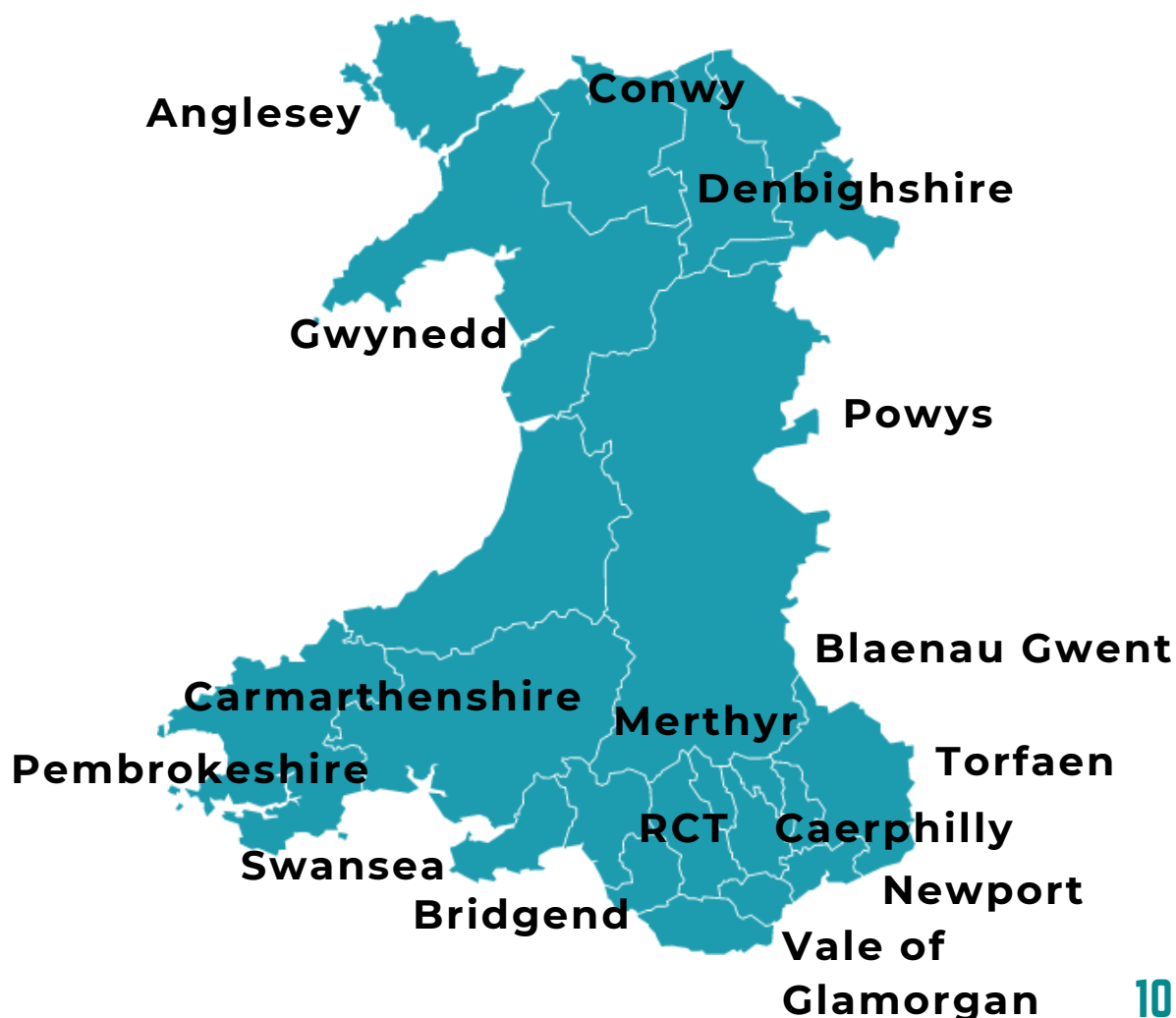
During the year we delivered Supported Living and Residential Care services to **126** settings and **335** service users.

We also managed six short stay services and provided respite and emergency to **67** service users.

The company also delivered sessional support and day services to **104** service users.

To provide these services, we employed a total of **1,099** staff, **35** fulfilling central management and administration, **1,065** providing managerial and direct support.

With a presence in the following Local Authority Areas:



# FINANCIAL REPORT

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## Financial Results as at 31st March

2021

Income	£30,501,000
Expenditure	£28,463,000
Surplus/Deficit	£2,038,000

## Financial Results as at 31st March

2020

Income	£25,672,000
Expenditure	£26,794,000
Surplus/Deficit	(£1,122,000)

## Balance Sheet

2021

Net assets	£6,520,000
Total reserves	£2,214,000

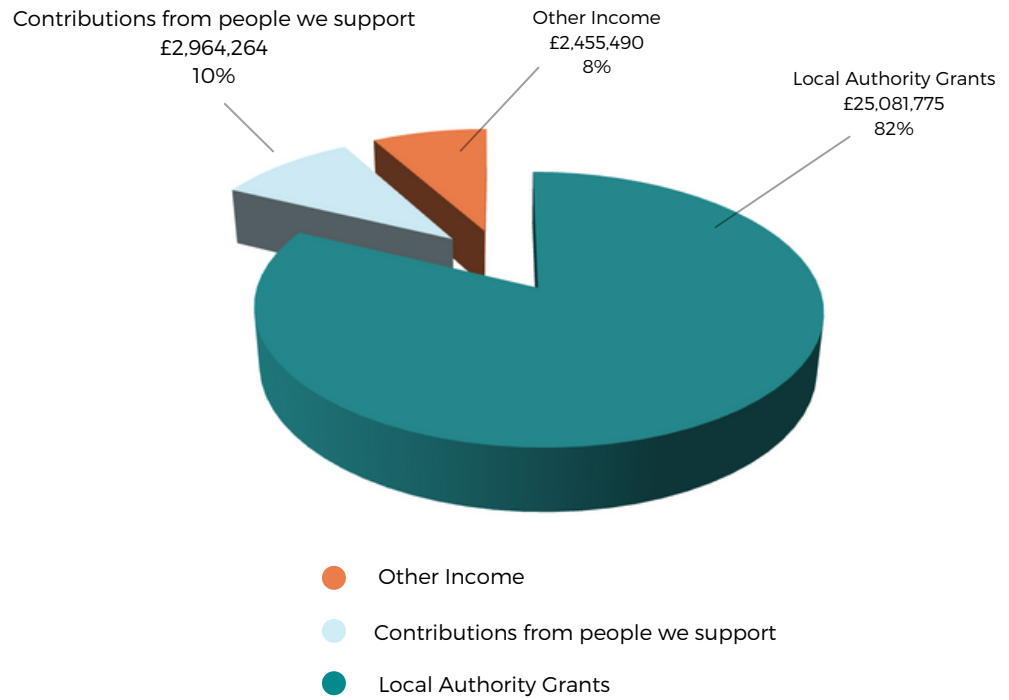
## Balance Sheet

2020

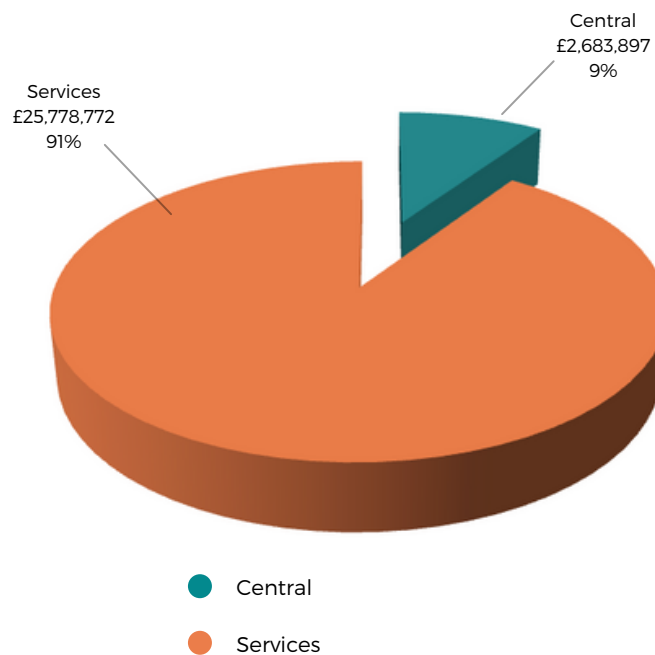
Net assets	£4,485,000
Total reserves	£1,517,000

# FINANCIAL REPORT

## • Where our money came from

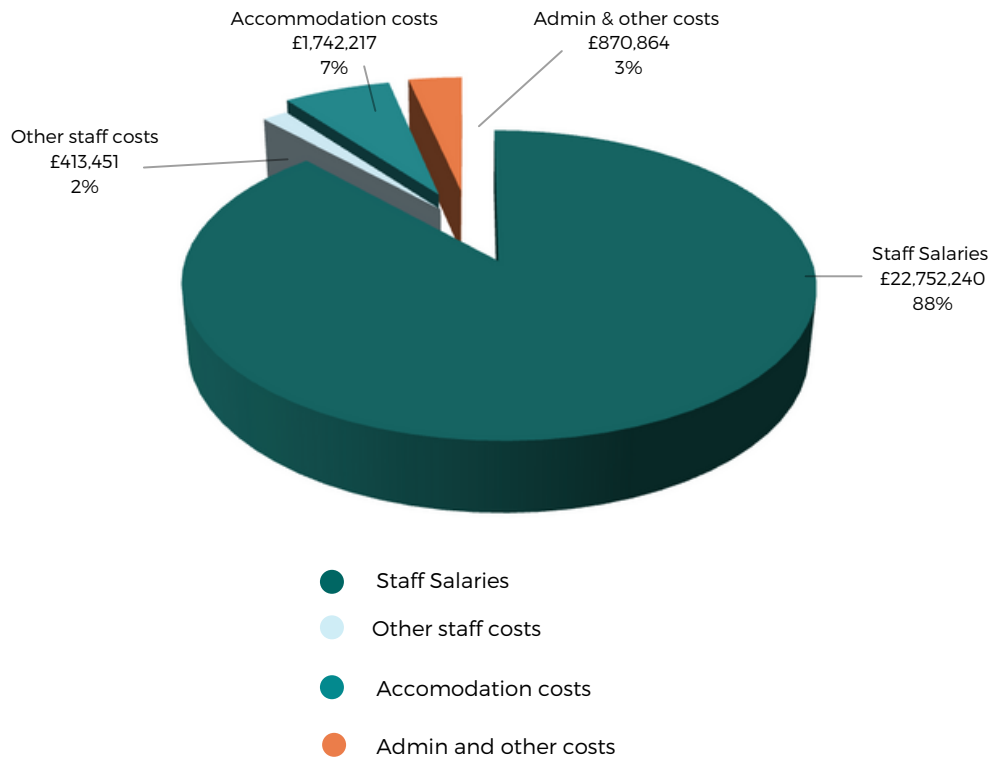


## • Total Expenditure

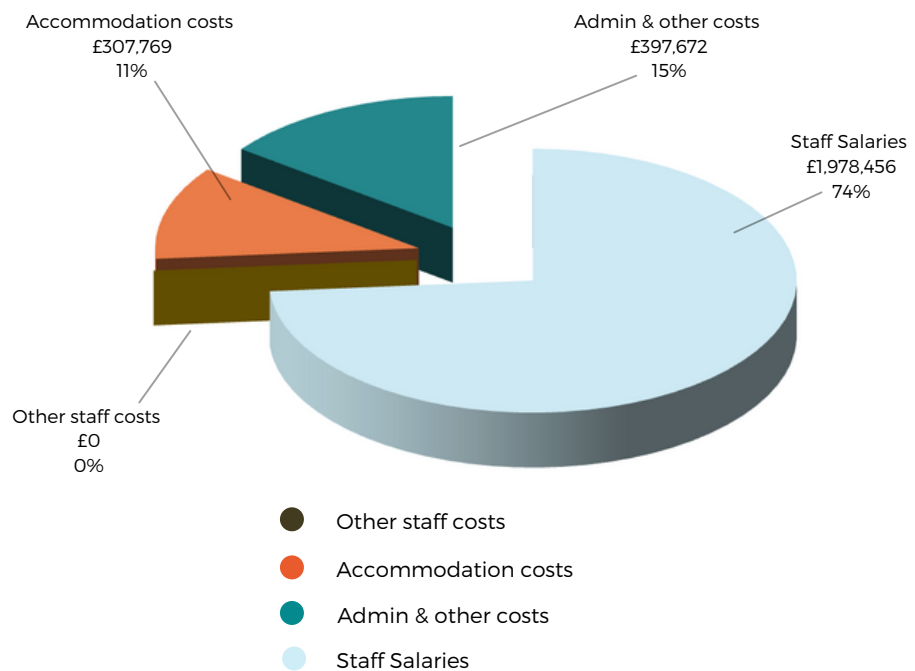


# FINANCIAL REPORT

## • Cost of running support support services



## • Cost of running central services



# ROGER'S LEGACY

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Roger McMahon was a wonderful character whose life and work made a positive difference to others all over the UK and far beyond. As a young man he worked as a social worker in Edinburgh, helping people with learning disabilities and their families. For a few years he also worked as a teacher in Italy, before developing a career in international education.

As he approached retirement, he decided to re-connect with people with learning disabilities and became trustee of Cartrefi Cymru Co-operative. He was deeply impressed by the quality of work he saw and did his utmost as a trustee to ensure its continued success. When he became seriously ill in early 2019, he made provisions in his will so that Cartrefi could continue to benefit from his legacy.

Following the sale of his estate, Cartrefi received over £568,000. The Board voted to put the entire legacy into a designated reserve which can only be spent in ways that they feel Roger would have approved. As a result it will help Cartrefi to invest in innovations that will make a real difference to people's lives. We are so grateful that Roger joined us, and deeply honoured to be the recipient of his wonderfully generous gift.