



Statement of Purpose Domiciliary Care and Support Services

Introduction

This guide sets out clear information about Drive for service users, family members and interested parties. It includes:

- a description of Drive as an organisation;
- a description of the domiciliary support services we provide;
- the geographical area in which Drive provides domiciliary support services;
- a description of our staff structure, and roles and responsibilities;
- the recruitment, retention and training of staff;
- how to voice your comments, concerns or complaints;
- Drive's policy framework;
- a statement detailing how health and safety of service users and employees is maintained;
- the procedure for safeguarding service users property;
- the procedure for the administration of medication;
- a description of how Drive seeks the views of service users;
- key contract terms covering charging, timesheets, cancellation and termination of contract;
- the notification of incidents to the Care Standards Inspectorate for Wales;
- how service users can express their views;
- tenancy related support;
- insurance details;
- a description of the process for monitoring and reviewing the quality of service.

Section 1 Background to Drive

Drive was formed in 1981 by a group of local business people in order to develop a range of community services for people with disabilities living in the former local government area of Mid Glamorgan.

Drive is registered as a private company limited by guarantee (registration no. 2506147) and as a registered charity (registration no. 703002).

Drive has chosen vision and mission statements that will provide a focus for employees, Board members and service users. These statements state the organisation's objectives and provide a concise and clear message to assist in steering the organisation.

Drive's Vision and Mission Statement

Vision	“Drive enables people with disabilities to live full and valued lives.”
Mission	Drive supports people to: <ul style="list-style-type: none">• Achieve their full potential• Exercise choice within all aspects of their lives• Be actively engaged in all aspects of their lives In order to contribute towards building fair and equal communities.
Values	Person centred Reliable Empowering Innovative Coherent

Aims and Objectives

Drive aims to provide support for people with disabilities to live successful and valued lives in the community.

Drive provides services under contract with Bridgend County borough Council, Merthyr Tydfil County Borough Council, Monmouthshire County Council and Rhondda-Cynon-Taff County Borough Council.

The Local Authority Care Manager will agree an individual care plan with each service user and their representative.

Drive will provide:

- a service delivery (individual) plan that sets out how the needs and aspirations of service users can be met,
- a staff team who are trained to help the person enjoy their lifestyle and maintain their tenancy, and ensure that people's homes are safe. They will also support the person to get the right transport to enjoy their life in the community.

Drive is registered under the Care Standards Act 2000 to help the following people:

- People with Learning Disabilities
- People with Learning Disabilities and dementia.
- People with Physical Disabilities.
- People with Mental Health Problems
- People with Brain Injury
- Children and Families

Section 2 Who Manages Drive

Drive has a group of people that meet to decide how the organisation is run. These people are called the Management Board.

The Management Board has a responsibility to oversee the management of Drive.

The Management Board elects a Chairperson every year. The current Chair is Mrs Jean Gregson.

The Board meets six times a year to set policy and ensure that Drive is well managed.

Drive's Management Board has formal policy of Corporate Governance. This defines what the Management Board should do. This helps to make the organisation more effective.

Section 3 Management Structure

Drive employs staff at its main offices in Nantgarw, Treforest, at its employment training projects and in housing and support services.

Drive is committed to supporting its staff through a process of supervision, training and appraisal. This has being recognised by the Investors in People Award.

Staff Structure

Attached to this document is a diagram illustrating Drive's staff structure.

Responsible Person

Under the Care Standards Act 2000, the Welsh Assembly Government require that to operate as a domiciliary care agency there has to be someone who has overall management responsibility. The person is known as the responsible individual.

The Responsible individual for Drive is:

Name: Barry Gallagher
Job Title Chief Executive

Barry Gallagher became Chief Executive of Drive in 1992. He has over 25 years experience of social housing and developing community services in both the statutory and voluntary sectors.

Arrangements for the Absence of the Responsible Person

Drive has other managers who will provide cover in the absence of the Responsible person. These are:

Name: Rhian Jones
Job Title: Director of Operational Services

Rhian has a Masters Degree in Management Development, and holds NVQ Assessor and Internal Verifier awards. She has worked for people with a learning disability for almost twenty years. For the last ten years she has been a senior manager for several provider Organisation's, and has developed her own business as a management consultant and trainer in Health and Social Care Sector.

Name: Alan Bowden
Job title: Director of Human Resources

Alan joined Drive in 2001. Alan has over 17 years experience in Human Resource Management in various roles in the statutory and voluntary sectors.

Alan is a Fellow of the Chartered Institute for Personnel Development, holds a Master's Degree in Human Resource Management, and the Vocational Assessors and Internal Verifiers Awards.

Name: Carol Ravenscroft
Job Title: Director of Finance

Carol was appointed as Director of Finance in 2002. . Carol has over 17 years experience in Financial Management in various roles in the public sector.

Carol is a Fellow of Association of Chartered Certified Accountants.

The Chief Executive together with the Directors of Finance, Human Resources and Operational Services form Drive's Senior Management Team. They are responsible for leading the organisation.

Registered Managers

Under the Care Standards Act 2000, the Welsh Assembly Government require that to operate as a domiciliary care agency there has to be individuals who have day to day management responsibility for a local area. These persons are known as the registered managers.

The registered managers for Drive are:-

Name	Job Title
Phil Craven	Operational Services Manager
Karen Gregory	Operational Services Manager
Claire Jones	Operational Services Manager
Leigh Price	Operational Services Manager
Geoff Wood	Operational Services Manager

Arrangements for the Absence of a Registered Manager

Drive will appoint another manager who will provide cover in the absence of a registered manager for a continuous period of 28 days.

Section 4 Geographical area, Domiciliary and Other Services

Drive provides a range of services including residential respite care, domiciliary support to adults and young people living in their own home or in the parental home, and employment training.

Drive operates in the four local Authority areas:

- Bridgend County Borough Council,
- Merthyr Tydfil County Borough Council,
- Monmouthshire County Council,
- Rhondda Cynon Taff County Borough Council.

Detailed below is information on services provided by Drive (as at 28.09.09).

Unitary Authority	Developing Independence & Others	Shared Supported Living Services	Individual Supported Living Tenancies	Total Number of Individuals
Bridgend	9	8	7	24
Monmouth shire	0	0	6	6
Merthyr	4	4	2	10
R.C.T	74	69	5	148
Totals	87	81	20	186

Other Services

Service Description	Title	Location	Number of Service Users
Employment Training	Horticulture Catering	R.C.T	10 people
Respite Care	Short Term Care	R.C.T	60 people and families supported
Emergency Accommodation	Preparation for Independent Living	R.C.T.	5 people at any one time

Individual service users are supported to pursue a variety of cultural, social and spiritual or religious activities. Staff support is available to help people access the activity of their choice.

Section 5 Tenancy Related Support

Most service users supported by live in their own home, either in their own flat or sharing a property with others. Service users will be supported to understand as far as possible, the rights and responsibilities in their tenancy agreements.

Drive will support people to:

- claim all appropriate welfare benefits,
- pay rent and service charges,
- deal with emergency situations,
- be safe and secure in their own home and within the community ,
- develop positive relationships with neighbours and others in the local community,
- have opportunities to extend their independence, skills, interests and friendships,
- resolve any disputes with people they share with or neighbours,
- help decorate and furnish their home
- keeping their homes clean and tidy,
- maintain gardens,
- ensure waste pipes and drains are kept clear,
- carry out minor repairs and ensure your small electrical appliances are safe to use,
- report maintenance and repairs to the housing provider,
- have their needs assessed and met in a planned way through direct and indirect support,
- feel consulted, informed and better able to participate in Drive,
- feel supported by staff who have been appointed, recruited, trained and well managed by the service provider,,
- help to make a complaint either to Drive or other organisation.

Section 6 Organisational Culture

Drive's Vision and Mission Statements emphasise the organisations Commitment to provide person centred services.

Drive wants to create culture that enables people to work in an exciting, rewarding, successful and fulfilling atmosphere. This will result in high levels of performance and job satisfaction.

Drive defines the key aspects of its culture as follows:

a) Values First

Drive has clearly documented its values. We expect all employees to put them into practice in everything they do.

Enabling people with disabilities to live full and valued lives gives everyone a sense of purpose and reinforces the importance of the work Drive carries out.

Drive, as an organisation is committed to:

- respecting each individual
- encouraging people to fulfil their potential
- managing responsibly

b) Person Centred

It is the people within Drive who make things happen. They make a difference to the quality of life enjoyed by other people. Drive believes that every individual has equal value. Drive invests in the health and welfare of its people. We provide opportunities for personal and career development for service users and employees.

c) Team Based

Drive believes that people working well as a team can be very effective. Teamwork is therefore actively encouraged. Everyone's energy and ideas make a contribution towards Person centered services. Companionship and team spirit is cultivated and developed.

d) Information Sharing

Drive encourages clear, open and honest communication. This should be undertaken in a spirit of mutual respect and courtesy.

People are actively encouraged to be creative, put forward ideas and to disagree and challenge where they feel the need. However, this should be done in a constructive manner and in an appropriate and correct forum. Feedback should not devalue or belittle any individual or team.

e) Rewards and Recognition

Drive realises that it needs to recognise accomplishments and praise achievements to help maintain and improve morale and personal satisfaction. This is achieved in a variety of ways and the organisation is committed to recognising and acknowledging good working practices.

f) Flexibility

Drive realises that change is inevitable. We continually need to adapt to new expectations, requirements and demands. Being flexible and prepared for the unpredictable helps us take advantage of new opportunities created through change.

g) Management

A key role for managers within Drive is to set and reinforce the vision, values and culture of the organisation. This involves helping people understand that what they are doing is important and makes a real difference.

Managers are expected to set jointly agreed challenging targets to improve services. It is important that managers listen, provide appropriate support and are seen as approachable by employees and service users.

Drive believes that a reciprocal trust is developed between management and employees as a result of building these shared visions and beliefs.

h) Continuous Learning

Drive recognises the importance of continuous learning and development. The individual and the organisation have shared responsibility for this and need to be continually assessing and meeting learning and development needs.

Learning by doing and trying new ideas are concepts that the organisation strongly promotes.

Drive encourages people to take planned calculated risks and learn from the experience.

Drive seeks to position itself as a valued and respected community business that is committed to achieving long term benefits, both service users and the wider community.

Section 6 Recruitment, Retention and Training of Staff

Drive employs a total of 527 People (Sept 09), of these 495 deliver direct domiciliary support in people's homes or work in employment training projects. They work within the following local authority areas:

Local Authority	Employees
Bridgend	154
Merthyr	30
Monmouthshire	22
Rhondda-Cynon-Taff	289

It is Drive's policy to ensure the appointment of the most suitable applicant for all vacancies. This decision is based on judgement against the requirements of the job role in question. This policy ensures equal opportunities and that the best people are selected.

Drive has recruitment and selection procedures that meet the requirement of legislation, equal opportunities, anti-discriminatory practice and ensures the protection of service users.

All employees must be over 18 years old and provide two good, valid written references. Any gaps in employment records must be adequately accounted for. Enhanced criminal records certificates are obtained on all employees.

Drive has never used support staff from employment agencies as a matter of policy.

All employees receive a written job description and person specification that identify their responsibilities and accountabilities as well as written contracts of employment.

Induction is an essential part of the recruitment and selection process. A good induction will help staff working for Drive. Whilst Induction is flexible, it does contain some core areas that need to be covered.

On the first day of employment the new employee is issued with a Personal Development Profile (PDP) by the line manager. A full explanation of how to use the PDP is also provided. All employees are required to complete a 32 week probation period. During this period 6 reviews take place between the employee and line manager.

Keeping People working for Drive is an important issue. Drive's employee turnover is 17% per annum (March 2009). This is below the average for the Care sector. We offer exit interviews to those people who are leaving the organisation.

It is important for Drive that we provide a quality and professional service to all service users. We are firmly committed to improving and increasing the skills of people working for the organisation.

Drive has developed a comprehensive staff training and development policy framework for this area.

Drive believes that NVQ's (National Vocational Qualifications) are very important. They state skills and knowledge that staff members should have.

37% of Drive's support staff care are qualified to a minimum of NVQ in Care (level 2), by September 2009. We are planning to ensure that 50% of direct support staff will be qualified by April 2010.

Currently over 96% of Drive's Team Managers have gained an NVQ Level 4 qualification in Management. Drive provided a development programme for Registered Managers (Operational Services Managers) during 2008/10 in partnership with the University of Glamorgan. The programme helps people gain the NVQ Level 5 Qualification in management. Currently over 40% of Registered Managers hold this or an equivalent qualification.

Every Drive employee receives a Staff handbook. This document explains:

- conduct that is expected of all employees,
- role and responsibilities,
- disciplinary action that may be taken,
- A summary of all policies and procedures including record keeping, recruitment, whistle blowing and training and development opportunities.

Section 7 Comments, Concerns and Complaints

Drive welcomes complaints and or representation from service users, parents and carers. We will investigate all complaints in a sensitive, effective and confidential manner without bias or prejudice.

Drive has a clear policy and procedure on how individuals can make comments and complaints. We have also produced an accessible version of the complaints procedure for service users.

In the first instance the complaint should be made to the Manager of the service or the relevant Operational Services Manager.

More serious complaints can be directed to Rhian Jones, the Acting Director of Operational Services, or Barry Gallagher, the Chief Executive of Drive, both of whom are based at Unit 8, Cefn Coed, Parc Nantgarw, Nantgarw, CF15 7QQ. tel. no. 01443 845260.

Alternatively, service users, their family members or others can complain either in writing to or by telephoning the Care Standards Inspectorate for Wales, at Vale and Valleys Regional Office, Units 4/5 Charnwood Court, Heol Billingsley, Parc Nantgarw, CF15 7QZ , tel. no. 01443 848527.

Section 8 Policy Framework

Drive has a comprehensive policy framework. Policies are written so that staff know what to do and how to do it.

Below are details of some of Drive's most important policies:

Protection of Vulnerable People

Drive provides support to many people who are considered vulnerable. We have written this policy to provide clear guidance to safeguard staff and service users from abuse. The policy makes it clear that every staff member has a duty to report any instances of actual or suspected abuse. The policy also provides clear reporting guidelines.

Policies to safeguard service users and staff in their service

Drive policy is to seek to provide a safe and healthy home and work place for service users and employees. Drive has comprehensive policy on the management of health and safety. This policy explains:

- the arrangements for the removal of hazards where ever possible.
- procedures and training to develop safe working practices for those hazards that cannot be completely guarded against.

The Health and Safety at Work Act lays a duty on all employees to take care of their own safety and that of other workers and to co-operate with Drive and its officers to enable it to carry out it's own responsibilities.

Drive has developed training programmes to help employees under put the Health and Safety policy into practice

Safe Storage and Administration of Medication

This policy tells employees how to assist with medication and health related tasks. The policy has procedures for:

- storage of medication,
- ordering medication,
- administration of medication
- disposal of medication
- recording information

Drive has training programme to support the employees with this policy.

The tasks carried by employees under this policy are covered by Drive's insurance policy.

Policies to Safeguard Service users Property

Drive's policies ensure the proper use of tenants' and service user's funds are based upon an individual assessment of need, control of risk and appropriate level of independence.

Drive has produced a comprehensive policy on the management of tenant finances in domiciliary settings. This policy interfaces with Drive's Policy on "Person Centered Planning (and Service Delivery plans) which includes a Financial Assessment Schedule.

Drive has a policy on gifts to staff from service users, family members and others. This policy provides clear boundaries on what is acceptable and what is not. These policies reflect the guidance in "Protection of vulnerable adults from financial abuse: In Safe Hands."

Drive's Policy on "Access to visitors" states that employees must not take unauthorised visitors into service users homes without permission of the service user. All Drive employees are issued with formal Drive identification cards and policy requires that all unknown visitors produced appropriate proof of identity.

Copies of Drive Policies are available from the Drive offices, Unit 8, Cefn Coed, Parc Nantgarw, Nantgarw, tel. no. 01443 845260.

Section 9 Key Contract Terms, timesheets, charging and failure to provide Services and Cessation of Domiciliary Support

Most services provided by Drive fall under contracts with the Local Authority. Any charges service users are required to pay are agreed by the local authority commissioning the support.

If service users are required to pay a charge for their personal care by the local authority, the level of charge will be assessed depending on their income.

Some service users contract with Drive for the provision of domiciliary support, either individually or through a family member or other representative.

Drive has developed a separate contractual agreement for these Services. This regulates the relationship between the service user and Drive. The Contract allows Drive to temporarily withdraw the Service, giving reasonable notice, for any reason. However in practice, Drive will only cancel support staff under exceptional circumstances, and never if it places a service user at substantial risk.

At any time the service user or Drive may terminate this contract subject to 28 working days notice in writing.

The contract also states the conditions for terminating this Agreement in the event of either party breaking the Agreement.

Payment will be required in the event of the Client not requiring the Service at the specific time unless it has been agreed between the Client and the Operational Services Manager giving two weeks notice or resulting from absence of the service user due to emergency hospital admittance/death.

The contract specifies 3 inclusive rates depending upon the level of service provided; Level A £13.36 per hour, Level B 16.18 per hour. An additional charge of £30.09 is levied for over night sleep over shift. The cost of Waking shifts after 11 o'clock are uplifted by a third. The rates are applicable from April 2009.

Where Drive is also providing housing related support to service users that are tenants they may require help to ensure that rent is paid. Drive will also try to ensure that the tenant understands how their rent has been calculated and any charges they are paying for services that are being provided by their landlord. Drive staff will help support the person to claim the cost of their rent from housing benefit.

Drive staff may also agree to use their own cars to provide transport for service users. Drive will invoice the service user at a cost of 40p per mile.

All charges that the Tenant has to pay either to Drive or other agencies to maintain their life in the community should be set out in their personal finance plan.

Drive ensures that there are sufficient employees in each support team within the organisation to cover both planned and unplanned staff absences arising from sickness, leave, training or any other reason.

Every Drive employee has to complete a timesheet. These detail both location and hours of work. It is the responsibility of the line manager to authenticate and authorise the timesheet. There is no requirement for service users or their relatives to authorise staff time sheets.

Section 10 Notification of Incidents

There is an obligation on Drive under regulation 26 (Domiciliary Care (Wales) Regulations 2004) to inform the CSIW regarding any serious incident involving injury sustained by a service user whilst the person is being supported by a domiciliary care worker.

The Operational Services Manager acting as Registered Manager will write to the local CSIW Offices notifying them of the occurrence within 24 hours of being informed or becoming aware of the event. A copy of the letter will also be sent the appropriate Care Manager at the local Social Services Officer.

Section 11 Arrangements for service users to express their views

Drive's objective is to maximise tenants/service user involvement in the management of the organisation and the delivery of support services. Drive has created a post of Service User Participation Officer to support the implementation of the service user participation strategy.

The participation officer facilitates service user and tenants meetings in each local authority area and regular meetings of Drive's Tenant and Service users group. Tenant and Service user conferences are organised on a six monthly basis. These meetings provide opportunities for people to express their opinions about Drive and the services provision.

Drive's Policy framework will ensure that the support services provided respect and support family and other relationships. Drive's Policy on Individual Planning (P.O2) emphasises the vital role that Parents and Carers have advocating on behalf of service users and participating in planning processes. Service users must be empowered to have as much control over their individual plans as possible. We will try to work out with each service user how they wish to be involved in the production of their plan. The key principle being that the plan should be person-centred with the service user taking as much control as possible.

Drive recognises that due to an individual service user's level of need, an advocate, family member or friend may be required to assist the service user in making their views known.

Section 12 Insurance

Drive has taken out comprehensive insurance policies sufficient to meet the requirement in the Care Standards Act 2000. These are with the Ecclesiastical Insurance Group plc. Registration no. 1718196. The policy no. 02/CBC/9055678 and is subject to renewal on 31.3.2009.

Section 13 Quality Assurance

Drive has developed a clear system and policy for reviewing the quality of services provided on a regular basis. This includes an approach to monitoring and management visits that monitors the impact of Drive's Individual Planning policy. It also involves auditing services throughout the year by both planned and unplanned visits. In addition, Drive produces Quality Improvement Plans for every setting. We are planning to incorporate the Reach standards into Drive's policy and procedures.

Other relevant quality assurance mechanisms are:

- local authority Contract and Service Quality Monitoring systems,
- independent Employee satisfaction surveys,
- external Investors in People assessment,
- internal audit and financial monitoring systems,
- external Audit to demonstrate compliance with Companies Act and Charity Commission requirements,
- Housing Association/RSL Monitoring and NVQ External Verification,
- social audit including reference to stakeholder testimony,
- feedback from employee forums,
- feedback from Service User Participation forums,
- utilisation of the European Foundation for Quality Management (EFQM) Framework.

Attachments

1. Staff structure.

Drive Office address: Unit 8, Cefn Coed, Parc Nantgarw, Nantgarw,
CF15 7QQ.

Telephone number: 01443 845260

e-mail: mail@driveltd.org.uk