

BUSINESS PLAN 2017 - 2018

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BUSINESS PLAN 2017 - 2018

1. INTRODUCTION

Braid House Day Centre is a leading day care provider for Livingston and surrounding areas in West Lothian. We have grown over more than 30 years to become the largest day care centre in West Lothian and a highly valued resource. Our community provides us with significant support. Braid House is a company limited by guarantee with charitable status.

Our services improve life for our clients and those involved in their care. Clients remain our core focus and we will continue to strive to provide the highest quality of service and to satisfy the ever increasing demand. We will meet new challenges, continuing to invest in staff and volunteer training. Our services will be developed to ensure that we support older people to have as good a quality of life as possible by offering activities, learning opportunities and socialisation. We will support their physical and mental health, and well-being through a reduction in social isolation and engaging them in meaningful activity. We will engage older people in their local community by providing places in which to socialise, learn new skills or re-learn skills for daily living.

As a member of Optima, The Federation of Voluntary Sector Day Support Services in West Lothian, Braid House entered an agreed service contract with its partner and core-funder West Lothian Health and Social Care Partnership (WLH&SCP), in February 2016 continuing to March 2019, with an option for a further 24 months based on performance and review.

Our organisation structure is continuously reviewed to ensure that we deliver our services to meet the needs of our clients and in compliance with our contracted service with WLH&SCP.

We are registered with the Care Inspectorate and our Manager is registered with the Scottish Social Services Council.

The Trustees recognise their responsibility to plan ahead in an open and transparent way and to face challenges in a positive manner. The Business Plan is a document which will guide their work and advance day care services provided by Braid House.

The Business Plan sets out how we will deliver our mission, and continue to play our part in improving life for older people in our community.

2. MISSION, CORE VALUES AND OBJECTIVES

OUR MISSION

To provide compassionate, individualised, supportive care services for older people living in Livingston and West Lothian delivering high standards for all especially clients with dementia, their carers and families.

OUR VISION

To provide safe, effective and personalised care for every service user.

AIMS & OBJECTIVES OF THE SERVICE

The aim of the service is:

To achieve better outcomes for older people and their unpaid carers by supporting the person to take greater control of their life and allow them to remain as independent as possible within their own home, the community and within their chosen way of life.

The objectives of the service are:

- To support our clients to improve their quality of life.
- To assist our clients to lead a fulfilling life.
- To help our clients maintain good health.
- To promote and enhance effective personal support networks.
- To put our clients at the centre of all decisions about how they are supported.
- To provide services in such a way that our clients are able to feel secure, confident and included in all decisions regarding the service provided to them.
- To support unpaid carers and sustain them in their role.

PRINCIPLES OF THE SERVICE

- To enhance and sustain the quality of life of our clients;
- to promote independent living and capacity building;
- to aim to reach a stability of independence for our clients to enable them to move on from the service confidently with minimum or no support;
- to be flexible and designed to meet the needs of our clients as specified within the Single shared Assessment and Support Plan;
- clients shall be encouraged to have a regular and primary say in the service they receive;
- to ensure that clients have access to external advice, representation, or advocacy if so requested;
- clients shall be able to come and go as they wish within the limitations of their abilities and in accordance with any agreements between the council, the older person and Braid House;
- our clients should be allowed to take responsible risks, which should be regarded as normal. The Single Shared assessment will assist the Provider

- in determining any risks that should be considered when assessing a referral; and
- to seek to assist in enabling our clients to achieve their potential capacity, physical, intellectual, emotional and social needs. This may include the involvement of other services to provide and meet the assessed need of individuals.

3. STRATEGIC ASSESSMENT

The business plan describes our strategy to guide our organisation to meet future demands and enable us to build capacity and deliver services in partnership with the West Lothian Community Health and Care Partnership (WLH & SCP). The future involves change and a pro-active development of our services to enhance the lives of older people in the community.

The redesign of day support and day care services in West Lothian has been progressed through the Scottish Government's 'Reshaping Care for Older People (RCOP). Our contract with WLH & SCP identifies the specific requirements and principles to be met in delivering the service.

An exercise undertaken in consultation with service users identified the following

STRENGTHS

Quality care for the elderly
Focussed Dementia Care
Friendly and welcoming environment
Full consultation process with clients and carers
Fully trained staff and volunteers
Support for carers, including respite arrangements and a sitter service
Enabling our clients to achieve their personal capacity
Offering services including hairdressing, podiatry, well-being and art classes
Range of social and education activities, including IT mentoring, art performances, etc.
Reputation within the West Lothian Community
Information and signposting

WEAKNESSES

Transport
Fundraising and Marketing
Staff pressures
Communications

OPPORTUNITIES

Personalised care solutions
Support for carers
Community use of facilities, including room hire and catering
Staff and volunteer development
Board development

Social Enterprise
Communications
Partnership working
West Lothian Health and Social Care Partnership Contract

THREATS

West Lothian Health & Social Care Partnership Contract
Transport
Fundraising
Building Maintenance

The Board continues to monitor the changes in the care environment to ensure that all strategic and operational needs are identified and addressed.

4. POLICY CONTEXT

The Scottish Government's "RCOP" initiative made it clear that major change was required in the provision of community support services for older people. The RCOP emphasised the developments needed in older people's community services in order to shift the balance of care for our older people away from more costly, intensive services that create dependence, towards a more enabling, preventative and early intervention model of preventative care and community involvement.

In West Lothian, Voluntary Sector Day Support Services operates five Day Care Centres which are an integral part of community support for older people. The five Voluntary Sector Day Support centres are members of Optima, which is the Federation of Voluntary Day Support Services. A representative from each of the Voluntary Day Care Support centres has a place on the Board of Optima which meets on a monthly basis.

A major driver of change at a local level has been the introduction by the WLH & SCP of an in-centre Day Care Allocations Policy which prioritises day care places for those with a high dependency condition. Those considered to be socially isolated are now mainly referred to other services such as outreach projects which have developed in recent years.

5. ORGANISATION, STAFF & STRUCTURE

The Board of Trustees –

Chair	Mrs Christine Law
Vice-Chair	Mr James Campbell
Secretary	Mrs Heather Whyte
Treasurer	
	Mr Ronnie Barnes
	Mr Alan Scott
	Mrs Rosemary Quipp

The Board meet monthly and produce an Annual Report at an Annual General Meeting. The Board Trustees are the guardians of the Charity's charitable purpose and they exercise general control of the administration of the organisation, including directing the strategy, maintaining financial oversight, taking responsibility for its resources and ensuring the organisation operates within the terms of its Constitution and legal requirements, with directions from the Office of the Scottish Charity Regulator (OSCR).

Braid House is registered with the Care Inspectorate and the manager is registered with Scottish Social Services Council (SSSC).

Our organisational chart is shown in Annex 1. Staff roles cover care work, catering, transport, administration and management. All staff have personal development plans and have opportunities to improve their skills and knowledge by regular training. All care staff have an SVQ qualification in Health & social care. All staff have undertaken Dementia training specific to their role.

Staff are assisted by a number of volunteers - some of whom have been with us for more than 10 years - who play an important role at Braid House. They are an integral part of the organisation and a number of volunteers have progressed from a volunteer role to gain employment.

6. OPERATIONAL ACTIVITIES, FACILITIES & OTHER RESOURCES

PERFORMANCE AND QUALITY ASSURANCE STANDARDS

Braid House must at all times, meet the National Care Standards and regard these as minimum standards of Service Delivery.

The requirements of the contract's Service Specification and the Support Plan (copies available) must also be met at all times.

Braid House will hold the interest, well-being and care and support needs of our clients of prime importance. Services will be provided in a reasonable, responsible manner and without negligence or carelessness.

Braid House is able to demonstrate, through the PQASSO Level 1 quality assurance system how we operate and deliver the service.

Braid House shall evidence within their quality assurance method that they meet all the requirements of the Service Specification and Support Plan. A written record of Reviews must be kept by Braid House and made available to the council at the council's request.

Following the introduction of the new contracts for Voluntary Day Care providers, the Reshaping of Care Project Board has moved on to the provision of transport phase. The West Lothian Health & Social Care Partnership (WLH & SCP) is seeking to establish a Community Transport Service (CTS). This is in response to the specific local needs of Optima, of which Braid House is one of five members located and operating in West Lothian. Braid House will work in partnership through Optima with the WLH & SCP to develop a CTS as an effective, flexible, solution for meeting the transport needs of clients attending the centres and, at a later date, the transport needs of other local community groups.

This new transport system will replace 3 mini-buses which are currently operated by Braid House but are becoming unfit for purpose due to age and design.

7. ~GOOD PRACTICE AND PARTNERSHIP WORKING

Braid House will engage in partnership working as part of its membership of Optima, and will continue to network with other services involved in providing care both locally and nationally.

Braid House will play a role in shaping future developments and assisting to implement policy objectives set out by WLH & SCP.

Braid House is represented on numerous forums that gather social enterprise and voluntary sector organisations, gaining opportunities to share and learn from their good practices.

The importance of learning from good practices beyond West Lothian is recognised by the Board of Trustees and all available opportunities to engage with different organisations will be explored.

Joint working will be part of the ethos of the service. The service will work with various statutory, non-statutory organisations and voluntary services within West Lothian. This is based on service user individual needs and support plans. The following have been identified as having a key role:

Advocacy Services	Age Scotland
Carers of West Lothian	Community Psychiatric Nurse – Elderly
Day Care Allocations Group	Dementia Services Development Centre
General Practitioners	Lothian Community Transport Services
Occupational Therapists	
Optima – The Federation of West Lothian Voluntary Sector Day Support Services	
Unpaid Carers	West Lothian Health and Social Care Partnership (WLH & SCP)

The above list is not exhaustive.

8. FINANCIAL POSITION

Braid House has contracted with West Lothian Health & Social Care Partnership to provide day care. The contract is based on an outcomes-based service specification and financial model currently paying a rate per place per day of £25. This contract supersedes all previous funding arrangements, and commenced on 1 February 2016 and will run until 31 March 2019, with an option for an extension of up to 24 months, subject to satisfactory performance review.

This contract provides our main source of funding, supported by client charges, donations, fundraising and other income from hall lets, etc. The additional income generated is needed to provide essential equipment, maintenance costs, outings and activities for our clients.

This is a challenging financial environment which is being closely monitored and tight budgetary controls have been put in place.

A Financial Plan is developed each year around 2 months before the end of the financial year to ensure that budgets are realistically set.

The Directors continue to monitor their policy whereby the unrestricted funds not committed or invested in tangible assets by the charity is between 3 to 6 months of expenditure.

The annual accounts report the financial position of the charity to be satisfactory. A copy of the annual accounts are available from Braid House and can also be viewed on our website.

9. FUTURE STRATEGIC PRIORITIES

- Continue to develop a sustainable operating model for Braid House as a leading provider of day care.
- Continue to invest in our assets, notably our people and our building to deliver the best outcomes for clients.
- Develop and implement a funding strategy with clear targets led by the Board.
- Work with partners to develop policies and practices.
- Work as a member of Optima to co-ordinate with other day care centres in ways that produce cost savings and new benefits.

- Strengthen Board membership and develop Board skills and knowledge to ensure that our governance obligations and responsibilities are met.
- Continue to develop the skills and knowledge of our staff and volunteers.
- Further develop our carers support group
- Develop services for all clients and carers, with specific services provided for those diagnosed with dementia, including information/signposting provision for carers.
- Expand volunteer involvement.
- Develop new projects for clients and for older people in our community.
- Continue to offer placements and support to a range of students.
- Develop internal space to ensure 'smarter' use of our premises and offer an enhanced dementia friendly environment.
- Develop our communications strategy and output through regular website updates and e-letters.

10. MONITORING AND EVALUATION

Monitoring and evaluation will be a continuing process to ensure that the service is meeting the specified quality standards and to enable the council to determine its future commissioning position.

In delivering our objectives and in compliance with the contract, our service performance will be monitored by the WLH & SCP. Quality assurance information will be gathered and supplied by Braid House on an ongoing basis.

We will continue to produce an annual report on Braid House activities and achievements throughout the year.

Our website will contain regular reports and updates of achievements, progress and new ideas. It will also provide an opportunity to participate in discussion and to donate.

Awareness and attitudes of partner and other outside organisations will be sought formally through surveys and informally through discussion and fed back into the decision making process.

The Business Plan will be a regular item for board discussion.

SUMMARY AND CONCLUSIONS – THE WAY AHEAD

Braid House continues to provide a high standard of service to the local community.

The funding environment has changed significantly and financial pressures have to be carefully managed. The Board, staff and volunteers are prepared for the challenges being faced and strive to develop opportunities to sustain the established resource's position as a leading day care provider.

We will work within Optima to secure future transport provision which will deliver the best possible service for our clients.

We will continue to invest in staff, volunteers, facilities, our premises and networking.

This is a time of continuous change and with change comes challenge to maintain high standards of day care within a best value approach.

We recognise the support of our partners, stakeholders and of the local community and will work with them to deliver further success. .

Note - This Plan has been developed in consultation with users of the service, carers, staff and volunteers as well as our partners. The plan is available to all and can be downloaded from our website and obtained in hard copy from Braid House Day Centre. We welcome visitors, in person or via the website, and respect all constructive comments and suggestions.