

CARTREFI CO-OP

*Special Edition:
100 Days in Post with our CEO Geraint Jenkins*



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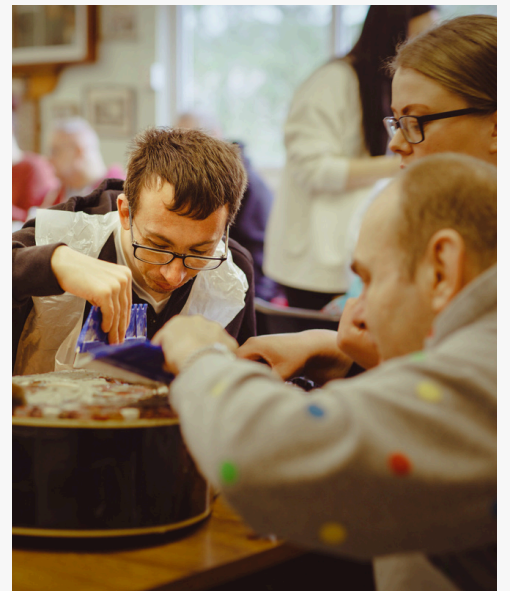
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LIFE AT CARTREFI

Overview of our People Strategy

Our workforce is our greatest asset. Our business thrives on providing excellent service to the people we support (PWS), delivered by colleagues who are fully trained and well-equipped to offer our services. We are committed to ensuring our staff have everything they need to perform their roles effectively.

With the increasing demand for our services, we recognize the necessity of investing in recruitment while also seeking innovative solutions to mitigate pressure points in our delivery models. Our goal is to continue delivering high-quality services efficiently, even with fewer staff. We are exploring various strategies to alleviate the pressure on our frontline workers while maintaining the quality of our service.



SECTOR SPOTLIGHT

Key Issues and Challenges In The Sector and Cartrefi's Role In Shaping The Agenda.

We're currently facing significant resource pressures due to lack of funding and investment. Despite this, Cartrefi has opportunities to support local governments in addressing these issues and innovating solutions together, let's take a look at some of these challenges in more detail;

Recruitment - We're sure this will come as no surprise, but recruitment hurdles are our main challenge at the moment and are becoming more and more critical for us as an organisation. Therefore, this is where we want to be mainly investing and innovating going forward.

Cartrefi's role - We plan to combat these hurdles by investing in recruitment workplace development, working on our brand to get better exposure and doubling down on our staff and retention offers. This should allow us to retain and recruit effectively.



Growing waiting lists and unmet needs – Most local authorities are in waiting list status where we've got lists of people who are either being supported out of county and are waiting to be relocated back to their hometown, or people that are in placements where their needs are not being met.

Cartrefi's role - we need to work with local commissioners and authorities to find new models of support that are sustainable but also meet people's needs in these situations.



Limited housing - More people we support are seeing themselves in private housing which doesn't meet their needs (rural, far away from communities where people want to live).

Cartrefi's role – As there's a lack of social housing availability for some individuals, we want to collaborate with registered social landlords on this. We work closely with a number of registered social landlords already so it's just about Cartrefi finding its way in terms of what our role is. This could be either as a broker or lobbyist or even a supporter. We could also possibly look at taking a more active role in directly supporting housing needs for the people we support.

Shifting family expectations – As younger people enter the system, their expectations for support change and support services need to meet the different needs of these families and individuals. There are particular new living trends that are popular with these younger people and families, for example.

Cartrefi's role - we need to double down on this innovation to meet individual's needs.

Reliance on out of area residential models – Welsh legislation aims to remove profit from social care, which we believe is right. However, there is still a heavy reliance on private, profit-driven support models, leading to long stays in semi-secure settings, hospitals, and residential homes.

Cartrefi's role - We need to find our way in terms of what Cartrefi does across Wales in these situations. Either through supporting relocation and scaling up of the support living model to meet their needs in a different way or where residential support is appropriate, is this something we want to scale up in? We will work with the Welsh government on this.

INSIGHTS AND SPECIALIST KNOWLEDGE

Operations

Recognition of performance by Care Inspectorate Wales (CIW)

We're thrilled to announce that our performance received positive ratings from the Care Inspectorate Wales (CIW), reflecting our team's dedication.



Continued focus on quality services and expertise across regions

Our unwavering commitment to quality services and expertise across all regions continues to make a difference in the lives of those we support.

Making a positive impact in Swansea

Our successful events programme continues across regions, and securing funding for The Social Bean in Swansea is a significant achievement. This year, our focus is on securing further grants for its sustainability.

Strengthening our team amid recruitment challenges

Despite recruitment and retention challenges, we've strengthened our team with new appointments this year. Your hard work and dedication ensure our operations team continues to thrive.

Technology developments enhancing operational delivery

Technology is crucial for operational delivery. The Nourish App supports our teams, and we look forward to piloting and launching the new SONA system with the ICT team.



Financial Performance

Despite sector challenges and tough economic conditions, we've delivered an encouraging financial performance, showcasing our resilience and our strategic approach.

Our successes haven't happened by chance! Key initiatives like; invoicing redesign, contract diversification, and improved housing management have been instrumental in driving our success forward.



Progress towards financial resilience

We're making significant strides toward financial resilience, reflecting our hard work and opening opportunities for sustainable growth and development.

Managing financial position for future growth

To expand our services and reach more people, careful financial management and cross-departmental collaboration are essential for maintaining stability and achieving our growth objectives.

PROGRESS AND CHALLENGES

Service Delivery Highlights

Despite some challenges our sector is facing we have managed to create an environment where we've achieved fantastic outcomes for people across Wales. This is all thanks to all our dedicated colleagues!

Let's look at some of our service performance highlights below.

Firstly, we've played a key role this year in service redesign and introduced new services across Wales – an example of this would be with older people services in North Wales and Pembrokeshire! We've got a strong history of supporting redesign and modernisation of services so we're continuing that trend.

Successful tendering led to retaining and expanding several services! This spans across services in RCT, Gwynedd, Flintshire, Carmarthenshire and Pembrokeshire. We've also retained our services in Powys and are set to establish a new service in Ystrad soon.

ADDRESSING INADEQUATELY STAFFED SERVICES

Our top priority right now is investing in new roles and resources throughout the organization to support our frontline teams in delivering exceptional services. With this in mind we are actively enhancing our recruitment and retention strategies along with working on boosting our brand awareness in order achieve this goal.

IN THE SPOTLIGHT

OUR TRUSTEES

The Role of a Trustee

The board of trustees, who are made up of volunteers with a wide range of experience and knowledge, have the legal responsibility of the governance for the organisation. Our trustees work with the Senior Leadership Team and the CEO to ensure the organisation is running smoothly, but most importantly making sure Cartrefi meets its aims and objectives whilst staying within the law and having good governance. Our trustees have different roles between them to make sure this happens, but one thing they all have in common is the dedication to make sure that the people we support have a great life and that we support them the best way we can.

OUR COUNCIL OF MEMBERS

The Role of our Council of Members

The Council of Members is a group of Co-op members who are elected by their peers to represent them within Cartrefi. The Council acts as a bridge between the members and the Board and the Leadership Team, and ensures that Cartrefi follows its cooperative principles and values. The Council also oversees the governance and performance of Cartrefi, and communicates with members and stakeholders on various topics. The Council meets a few times a year, and its members also participate in committees, working groups, and events.

SENIOR LEADERSHIP TEAM UPDATES

DIRECTOR OF OPERATIONS

Sue Jones

My 30-year journey at Cartrefi, starting with the Peri team in Bridgend and spanning various roles, has been incredibly rewarding. I am inspired by our team's dedication and resilience. Thank you all for your support and hard work. I look forward to continuing our mission to providing exceptional care and positively impact those we support.



ASSISTANT DIRECTOR OF OPERATIONS (SOUTH)

Mary McDonald-Webb

Starting in 2008 at 18, my passion for supporting adults with additional needs led me from Support Worker to Service Manager and, recently, managing the growing Swansea Area and the Cartrefi Social Bean Hub. As the new Assistant Director, I am excited to connect with those we support across Wales. Thank you for your support and dedication; together, we'll continue Cartrefi Cymru's mission of exceptional care.



DIRECTOR OF PEOPLE

Alison Woodward

I started working in HR over 20 years ago, spanning sectors like defense, manufacturing, IT, housing, and care. Before joining Cartrefi, I was Director of People at Welsh National Opera. I'm excited to return to a sector that significantly impacts lives across Wales.



ASSISTANT DIRECTOR OF QUALITY & COMPLIANCE

Tess Johnson

I joined Cartrefi in 2015 as an Administrator to the CEO and Regional Director for Mid Wales. I have since progressed through various administration and governance focused roles. In 2023 I began leading the newly formed Quality and Governance team, and further developed my knowledge and skills around governance and compliance. As Assistant Director of Governance and Compliance, I am committed to ensuring that Cartrefi adheres to the highest standards of quality and regulatory compliance while promoting our co-operative values, and helping to empower those we support to live the lives they choose.



INVESTMENT

Recent Investments

Focusing on Recruitment, Retention, and Wellbeing, we have made significant investments this year directed towards maintaining a supportive and rewarding environment for our staff.

- **New Roles and Resources:** We have introduced new roles and resources to strengthen our service delivery.
- **Brand Development:** Investing in our brand to improve recruitment and retention efforts.
- **Staff Offer and Retention Initiatives:** Implementing various measures to retain and attract staff.
- **Elder Services:** Exploring enhancements in services for the elderly.
- **Digital Systems:** Upgrading our digital systems to streamline operations.



Specific Investments Include

- **Maintaining Real Living Wage Employer Status:** For the third consecutive year, we have maintained the real living wage, We are proud to continue this commitment where other providers have not been able to.
- **Wage Increases:** This year, we have implemented a 10.10% wage increase for Support Workers (SW), an 8.5% increase for Assistant Service Managers (ASM), and a 4.5% increase for other hard-working staff.
- **Long Service Awards:** Based on staff feedback, we are introducing long service awards for colleagues. This year, we will recognise everyone's most recent anniversary and will continue this tradition annually. This initiative aims to express our gratitude for the dedication and hard work of our colleagues.
- **Brand Development:** Enhancing our brand to aid in recruitment and retention, Our brand's recognition and external perception are crucial for attracting and retaining talent. Therefore we have appointed a new People Director and formed an engagement team to ensure we excel in these areas.
- **Strategic People Strategy:** With the appointment of the Director of People, we are shaping our people strategy and employee proposition to address future recruitment pressures.
- **Expanding HR, Health and Safety, and Support Services:** Investments in these areas have been made to ensure we have the necessary capacity to support our frontline colleagues.
- **Improving Workspaces:** We are enhancing our offices and workspaces for both our colleagues and the people we support to creating an inviting environment.

We see numerous opportunities to establish ourselves as a key provider across Welsh communities. The excellent service we deliver is what sustains us and drives our continuous improvement.

CARTREFI Q&A - SUPPORT STAFF EDITION

CAN YOU SHARE A RECENT EXPERIENCE WHERE YOU FELT PARTICULARLY EXCITED OR PROUD OF THE WORK YOU DID?

'I've been proud when the people I've been supporting have achieved something big for them, or excited on their behalf for things.'

'Training with Claire to run a marathon & running her first 10k with her for race for life.'

'I'm all about making the people I support feel excited for events and helping them do things to make them proud of themselves.'

HOW DO YOU STAY MOTIVATED AND PASSIONATE ABOUT YOUR JOB ON A DAILY BASIS?

'Keeping fit & staying healthy.'

'Thinking about the difference I'm making to someone's life, even if it's small.'

'I don't really think about this. I just go to work, see what the individuals want to do for the day and make it happen.'

CARTREFI Q&A - SUPPORT STAFF EDITION

HOW LONG HAVE YOU BEEN WORKING IN THE SUPPORT SECTOR?

'I have been in the support sector for 20 years.'

'I have been in the support sector for 6 years.'

'I have been in the support sector for 8 years.'

HOW WOULD YOU DESCRIBE CARTREFI TO SOMEONE WHO IS UNFAMILIAR WITH IT?

'An amazing company to work for who cater to staffs needs and personally care for all PWS needs like no other provider.'

'A support care provider who go all the way to support individuals to live their life to the fullest.'

'A close network where all staff from SW to our CEO work together closely ensuring the PWS are happy and living there full potential each day. All staff get full training and support to ensure they can support everyone professionally and to a high standard.'