



hft

Creative ideas
Fulfilling lives

Annual Review 2019:

Focussing on the fundamentals



“ Despite the external challenges our teams remain firmly committed to delivering services that keep the person we support strongly at the centre of all we do. ”

Focussing on the fundamentals 3

I have been Chair of Trustees at Hft since 2016, and during this time have seen many changes across the sector. Years of underfunding are taking their toll, now threatening the financial viability of some larger scale providers.

The recruitment crisis has also deepened, adding to the pressure on our staff teams who are working hard to provide quality support to the people in their care. Meanwhile, the sector is still waiting for a long term sustainable solution to the social care funding crisis from the Government.

Amidst this backdrop, Hft's focus has been on maximising our own financial sustainability, while also ensuring we continue to build and develop on our strong foundations. We know our Fusion Model sets the standard for great service delivery, and despite the external challenges our teams remain

firmly committed to delivering services that keep the person we support strongly at the centre of all we do.

Over the last year our own recruitment campaign, Find Your Place, focussed on sharing the positive experiences and contribution that our teams feel they make to the lives of the people we support, and why a career in social care can be so rewarding.

Our Fusion Biz Model has championed the introduction of new systems and processes to help us work more efficiently and ensure we are investing as much as possible back into our service delivery.

4 With strong strategies in place for our operational and business models, it became apparent to me as Chair that we should apply the same rigour to the way the organisation is governed. In these difficult times we need to be leaders, to monitor our performance against our strategy and reduce the risks we face.

So our focus on the fundamentals has extended to our Board of Trustees and led us to create the Fusion Gov Model, which captures our governance principles for the organisation. Now “Fusion” runs right through all the work we do and applies equally to any member of our organisation, whether trustee, executive, manager, support worker, administrator or volunteer.

This year we have invited on to Council new trustees who bring a wealth of experience from commercial organisations and professional fundraising in the charity world, to clinical learning and disability expertise.

We are also keen to welcome more trustees who are also family members of the people we support, who can share their unique perspective and insight and help us shape our future direction.

Our commitment to working in partnership has been boosted by having a dedicated trustee who works with staff and the people we support. This ensures that the views and opinions shared at our staff Partnership Forum and ‘Voices to Be Heard’ involvement group are heard at Council.

Looking to the year ahead more change is afoot as we say farewell to our Chief Executive, Robert Longley-Cook. I would like to thank Robert for his dedication and passion over the nine years he led the organisation. During this time Hft undertook a major merger and became a sector leader through our campaigning efforts on the funding crisis and ‘sleep in’ issue.



Robert also instigated our Fusion Model of Support, which has transformed outcomes for those we support across our services. On behalf of the organisation I wish him all the very best for the future.

Judith Jolly

Baroness Judith Jolly
Chair of Trustees

6 Getting the fundamentals right as a sector influencer

As part of our ongoing **It Doesn't Add Up** campaign, we produce an annual Sector Pulse Check which provides both a snapshot of the financial health of the learning disability sector, as well as a gauge of how the events of the past twelve months have affected providers, staff and the people we support.

To ensure independence, we commissioned leading economics consultancy, the *Centre for Economics and Business Research* (Cebr) to produce a poll of providers from across the learning disability sector.

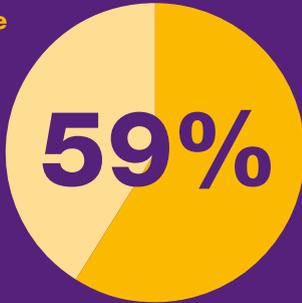
To our knowledge, this is the only survey of its kind.

Launched in December, our 2018/19 poll was our most successful study to date, with almost double the number of respondents sharing their views compared to the previous year.



Our key findings were:

In 2018 **more
than half**



of providers had been forced to close down some parts of their organisation or hand back contracts to local authorities as a means of dealing with cost pressures.

Looking forward

68%



said that they envisage having to hand back contracts 'in the near future' if their financial situation does not improve.



In total, more than

66.3million

people have potentially read or heard about Hft's research, and learned more about the state of our sector. This made it our **most successful** media campaign to date.

The Pulse Check received **widespread media coverage**, including The Independent, The Yorkshire Post and The Guardian. Billy Davis, Hft's Public Affairs and Policy Manager also gave interviews on Sky News Radio, Talk Radio and BBC Three Counties Radio.

Featured in:

**The
Guardian**

The **INDEPENDENT**

**YORKSHIRE
POST**

sky news

8 Getting the fundamentals right in involving the people we support

Putting the people we support at the centre of everything we do is fundamental to helping us provide the best support possible. That's why this year we developed a new 'Involving People' strategy in partnership with our staff teams and the people we support.

Our strategy sets out how we intend to further engage the people we support so they have the opportunity to be involved in every element of our work.



This includes:

- the design and delivery of their own support
- staff recruitment and training
- the evaluation and monitoring of our services
- getting their voice heard through our Voices to be Heard group
- taking an active role in our public affairs and external campaigns
- fundraising with us



10 In 2018 – 2019 we:



Provided more than

300 people

an opportunity to speak up locally about their support and get involved in their community...

...Introduced **Learning Champions**; training the people we support so they could co-deliver training to our teams and share their first-hand experiences...



...Restructured our national **Voices to be Heard** group, growing our membership from 10 to more than 60 people...

...Recruited a person we support to help develop resources about personal safety...



...Continued our **Walk in our Shoes campaign, ensuring people can have their voices heard by MPs on key issues that matter to them.**

Establishing Hft's Made Easy team

Presenting information in an accessible way is an important part of making sure that people with learning disabilities understand the information that is important to their daily lives. For us, it's really important that the people we support are involved in producing key resources, as they can draw on their own experiences and expertise to ensure the end result is as accessible as possible.

That's why we've recruited people we support to work with us to quality check and produce easy read resources.

They do a brilliant job and are dedicated to helping make sure that we are able to communicate clearly with each of the people we support, in a way that is accessible to them.



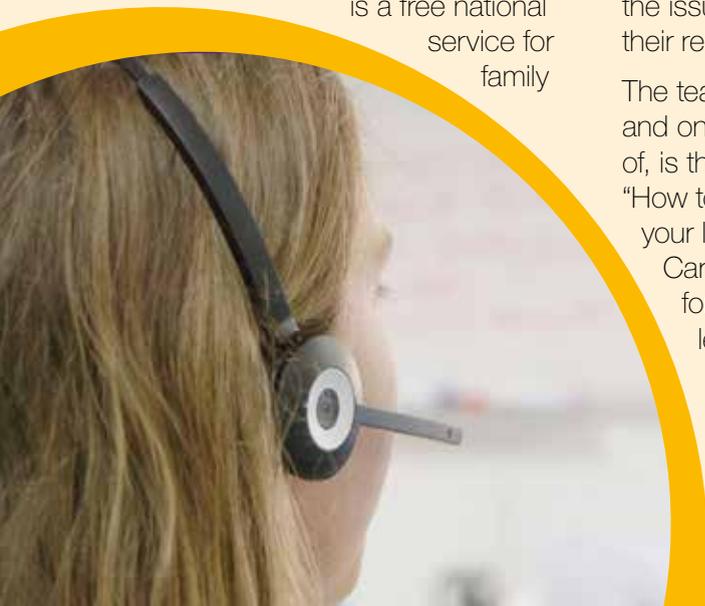
12 **Getting the fundamentals right for our families**

Helping families get the right support from their local authorities

Helping the families of people with learning disabilities or autism is a fundamental part of Hft's work. Our Family Carer Support Service (FCSS) is a free national service for family

carers of adults with learning disabilities and/or autism, whether they are supported by Hft or not. The team has extensive knowledge of the issues affecting family carers and their relatives.

The team's biggest project this year, and one that they're hugely proud of, is the publication of their resource "How to get the right support from your local authority: a guide to the Care Act 2014 and other laws, for family carers of an adult with learning disabilities and/or autism".



This guide is for family carers who want to know more about their rights. Its main focus is on the Care Act 2014 (and the accompanying Care and Support Statutory Guidance) and how it can be used to support family carers in conversations with their local authority.

Through their one-to-one support with family carers, the FCSS often speak with them about the most relevant laws, policies and resources to help strengthen their cases when communicating with local authorities. This guide brings all that information together in one place.

“ This is a great resource and very much needed so families have the right words and phrases from the legislation to get the support they need or to challenge processes and decisions. ”

**commented a healthcare professional
who used the Care Act resource.**



You can find out more about the guide
and download a copy at
www.hft.org.uk/careact2014

14 2018-2019

An Hft year in numbers

56
years of



hft
Creative ideas
Fulfilling lives

Over **2,600**
people
supported



More than
3,100
staff working
across our
services

320 people

supported by our Luv2meetU service



£2.7m

donated and raised by Hft
supporters to fund our vital
charitable services



9,091
volunteer
hours

472

items of Personalised Technology
installed in people's homes



Over 60 people we support involved in our new national **Voices to be Heard Advisory Group**, increasing the total number of people in our speak out groups to over 300



445 

people supported
by our **Family Carer
Support Service**

82%

of our services rated as either Good
or Outstanding by the CQC



2 new Learning
Champions

(people we support co-delivering learning
opportunities for staff)



**53 family campaign
champions** signed
up to help us campaign
about the issues
affecting their relatives

**Total
income** **£83.1m**

Broken down
£79.6m Services
£2.8m Fundraising
£0.2m Other

Total Expenditure **£82.9m**

Broken down
£80.9m Services

£1.2m Fundraising
£0.8m Other
£0.5m Profit on sale of assets



16 **Getting the fundamentals right with our PT consultancy services**

In the past year, our Personalised Technology (PT) team has continued to develop its consultancy services, working with local authorities, housing associations and other providers to share our knowledge and expertise. As we are completely independent and not tied to any specific providers of technology, we can offer impartial advice and support to our external customers; our creativity and objectivity is what they value most about our services.

Throughout 2018/19 we have worked with a number of local authorities to support them with their PT offering and help them shape their strategy for delivering solutions that benefit as many people with learning disabilities as possible. Our external work has included: personalised, holistic assessments, training, installations, and advice and consultancy.

We have worked with organisations to show them that technology does not have to be expensive or complicated to have positive outcomes for individuals. What is most important is that the technology fits the person, focussing on their abilities not their disabilities.





Personalising Alexa

A person we support enjoys using technology for entertainment, communication, and to make her life easier

She uses a smart phone, a tablet, and has an Amazon Echo, which is her voice activated assistant. Unfortunately, the Echo could not understand her when she used the 'wake' word to operate it and staff would have to support her to operate the device, reducing her independence. A Big Point communication button costing just eight pounds provided a cost effective solution. Staff recorded the wake word for the person we support, who can now press the button to activate Alexa, and the Echo now responds to her commands.

She is now able to get her Echo to play music, add items to her shopping list, or create reminders to herself to complete an activity whenever she likes.



20 **Getting the fundamentals right with our training**

Hft awarded Centre of Excellence

Over the years, our training programmes have won a number of endorsements, both inside and outside our sector – something we're very proud of. In addition to our Silver Investors in People Award, we are one of only four charities to have been awarded 'Centre of Excellence' by Skills for Care.

In February 2019, we were awarded the coveted status in recognition of our exemplary training. At the time Hft was only the third charity to receive the accolade and one of just 25 organisations to achieve the quality mark for the best learning and development programmes within the adult social care sector.

'Centre of Excellence' status is only awarded to learning and development providers who can demonstrate that they go above and beyond in their training provision, providing evidence that they constantly evolve their offering to meet the needs of their learners and demonstrate their innovative approach to the delivery of learning opportunities.

The award also recognised the excellent learning and development offered by Hft's Positive Behaviour Support Team and Personalised Technology Team.





 Skills for Care
Centre of Excellence

 Centre of Excellence
We want to see

 Certificate of Endorsement

14/1

is a letter for Skills for Care of Excellence
and endorsement



22 **Getting the fundamentals right with our staff development**

Felicity Onens – learning and development in action



Hft staff are encouraged to develop their skills throughout their career, so that our specialist teams can use up to date knowledge and expertise to deliver services to people, including those with the most complex of needs.

When Felicity left school she knew she wanted to work with people with learning disabilities, and in 2008 joined Hft as a part-time support worker in the Worcestershire region. In less than a year, she'd successfully applied to become full-time and was already looking for ways to increase her own knowledge and skills to achieve better outcomes for the people she was supporting.

Her first goal was to learn Makaton, and from 2011-12, Felicity delivered Makaton training internally to other staff, while taking a Diploma in Teaching in the Lifelong Learning Sector (DTLLS) qualification outside of work.

“ Hft provides so many great opportunities for staff development, including apprenticeships, development pathways and qualifications. ”

Felicity Onens, Senior Digital Learning and Development Specialist.

In 2013 Felicity used the training knowledge she had acquired to move into a new role with Hft as an Assistant Learning and Development Specialist, becoming a Learning and Development Specialist in 2015, sharing her knowledge and skills with staff teams around the country.

August 2018 saw her promoted to her current role of Senior Digital Learning and Development Specialist. She has responsibility for our learning management system, designing e-learning and managing the team who deliver training to services.

Now, after 11 years with Hft, Felicity has moved on to her Level 5 Leadership and Management qualification and is pleased that she is still having a direct impact on the lives of the people we support, while also progressing her career.

24 **Getting the fundamentals right in our services**

Our 'Primary Authority' for fire safety

It is vital that every building we are responsible for is well-maintained and fully compliant with health and safety standards. Since the Grenfell tragedy, fire authorities have increased their focus on fire safety, and are especially focused on 'stay put' policies which are not uncommon in our sector.

Hft is keen to work in partnership to improve our approaches to fire safety, and we are pleased to have formed 'Primary Authority' relationship with Dorset & Wiltshire Fire & Rescue Service. This means they will act as our 'informed friend', advising us on fire safety management, helping us maintain a consistent approach across all services; and liaising with local fire services on our behalf, if any issues arise.

One of the ways they have been supporting us is through simulation fire evacuation exercises, which have been an invaluable learning experience for all involved.



Hft Stroud service rated as 'Outstanding' by the Care Quality Commission (CQC)

In December 2018, one of our Stroud-based services, which provides more than 40 people with personal care and support to live independently in their own homes, was described as "outstandingly caring and responsive" by the CQC.

The CQC inspects adult social care services to determine whether they are safe, effective, caring, responsive and well-led. Stroud DCA was rated as 'outstanding' in two of the five areas and as 'good' in the other three.

The service was therefore awarded an overall rating of 'Outstanding' – placing it in the top three per cent of adult social care services inspected by CQC, and making it the second Hft service to be awarded the distinction.



26 **Getting the fundamentals right with our fundraising**

Hft's fundraising activities are driven by a desire to improve the lives of people with learning disabilities, and we are enormously grateful to all those who support us.

Our supporters come from all walks of life but have the same thing in common – a shared belief that people with learning disabilities should be able to live within their community with all the independence, choice and support they need to live the best life possible.

We fundraise to enable the people we support to have equal choices in life and to have access to opportunities beyond their care. These can include making new friends and enjoying new experiences through Hft's dating and friendship service Luv2meetU, or accessing personalised technology that can give people with learning disabilities greater independence.

Fundraised income can also fund improvements to the homes, gardens and day services of people we support, which can enhance their quality of life. Our Family Carer Support Service also relies entirely on fundraised income and enables us to reach out and provide support and guidance to anyone who has caring responsibilities for someone with a learning disability.

Last year, we raised over £2.7m from legacies, trusts and foundations, companies and individuals. Throughout the country, people have raised money through events, and challenged themselves to cycle, run, trek and walk for Hft – we are very grateful for this huge commitment.



Thank you to everyone for their continued support. If you would like to support us in the coming year please visit www.hft.org.uk/donate or explore the Fundraising section of our website to discover other ways that you can get involved.



Find your place
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Hftlearningdisabilities



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HftTV