

# CARTREF NI

## STATEMENT OF PURPOSE

Last updated: May 2025

## Section 1 – Who are Cartref Ni

Cartref Ni is a Registered Charity (Charity No. 1071424) and Limited Company supporting vulnerable people to live in their own homes within North Wales. We are particularly skilled and experienced in supporting people with learning disabilities and have been undertaking this work since 1991. We believe in living as well as caring; we are not here to make a profit, we are here to make a positive difference to the lives of the people we support.

Our Charity is governed by a Board of Trustees each of whom is also a Director of the company. The Charity is overseen by Mr Neil Ryder (Chief Executive and Responsible Individual). Day to day operations are further supported by Tracy Jarman (Head of Operations) who is registered with Social Care Wales along with a team of Service Managers and Assistant Managers.

Our Address is:

Cartref Ni Ltd  
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**Vision** For adults with disabilities to live the life they choose, achieve the outcomes that matter to them and be as independent as possible.

**Purpose** Cartref Ni's purpose is to provide the highest quality, person centred support to adults with disabilities to live the life they choose, achieve the outcomes that matter to them and be as independent as possible, ensuring they are supported with dignity and respect at all times.

Cartref Ni's Strategic priorities are to ensure:

- Continual improvement in the quality of the service it delivers.
- That we provide support to people by people that know them.
- Investment in the training and development of its staff.
- Employment of staff who are committed to its core values.
- Continued financial viability.
- People we support feel safe, happy and fulfilled.
- Staff feel included, valued and supported.
- Families trust us to provide a first-class service.
- All stakeholders hold us in high esteem.

**Our beliefs and values** underpin the day-to-day activities of Cartref Ni

**Respect** – Working openly and cooperatively with colleagues and managers and treating them with respect. Recognising and respecting the roles and expertise of workers from other agencies and working in partnership with them. Working collaboratively and respectfully with professionals, families, carers and advocates or service users - i.e. TREAT OTHERS HOW YOU WOULD LIKE TO BE TREATED.

**Integrity** – Being honest, trustworthy and open at all times. Supporting each other and not being afraid to admit to mistakes – Cartref Ni does not believe in apportioning blame. Learning from mistakes in order to continuously improve service provision. Respecting confidential information and honouring work commitments.

**Professionalism** – Being professional at all times, doing everything to the very highest of standards, being reliable and dependable, gaining skills and qualifications and using them – not just doing something because it's always been done that way – doing it because it's right.

**Excellence** – Striving to improve the life of the people we support, striving to improve knowledge and skills and contributing to the learning and development of others. Having your say and offering ideas and support in order to contribute to the positive image and reputation of Cartref Ni.

This enables us to promote

- Independence
- Choice, Voice and Control
- Participation
- Confidence
- Wellbeing

Wellbeing will be measured by outcomes identified in the Social Services and Well-being (Wales) Act 2014.

- physical and mental health and emotional well-being;
- protection from abuse and neglect;
- education, training and recreation;
- domestic, family and personal relationships;
- contribution made to society;
- securing rights and entitlements;
- social and economic well-being;
- suitability of living accommodation.

## **Section 2 – Location of Service**

Our registered office is based in St Asaph, where the Responsible Individual (Chief Executive), Manager of service (Head of Operations), and our administration team and Management team are all based. This allows us to have easy accessibility to those services we are involved in ensuring we are able to respond in an emergency.

We provide domiciliary support services in North Wales regional partnership board, where we currently provide support in Flintshire, Denbighshire and Conwy areas.

## **Section 3 – About the service we provide**

We specialise in providing excellent support services enabling adults (18+) to have active, independent and fulfilling lives. We are registered with the Care and Inspectorate Wales (CIW) to provide personal care services and all aspects of day to day living to a range of individuals with support needs including learning disabilities, physical disabilities and sensory/loss impairment.

We aim to provide individuals with the support they need to live at home. Providing a person-centered approach to ensure individuals live life as fully as possible – being active, engaged in their communities, secure, healthy, safe, happy and confident.

We are able to provide support in the following areas:

- Personal care and support to individuals in a way they choose
- Maintaining a person's existing skills wherever possible
- Enabling individuals to develop new skills and experiences
- Transition from children services to adult services
- Transition from living with family into their first homes
- Supporting people with complex care needs
  - Learning Disabilities
  - Diabetes
  - Epilepsy
  - Palliative care where someone's health is deteriorating
  - Autism
  - Challenging behaviour
  - Dementia
  - Cerebral palsy
  - Mental health issues
  - Sight or hearing impaired
- Commitment to support people in a flexible way to ensure that their changing needs can be met
- Enabling people to gain access to appropriate health professionals
- Enabling people to access advocacy services as appropriate
- Enabling individuals to find work
- Maintain family/friend's connections whilst extending peoples circle of friends
- Work within the Active support model where required
- Positive risk taking

We currently deliver just over 4300 care and support hours per week.

## **Section 4 – How we provide the service**

It is Cartref Ni's policy to support each person in an outcome focused, person centred, way that promotes independence whilst maintaining and developing positive relationships with family, friends, work colleagues, and the local community. We do this by developing a detailed understanding of each person and capturing all relevant information in individuals comprehensive 'All About Me' plans and their care plans. In addition, we establish a bespoke support team of skilled, flexible, responsive and motivated staff who are, in turn, supported by our experienced, highly qualified, dedicated management team.

Prior to supporting individuals, we will ensure that we capture what matters to people and do so in a number of ways:

- Meeting in person with the individual to assess whether we are able to meet their needs/desired outcomes
- Talk to family and friends who knows the individual well
- Liaise with health and social care professionals
- Review any existing Integrated Care and Support plans/assessments
- Assess any risks and take necessary actions
- Agree Service Delivery

Once it has been established that Cartref Ni are able to meet the individual's needs, we communicate with all those involved to ensure that we start supporting at the right time, to suit all those involved.

We will always seek to ensure that the service we provide is planned appropriately to ensure that there is no adverse risk to the individual, staff and the service as a whole.

We hold regular Person-Centred Planning meetings throughout the transition phase to determine what's important for the individual and what their aspirations are. The plan will specifically identify what, how, and when we need to do certain things in order to achieve identified outcomes and evidence and measure their development.

We recognise that a person-centred approach is an evolving process and continual review is required to ensure that we are providing a service that responds to and supports the individual to live the life he/she chooses, and we utilise a positive approach to risk taking and see risk assessing as an enabling process. In particular, we make the following commitments as detailed within our Support Guide:

- To find a way to help each person communicate their wishes, needs and preferences.
- To respect the person's views, opinions and wishes
- To support the person to lead a full and active life, which is likely to include - taking assessed risks.
- To support the person to discriminate against good and bad choices in relation to health, safety and wellbeing.

- To tailor/design staff hours to suit the individual and the things they want to do.
- To capture the person's activities/hobbies in a multi-dimensional format, including albums, collages, video clips etc
- To record important historical information about their lives, their family and friends and use visual diaries to prompt conversations and memories
- To utilise learning logs to develop new tasks, activities and skills to ensure consistency and continuity between the team
- To involve the person in recruiting his/her support staff – use of matching tools.
- To publish a regular newsletter to share stories and celebrate achievements.

We constantly look to improve the way in which we support all those that use our service and in the way we record what we know and what we learn about each person to ensure that it remains accurate and relevant.

We review individual's personal plans continuously in a number of ways:

- Regular visits by the Service Manager/Assistant Manager – at least weekly
- Use of Learning logs
- Monthly team meetings
- House meetings
- informal/formal supervisions
- Review of personal care plans – at least every 3 months
- Review 'all about me' plans – at least every 3 months

Wherever possible we will ensure that the person being supported is involved in developing their own Support Plans, however if unable to then we will seek to ensure other's that know the individual well are involved such as family, friends, other providers.

We adopt a flexible approach with regards to support hours/working patterns to ensure that the person gets the right support when they need it and not to suit a particular rota.

Due to our comprehensive recruitment we aim to ensure that support workers are best matched to the people that they will be supporting. This helps to ensure a good relationship between those we support and their staff and aide conversations. Consistent staff going in to support individuals enable staff to get to know the person well and be able to pick up quickly both what matters to the individual as well as any small indication that things aren't going well for someone. By being able to act promptly increases the chances of success and/or lessen the chances of a deterioration in a person's health and well-being. We employ a team of Cover Workers who are introduced to all those we support, trained formally and informally in way of shadowing existing staff members of the team to ensure that no person will be supported by someone they do not know.

Wherever possible, individuals and/or their family member are involved in the recruitment of their staff as part of our two-stage interview process.

Staff follow a comprehensive induction, and we adopt the All Wales Induction Framework. Staff are trained and consistent, giving the user of the service the confidence and trust in their abilities, and the knowledge that they have the competence and confidentiality to help them make everyday choices and life changing decisions.

Fundamentally the dignity and respect that is at the forefront of our recruitment, training, development and working practices allows people to focus on a broader support ethos. Each member of staff has access to a copy of the Code of Practice and is discussed during induction and regularly through their employment.

We help people develop an outcome focused, 'all about me' document detailing their known wishes, ambitions, dreams and goals and captures 'what I want to happen and how I get there'. This is reviewed at least every 3 months to ensure the document is live, and people are being supported to achieve their goals.

We work with people to listen to how they wish to be supported and what they are able to do for themselves. We then devise care plans which clearly define the capabilities of someone and ensure that their support is Person Centred. This would include headings such as Personal Care, shaving, using the bathroom, dressing, shopping, preparing meals. This ensures that skills are not lost, and people remain as independent as possible whilst maintaining control over their lives.

Throughout our training both during induction, courses and reflective practice we discuss topics such as healthier eating, active lifestyles, dignity and respect which helps us question whether we are doing the best we possibly can. We share good practice which enables us all to ensure that we give the best care/support possible.

We seek to have positive relationships with all professionals and are never afraid to ask for advice in order to get the best outcomes for people. We work in partnership with Occupational Health teams, Speech and Language Therapists, Community Nurses, Mental Health Teams, Incontinence Nurses, District Nurses, G. P's, transition teams, Complex Needs teams and other providers in order to ensure a good knowledge base is at the forefront of how we support individuals. The information gained will assist in developing a comprehensive service document. We seek to hold regular reviews with regards to progress or further input required by certain parties.

Cartref Ni will seek to ensure that we are able to communicate with people within their preferred manner. This is not exclusive, but we will ensure:

- We will work with Speech and Language Therapists to gain understanding of an individual's needs/requirements and provide specific training for this
- Capture ways which will further enhance an individual's communication:
  - Use of symbols
  - Pictorial/photo schedules/communication boards
  - Provide easy read versions of documents
  - Now and Next boards
  - Capture within our documents 'what it means when....' Ensuring that everyone knows what is meant by certain actions/gestures/signs
- Provide training for staff in use of Makaton where appropriate
- Communicate with individuals in their preferred language

In accordance with Welsh Government 'more than just words' Cartref Ni is committed to supporting Individuals and Staff to meet the needs of Welsh speakers.

Cartref Ni are committed to treating Welsh and English on the basis of equality, so far as we are reasonably able to do so. Our aim is to treat Welsh and English equally in every situation both for our workforce and those that we support, without exception.

#### Communication

- We have at least one member of staff able to speak Welsh in any workplace where there is contact with the public, so that we may offer a Welsh language service when required.
- We will arrange face to face communication in both Welsh and English as required.
- We welcome the use of Welsh when receiving telephone communication by staff and those we support who wish to do so.

#### Correspondence

- We accept correspondence in Welsh or English.
- We will give positive consideration to bilingualism when sending and receiving correspondence, based on the nature and purpose of the correspondence.
- We always reply in Welsh on request and when we are replying to correspondence received in Welsh.

#### Developing Language Skills

- We will support and facilitate the use of Welsh and English language skills.

#### Recruitment

- Our recruitment advertising is bilingual whenever Welsh language skills are desirable or essential for the advertised post.

#### Awareness

- We have a Welsh language policy and ensure that this policy is supported at the highest level within our organisation.
- Every member of staff has access to a copy of this policy and direction on its requirements.
- We encourage every contractor or third party that delivers services on our behalf to comply with this policy.

#### Public Image and Branding

- We use Welsh in our printed publications wherever it is reasonable to do so.
- We use Welsh on permanent and temporary signs wherever it is reasonable to do so.
- We use more Welsh in our exhibition materials wherever it is reasonable to do so.

#### Website

- We use Welsh on our Website wherever it is reasonable to do so.

#### Training

- Staff are offered Welsh Language training at various levels



- Staff would also be offered English training if this was not their first language

## **Section 5 – Staffing arrangements**

Neil Ryder, Chief Executive Officer has previously gained experienced within the Health Service for over 27 years, at Board Level for 18 years and as a Director for 13. He has been involved in the Voluntary and Charitable sector for 34 years in various roles including as a Trustee. Neil has numerous health and business qualifications which include a Master's in Business Administration, BSc and Diploma in Management Studies.

Tracy Jarman, Head of Operations, has over 37 years' experience within the care sector, specifically supporting adults with learning, physical disabilities and mental health. Tracy is registered with Social Care Wales and qualifications include Registered Managers Award level 4 and Diploma in Management and Social Care.

Cartref Ni have a team of 7 Service Managers and 5 Assistant Managers, all of whom have either achieved their level 4 Registered Manager Award/level 5 or working towards and registered with Social Care Wales.

We currently have 123 Support Workers employed. Cartref Ni require all our Support Workers to either have achieved or be working towards at least a level 2 NVQ/QCF, with the majority of our workforce having achieved a level 3. We have support workers who are qualified up to a level 5 in Health & Social Care. All our Support Workers are registered with Social Care Wales and any new employees are registered within the time frames set out by Social Care Wales.

We have staff and managers that have attended training and had years of experience in specific areas of specialist support such as:

- Dementia
- Autism
- Active Support
- Challenging behaviour

We operate a 24/7 on-call system which managers undertake and allows support and advice to be given as and when needed. Under such circumstances there are often follow up calls from the manager in order to provide additional support.

We ensure that there is a rota in place to enable a team of support workers to provide the support necessary ensuring consistency of support and continuity of staff and service. This will vary depending on the needs of individuals but is discussed with senior management prior to putting into place.

This ensures that a team of staff is known to the individual they will be supporting, and a rota is devised to ensure that the right amount of support is provided at the right time. We have Cover Workers that are employed by Cartref Ni who are introduced to individuals and work alongside existing staff, so that if they are required to cover due to emergency situations they are known to the individual.

We provide up to 24/7 support and provide 2:1 support where it has been assessed as being a requirement due to dependency or safety.

#### Arrangements for delegated tasks

Cartref Ni have a robust structure in place to ensure that delegation of tasks are appropriate and ensuring the standards within our Charity are maintained. The Trustees delegate the day to day running of the organisation to the Chief Executive. This is further supported by Head of Operations ensuring that senior management is accessible at all times.

Service Managers are responsible for ensuring that standards are maintained within the houses they manage directly with the support from a designated Assistant Manager. We have clear protocols to define who is responsible for what tasks with regards to every level of support within our Charity.

#### Supervision arrangements

We have a high manager to staff ratio – approximately 1:20 which enables us to spend quality time with all staff and additional time during difficult or challenging periods. A designated Manager is identified to each person's home to ensure the best support can be given.

We have regular planned supervision which is monthly in first 6 months of employ and at least quarterly thereafter. We also offer additional supervision at the request of our support staff. Similarly, our managers will initiate additional supervision meetings if they feel a support worker needs more support, guidance or development. Our managers visit those we support regularly where appropriate (at least 1 - 2 times/week) which also allows for informal support/supervision. This is further supported by the annual appraisals to discuss and agree any personal development targets to ensure continuous improvement.

We encourage de-briefing amongst staff teams and individuals following challenging incidents.

We hold monthly team meetings which we feel are essential to the welfare of the people we support and staff.

Our management team are supported by Head of Operations to ensure that both formal and informal supervisions are held along with a more formal process of Management Reviews with the Head of Operations and CEO which ensure that management tasks have been completed.

As part of our Quality Assurance, we conduct an annual survey of staff to check their knowledge and understanding of the company and its values and to check how well they feel they are being supported. We also ask them to suggest any improvements that they think we could make to the company, to them as front-line staff, or to the way in which we support people.

We hold an annual Staff Conference which enables discussion and learning and gives opportunities to discuss relevant themes such as the Social Service and Wellbeing Act, Registration Inspection Social Care Act (RISCA) and Social Care Wales registration to ensure our workforce are working within legislation and good practice.

In summary, we have a flexible, responsive, caring ethos that supports both our staff and, more importantly the people we are here to support.

### Staff Training

As part of staff's induction Cartref Ni have implemented the revised version of All Wales Induction Framework (AWIF) which all new staff will follow.

All staff employed by Cartref Ni are required to complete a nationally recognised level 2 Diploma/ QCF in health and social care. All staff are then given the option and supported by Cartref Ni to a complete level 3 Diploma/ QCF in Health and Social Care if they choose. 52% of our support workers are qualified up to level 3 or higher. Our Service Managers are registered with Social Care Wales and have completed a Management in Health and Social Care qualification. Cartref Ni employs a number of Assistant Managers, who in this development role are also required by us to complete Level 5 Diploma/ QCF in Management in Health and Social Care.

As well as the recognised Level 2 qualification in Health and Social Care, all of our support workers are required to be trained in the following subjects:

- Health and Safety at Work
- Infection Control and Prevention
- Food Safety
- Fire Safety and Prevention
- Administration of Medication
- Emergency First Aid
- Mental Capacity Act and DOLs Awareness
- Safeguarding of Adults at Risk
- Person Centred Planning
- Oral Hygiene

Support workers are also required to attend bespoke training courses specific to the people they support. This type of training includes:

- Diabetes Awareness
- Dementia Awareness
- RESPECT and Introduction to Challenging Behaviour
- Bespoke Moving and Handling
- Autism Awareness
- Nutrition and Healthier Foods
- Epilepsy Awareness and the administration of Buccal Midazolam
- Bi-Polar Awareness
- Schizophrenia Awareness
- Communication (specific to individual)
- Welsh speaking

We recognise that it is essential for quality of service we provide that all our staff are equipped with knowledge they require to enhance the lives of the people we support. Cartref Ni offers training courses all year around and is constantly monitoring and reviewing its staffs training needs and requirements. All our staffs training records are easily accessible by them and their line manager on a learning management system called 'Your Hippo' and details are live and up to date. Therefore, compliance is easily monitored and staff can also see when courses are due.

We ensure that Managers are kept up to date with their Learning and Development too and are fully knowledgeable of The Wales Safeguarding Procedures for adults at risk of abuse and neglect, which came into effect April 2020.

Cartref Ni have training facilities within our offices and provide use of computer equipment for staff to use if required.

## **Section 6 – Facilities and Services**

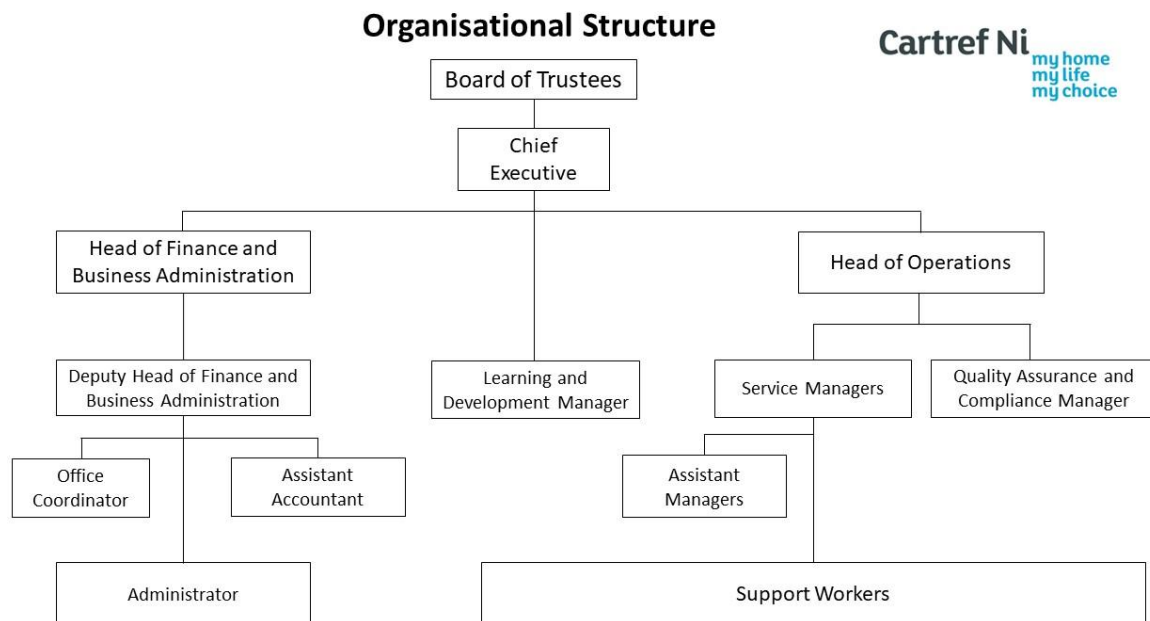
At our Registered office we are compliant with requirements regarding safe storage of information both paper and electronic which is overseen by our Business Administration Manager. We also have reviewed our data protection policies to be GDPR compliant. There are modern computer servers and email systems which mean that managers can access their information both in the office but also remotely. We have the facilities to ensure that all our management team have access to lockable storage and have a clear desk policy.

We ensure that we have adequate backup systems to ensure that our data is safe, whilst also reducing the risk of our data being lost.

We currently have a purpose designed training room and separate meeting rooms for supervisions and team meetings available at our head office. We plan to offer the facilities to be available for our community too.

These facilities are also used to meet the people we support in a number of settings such as discussing their support or social events. In addition to the regular visits the Service Manager makes, there are a number of visits the Chief Executive, Head of Operations, Quality Assurance & Compliance manager and Trustees make within a year to ensure that we are able to monitor the service that is being provided and meet with staff. Along with the annual Quality Assurance questionnaire we send to those we support, including their families and other stake holders this allows us to get valuable feedback ensuring those we support are at the heart of their service.

## Section 7 – Governance and quality monitoring arrangements



Governance starts from the Board of Trustees who approve Annual Budgets and receive regular reports on all aspects of quality, safety and effectiveness during the year. The Chief Executive is identified as the Responsible Individual for the Charity and is supported by the Head of Operations.

The Responsible Individual works full time in the only office for the charity and so is in regular contact with all the people we support and staff. There is also contact at all the social events that are arranged for the people we support as well as the formal visits to the houses where support is provided.

Cartref Ni has a dedicated Learning & Development Manager, who oversees all training requirements and ensures compliance by monitoring and planning for future needs.

Our Quality and Compliance Manager carries out Audits within our Organisation, which involves visits to houses, writing a report and agreeing an action plan with the relevant Manager. There are also ‘theme’ related Audits to ensure that standards are of a consistent standard throughout the Organisation.

We have a high ratio of Managers to staff which allows them to visit the people we support at least 1 – 2 times a week. This allows our managers to develop meaningful relationships with the people we support based on understanding, knowledge and, most importantly, trust. This also enables the people we support to speak openly and directly with managers if they have any issues or suggestions on how the service they receive could be improved. In settings where the people we support are more able we have regular house meetings between managers and the people who use our service during which we specifically review any service issues and ensure that people are happy with the identified outcomes

documented in their 'all about me' documents and are happy that they are being suitably supported to make progress in line with their aspirations in all areas.

In the case of people we support, who are not able to communicate their wishes clearly, we welcome the use of advocates or family representatives. As a direct result of regular contact with and an in-depth understanding of the people we support, our managers are also able to observe behaviours and actions and quickly identify when something is not right or can be further improved with the aim of developing the quality of support.

When support or other issues arise that are not dealt with as we or the person being supported would have wished, there are many informal ways for these to be resolved, however there is also a formal complaints procedure which everyone being supported, and their families are aware of as described in their Support Guide. We will provide written acknowledgement of the complaint and the proposed course of action will be sent to you or your advocate within 2 weeks.

- We welcome complaints and use them as part of our quality improvement process
- All complaints are responded to promptly by a named person
- All complaints are logged and the details of the investigation and response recorded
- The complaints are used in regular planning meetings to identify areas where new quality standards need to be set
- The complaints record is regularly audited and analysed for trends and patterns.

There are a number of ways where we gain information in order to monitor our standards and set ourselves goals for further improvement which we can consult on. These happen both externally and internally.

#### Externally:

- Annual reviews held by Local Authorities
- Health professional visits/observations
- Family visits and annual Quality review
- CIW Inspections
- Supporting People reviews
- Investors in People – achieved Platinum award
- Housing Association reviews

#### Internally

- Annual Quality review questionnaires sent to all those we support, family members, staff and professional stakeholders
- Board of Trustees meet on quarterly basis and Operational Reports provided prior to meeting
- Cartref Ni use a number of tools to ensure our quality is continuously monitored and reviewed and although not exhaustive include:
  - Weekly monitoring visits from Management team
  - Monitoring visits from Head of Operations or Chief Executive
  - Regular supervisions, appraisals, team meetings
  - Quarterly Care Plan and 'All About Me' plan reviews
  - Review against RISCA

- Weekly manager meetings
- Quarterly management review meetings
- Concern/complaint procedure

As a result of all that Cartref Ni learn from the feedback captured from above, an annual Quality Report is produced to ensure that Actions are set to ensure continuous improvement ensuring we continue to offer the best quality service possible.