



COMMUNITY SUPPORT SERVICES  
*meeting individual need with quality care*

# Driving up Quality Self-Assessment 2023

Community Support Services  
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**Driving Up Quality is an essential part of growing as a company; the Driving Up Quality code is a set of rules that we are guided by:**

- ◆ ***Support is focused on the person***
- ◆ ***The person is supported to have an ordinary and meaningful life***
- ◆ ***Care & support focuses on people being happy & having a good quality of life***
- ◆ ***A good culture is important to the organisation***
- ◆ ***Managers and Directors lead and run the organisation well***

At CSS we are passionate about improving the services we offer to people.

We fully accept that we have a responsibility to ensure the people who use our services are happy with our provision and are instrumental in helping us continually drive up the quality services that we provide. Our aim is to always provide both staff and the people we support with a positive experience.

We have several external auditors such as the CQC, Calderdale Council Compliance, Health and Safety Compliance, along with our internal monitoring systems which support our drive to be the best we can be.

We recognise that quality can only be maintained if self-analysis is carried out in a transparent way to identify areas that are working well, as well as areas that can be developed, altered, or stopped.

Our annual Driving Up Quality Survey provides us with an opportunity to look at ourselves in a critical way for the benefit of the people we support and employ. This process supports us to ensure our services are designed and shaped around the person rather than the person having to fit into our service. This process also supports us to continue to develop as an employer, to continue and expand on what's working well whilst also looking at ways where we can improve.

We are proud of our company ethos of providing Person Centred led support. The person we support must always come before the service we offer. That is why we care about Driving Up Quality.

## 'ALWAYS PUTTING THE PERSON FIRST'

We believe our **6 CORE VALUES** enhance what is required by the CQC by being a **PERSON LED** service which puts the **PERSON** at the centre of everything we do, including being open to new ideas, changing the way we do things and learning from things that go wrong.

### Passionate

Ask someone what is important to them, what they feel passionate about; you'll discover where their energy lives and how you can engage it. We believe we can only provide outstanding support to the people we support, and to our staff, if we engage with them, and that is what we do!

### Effective

The definition of 'Effective' is being successful in producing a desired or intended result. The intended result is to provide a service that promotes the greatest quality of life whilst being as independent as possible for the people we support, as well as providing staff with a clear way of working in an atmosphere where they want to continue to work in. We pride ourselves on retaining great staff, some of whom started as a support worker and are now Managers and Trainers themselves.

### Responsive

We believe responsive means reacting quickly and positively. We believe we provide a flexible service that is also responsive to changing social patterns. With over 25 years' experience, we would not have grown as much as we have if our person-centred led support hadn't been responsive. Social awareness and patterns have dramatically changed over the years, and we have adapted our service to break down barriers and be a forerunner in outstanding care in Calderdale.

### Safe

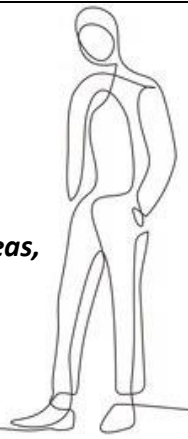
We must provide a safe environment and service and we build this into all we do. We must assess the risks to people's health and safety during any care or treatment and make sure that staff have the qualifications, competence, skills, and experience to keep people safe. CSS must make sure that the premises and any equipment used is safe and where applicable, available in sufficient quantities. Medicines must be managed safely and administered appropriately.

### Open

We believe that 'Open' means that we provide support in a way that others can participate in. It means that we provide a level playing field where everybody participates using the same set of rules. 'Open' also means transparency to us. We invite trust by revealing that we have nothing to hide, as this report highlights not only the good bits, but also the areas we are trying to improve. We have established we provide an honest, credible person-centred support service, in the eyes of others.

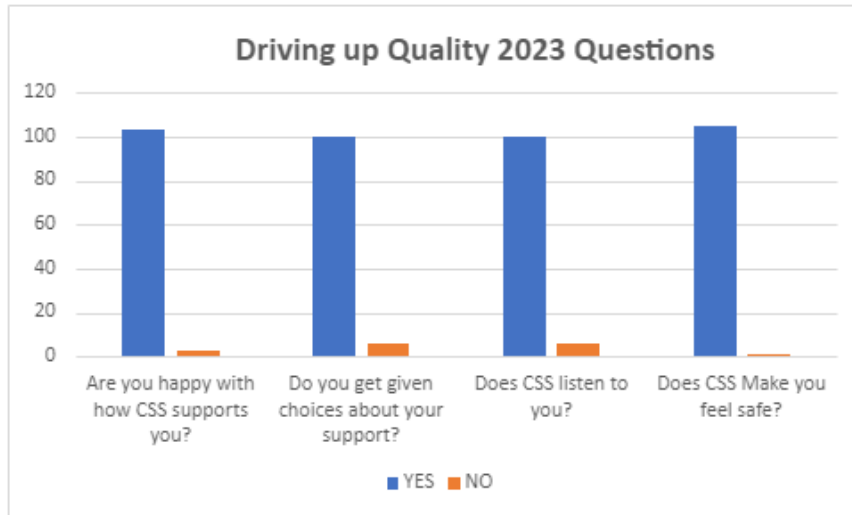
### Needs-Led

Our Needs-Led service is a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants". We believe in independence, diversity, equality, privacy, and inclusion. The support we offer is centred on the individual, who leads us, and other outside agencies, to support their needs.

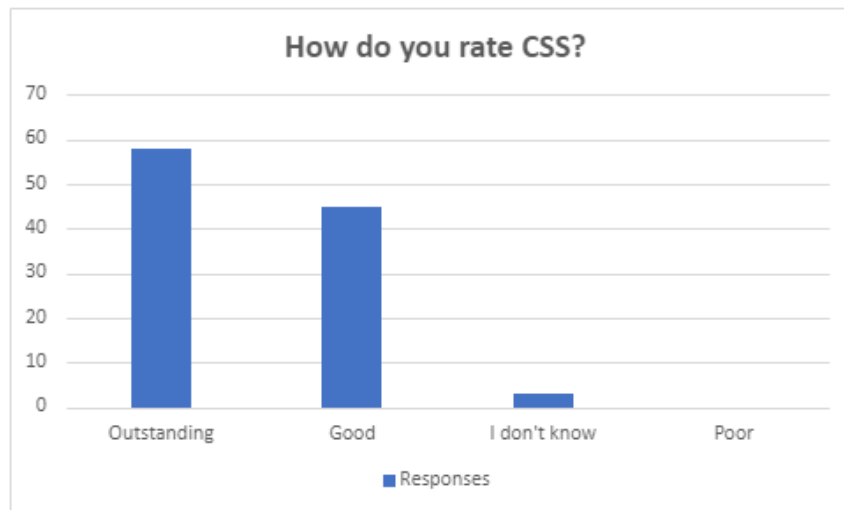


## DRIVING UP QUALITY FOR THE PEOPLE CSS SUPPORTS

- In 2023, 125 questionnaires were sent out to the people we support/ and their families, 106 questionnaires were returned
- Responses were sent and completed electronically, or by paper copy if this was requested
- Questionnaires were able to be completed anonymously or signed



- We were extremely pleased that for a second year in a row, nobody who completed the Questionnaire rated CSS as 'poor'



### What's working well?

- People feel supported, listened to, safe and involved in choices about their support
- Please see examples of what's working well on the following pages

### What's not working well?

- Feedback received from the questionnaires was reviewed and telephone calls were made to the people we support/ families to discuss this further, this is given on the following pages



## ARE YOU HAPPY WITH HOW CSS SUPPORTS YOU?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 1:</b> "They help me with things that I might do in the future."</p>	<p><b>Response 16:</b> "If someone asks me to go outside to do an activity when I do not want to – gardening and football. I would like to stay inside doing a different activity." <b>As this response was anonymous, the Day Services managers could not speak with the individual directly about this, but they have reminded all who attend Day Services to let them know if there is an activity they aren't enjoying and let them know what sessions they would like as alternatives.</b></p>
<p><b>Response 10:</b> "They support me to clean my house and take me out."</p>	
<p><b>Response 12:</b> "They help me keep my house clean and tidy and encourage me to go for walks when nice weather."</p>	
<p><b>Response 17:</b> "They're an outstanding service, always there to help us if any concerns."</p>	
<p><b>Response 20:</b> "It makes me happy to get to see all my friends."</p>	
<p><b>Response 21:</b> "I have fun at CSS."</p>	
<p><b>Response 36:</b> "They are very supportive of me, help me with batch cooking and my slimming world. I've been on holiday with a staff member, and we had a good time!"</p>	
<p><b>Response 37:</b> "They do things for me and when I ask them they help me and do it."</p>	
<p><b>Response 38:</b> "Staff helped me a lot when my Grandad passed away."</p>	
<p><b>Response 47:</b> "Staff know me well and know what to do when my blood sugar levels are low, staff help me with my phone and IT problems."</p>	
<p><b>Response 51:</b> "People are friendly and can have a joke, I am happy coming to Day Services rather than staying at home, it gets me out."</p>	<p><b>Response 67:</b> "I feel they have never really understood my disabilities and their effects on my day-to-day life. I was a bit disappointed with the level of care provided to cover sick leave. I feel that over the years I have never been given updates on the exact type of support I am entitled to." <b>The registered manager met with the individual and her support worker 27/11/23 and discussed each item raised, together they reviewed the individual's support plan and made a plan to move forward, CSS have also sourced a cleaner for the individual, who said she is pleased with the actions taken.</b></p> <p><b>Response 100:</b> "I know it's policy and procedures around CSS but I don't like being different than anyone in the office I am NOT like that I like friends to contact because I have been in trouble with my Mum and Dad to do with me making friends and CSS won't let me do this. This is making me very unhappy with CSS." <b>The office spoke with the individual about this, and reminded the reasons why she could not hold the contact details directly of the staff member who supports her, the office apologised that this made her unhappy but advised this was the same policy for everyone.</b></p> <p><b>Response 102:</b> "Giving me a form which I feel insults my intelligence. I may have a disability, but it doesn't mean I am not capable of filling in a form designed for adults. Maybe forms could be differentiated for different service users?" <b>A member of the office spoke with the individual and apologised that the layout of the form made them feel this way and advised that this was not intentional and that the form was designed for adults. The office will create different versions of the questionnaire moving forward to suit different individuals.</b></p>
<p><b>Response 66:</b> "The house I'm living in is perfect for me."</p>	
<p><b>Response 72:</b> "Helping me sort my bills out, support me in my home and out in the community."</p>	
<p><b>Response 101:</b> "Staff are fun, caring make me laugh and support me to go out."</p>	

## DO YOU GET GIVEN CHOICES ABOUT YOUR SUPPORT?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 2:</b> "I get to choose what activities I would like to do such as arts and crafts, dance, drama."</p>	<p><b>Response 9:</b> "I can choose how I use my hours, like going to the gym or walking, but the time isn't always long enough." <b>The office rang to advise the individual &amp; family that if a longer session was wished for, hours could be moved around to accommodate it advance.</b></p>
<p><b>Response 27:</b> "I choose what I want to do with activities and choose what I wear and what meals I like for my menu."</p>	<p><b>Response 67:</b> "For some time, I have not actually had the full house support I am entitled to each week."  <b>Please see above response for response 67's feedback.</b></p>
<p><b>Response 33:</b> I choose what I get to do with my 1:1 hours."</p>	<p><b>Response 70:</b> "I only feel like I get a little bit of choice, would like to have the choice to be able to go out to bars and nightclubs more often."  <b>When the office spoke to the individual, they explained they would sometimes like to go to the Irish Bar in town. The office advised the individual that this could be looked at with his hours, the individual said he was happy with this and gave a list of staff he would like to go with. The office also advised that he could also speak to his external outreach support about this.</b></p>
<p><b>Response 34:</b> "Sammy gives me staff I like, if I don't like someone, she doesn't put them on shift with me."</p>	
<p><b>Response 36:</b> "I choose where I go shopping and what I buy. I make my own decisions because I'm independent, staff listen to my decisions because it's my choice."</p>	<p><b>Response 93:</b> "I want more choices around who supports me 1:1, don't always get to choose due to co-tenants' behaviours/ staff."  <b>The registered manager met with the individual 05.12.2023 to discuss points raised. It was explained how preferred staff members may work at other houses so may not always be available to support him. But it was fed back to the house manager to look at the individual having the staff they prefer when they are working at his home.</b></p>
<p><b>Response 52:</b> "Where to have my coffee and cake in town."</p>	<p><b>Response 99:</b> "More materials"  <b>The sewing materials have been reorganised and restocked for the arts group at Day Services.</b></p>
<p><b>Response 72:</b> "Getting asked what I would like to do."</p>	<p><b>Response 101:</b> "Eat ham, pork." <b>The individual's staff team work with her in a consistent way to understand her relationship to her culture and always advise her that it is ultimately her choice what she would like to eat.</b></p>

## DOES CSS LISTEN TO YOU?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 8:</b> "When I have needed help with something staff have listened and helped me."</p>	<p><b>Response 67:</b> "Feel I don't have enough input into services provided. Not always informed or staff feeling unwell and how this may affect me. Only involvement seems to be filling in questionnaires etc with the help of carers."</p>
<p><b>Response 11:</b> "Whenever I feel worried or have a problem they give me resources."</p>	
<p><b>Response 17:</b> "Always listen to my views."</p>	<p><b>Please see above response for response 67's feedback.</b></p>
<p><b>Response 26:</b> "If I have a problem I will go to staff and they will help me."</p>	<p><b>Response 76:</b> "When I make agreements with staff and I do not want to follow it as I want to change it, and staff remind me but do not break it."</p> <p><b>The office spoke with the individual around agreements, and he said that this is about being reminded to shower. During the discussion, the individual said he knows it's important for his health to be reminded to shower.</b></p>
<p><b>Response 28:</b> "When I have problems or worried about anything and need to talk to my staff they are always on hand for me to talk to them."</p>	
<p><b>Response 32:</b> "They listen to what I want to do. They listen to me when I'm sad. They listen when I like to have a laugh and a joke. They listen to me when I have problems."</p>	
<p><b>Response 36:</b> "Staff have listened to me about my feelings and things, I think my staff care about me."</p>	
<p><b>Response 38:</b> "The office has listened when I have to rearrange my 1:1 times and days."</p>	<p><b>Response 93:</b> "I would have liked other staff, not given the choice by staff, staff chose who they were going with not giving tenants options."</p> <p><b>Please see the above response for response 93's feedback.</b></p>
<p><b>Response 41:</b> "I mentioned if it was possible to visit my wife's grave and CSS made it possible."</p>	<p><b>Response 100:</b> "They are aware of that I need friends. But they just don't want to know or do anything about it for me making friends."</p> <p><b>The office spoke with the individual who said she wants to make friends with people who don't have a disability. The office advised that she could look with her staff member at different walking or rambling groups that she could join.</b></p>

## DOES CSS MAKE YOU FEEL SAFE?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 7:</b> "By making sure I crossroads at all crossings."</p>	<p><b>Response 34:</b> "Not always around when I need them. So busy. Lots of clients."</p> <p><b>When the office spoke with the individual about this, she advised that she was referring to her external respite service.</b></p>
<p><b>Response 9:</b> "The support staff are kind and friendly, they record where we go and what we do in my notebook so my family can also be included."</p>	
<p><b>Response 16:</b> "Doing fire drills, helping me make drinks so I don't burn myself."</p>	
<p><b>Response 17:</b> "I get very anxious and my worker is always on hand to help me."</p>	
<p><b>Response 26:</b> "Staff make me feel safe by being here for me."</p>	
<p><b>Response 39:</b> "I feel safe when my support staff are around me."</p>	
<p><b>Response 57:</b> "Staff make me feel safe when I am out in the community, having a nice cosy home. Having a lock on the main door at Day Services."</p>	
<p><b>Response 73:</b> "They look after me and make sure I'm okay, make sure I'm happy and comfortable with things. We lock and bolt the doors and close the curtains and blinds."</p>	
<p><b>Response 83:</b> "I have been with CSS a very long time they make me feel safe, having people around me makes me feel safe."</p>	<p><b>Response 76:</b> "Not with the attitude of some and I do not like when staff talk about their rota."</p> <p><b>The office spoke with the individual about staff speaking about their rota when received and advised that this was not appropriate and that a message would be sent out to all staff regarding this.</b></p>
<p><b>Response 86:</b> "Knowing that staff have been checked and are trained."</p>	

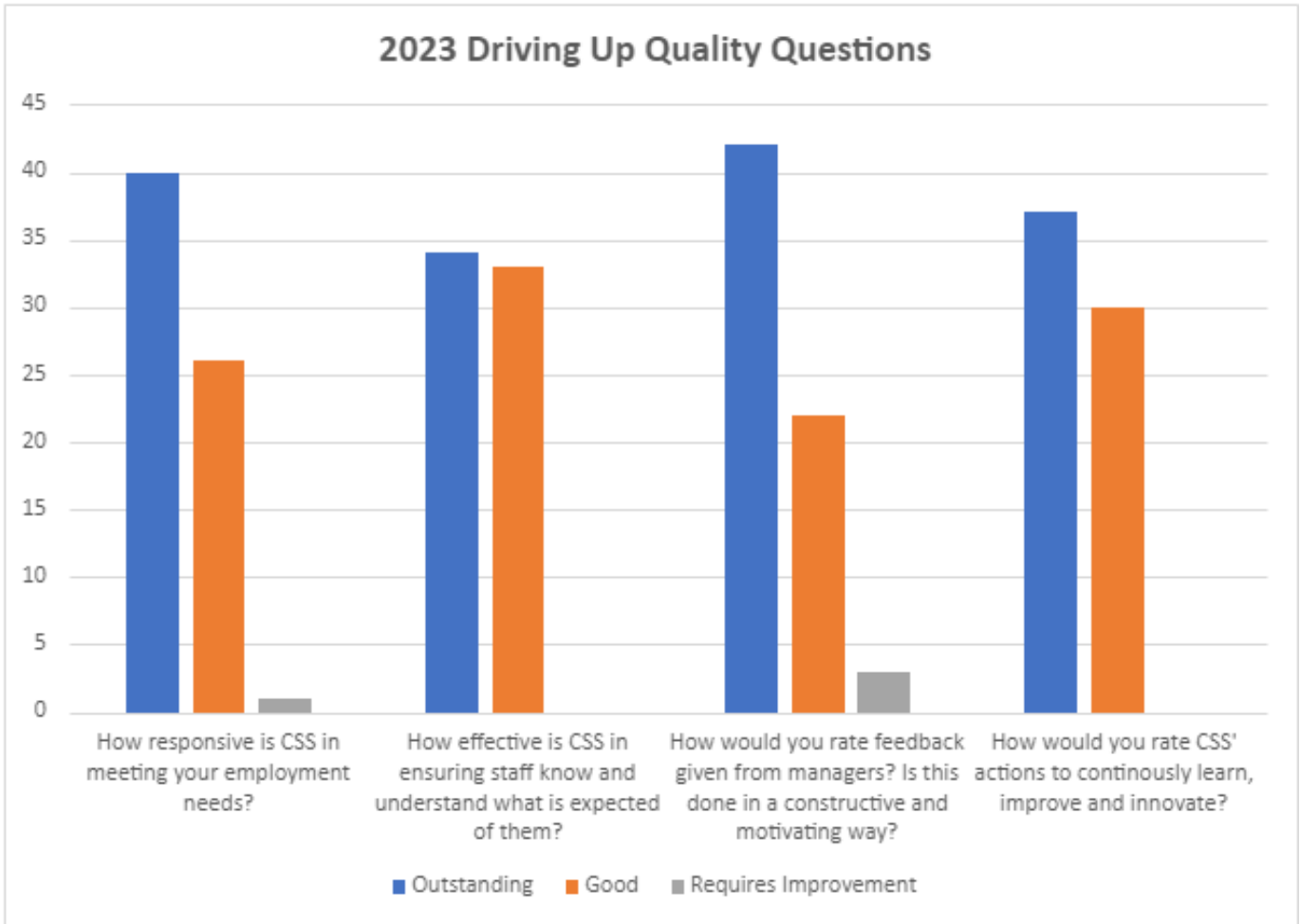


## WOULD YOU LIKE TO TELL US ANYTHING ELSE ABOUT YOUR SUPPORT?

<p><b>Response 12:</b>  <i>"If support times change or I have new staff, would like to know beforehand."</i>  <b>When the office spoke to the individual about this, she advised that this hadn't happened since she last spoke about it in her 2022 Driving up Quality response, the individual said she had been happy with communication about any required changes to support sessions due to staff sickness etc.</b></p>	<p><b>Response 43:</b>  <i>"I would like to go on day trips more often."</i>  <b>The Day Services managers spoke with the individual and said he will always be offered the group trips. He attends 2 days per week at the moment and goes out into the community to attend a radio station session, he agreed there wasn't much room for another regular weekly trip.</b></p>
<p><b>Response 23:</b>  <i>"Ensure any change in carer is familiar with my colostomy (Bag) at all times. Ensure you engage in conversation with me. Treat me with respect at all times."</i>  <b>The office spoke with the individual's parents about what had been put in place with the external supported living provider to ensure a staff member is trained on introduction with this, parents said they were happy with this. Parents advised that there was one staff member who wasn't as chatty as others, the office advised that this staff member was leaving the service and the office would bear in mind more outgoing staff members to introduce to the individual. The individual's parents said that all staff treat the individual with respect but just wanted to say that this should happen across the board.</b></p>	<p><b>Response 48:</b>  <i>"Some staff is need more help to me with college."</i>  <b>When the office spoke with the individual he said that his Mum has been helping him with his letters from college. The office advised the individual that he can go to staff at any time to help with this. The individual said he is happy at home and that his staff are helpful.</b></p>
<p><b>Response 25:</b>  <i>"Help me to get my jobs done. I don't like holding it in my bum. I want to go to the pub."</i>  <b>The individual confirmed that her staff reassures her that she has had a bowel movement in the day. The office suggested that the Nursing home could put something in place like a chart the individual could stamp when she has been so she can look at this and reassure herself, the Nursing home has put this in place.  The individual has been supported to arrange a trip to the pub and pantomime before Christmas.</b></p>	<p><b>Response 53:</b>  <i>"I like living here, even though it can be a pain at times because I'm flat 2 people always ring my buzzer even though it's not for me! I get to decorate and put my own things where I like them and this makes me feel safe."</i>  <b>The individual's house manager was spoken to regarding this, who said he would arrange with the housing provider to reset the key code system that can be passed to traders when appointments are rearranged to avoid any inconvenience. The house manager fed this back to the individual.</b></p>
<p><b>Response 30:</b>  <i>"Drama takes a long time to get started and I feel like I am waiting around for ages."</i>  <b>The Day Services Manager spoke with the individual to inform him that from January 2024 this will change as the staff team are taking over the Drama session.</b></p>	<p><b>Response 93:</b>  <i>"This is a child-like questionnaire, I am an adult. I don't think we should pay for attending social group as we already pay for the service."</i>  <b>When the Registered Manager met with the individual, he explained that he didn't like the pictures in the questionnaire and a tick or a cross would have been better. In 2024, different versions of the questionnaire will be created.  Costings for the social group was also discussed and it was explained that it is an optional extra separate from Supported Living as food/ entertainment is provided which creates costs The R/M provided costing comparisons such as going to the cinema, the individual said he understood this and thanked R/M for meeting with him.</b></p>
<p><b>Response 67:</b>  <i>"This cannot be thoroughly investigated simply through paperwork."</i>  <b>Please see above response to response 67's feedback.</b></p>	<p><b>Response 67:</b>  <i>"This cannot be thoroughly investigated simply through paperwork."</i>  <b>Please see above response to response 67's feedback.</b></p>

## DRIVING UP QUALITY FOR OUR CSS STAFF TEAM

- In 2023, 111 questionnaires were sent out to our staff team, 67 were returned.



### What's working well?

- Most of our staff team feel that; their employment needs are well met, they know and understand what is expected of them, feedback from managers is done in a constructive and motivating way and that CSS improves and innovates their systems and processes.
- Please see examples of what's working well on the following pages

### What's not working well?

- Feedback received from the questionnaires was reviewed and telephone calls were made to members of our team to discuss this further, this is given on the following pages



## HOW RESPONSIVE IS CSS IN MEETING YOUR EMPLOYMENT NEEDS?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 2:</b>  <i>"They have been intentional with my employment needs and concerned about my family coming to join the UK."</i></p>	<p><b>Response 60:</b>  <i>"I understand an assistant manager is not completing a level 5 in Health &amp; Social Care. I have continuously asked to be enrolled and was finally told CSS would not be enrolling assistant managers on the level 5 qualification anymore due to whatever reasons. As through my supervisions management knew about this and I would like to be enrolled."</i></p> <p><b>The office spoke with the individual and advised that the NVQ system has had a change, however he would not be able to complete a higher level NVQ qualification until he came into the appropriate role.</b></p> <p><b>Response 67:</b>  <i>"I like my job I like typing but like to do something else that is more challenging."</i></p> <p><b>The office team have looked at different office tasks that will be more challenging for the staff member but has advised her that the typing she does is very important and helpful to the team.</b></p>
<p><b>Response 4:</b>  <i>"Day Service Managers have always supported my employment needs, there have been times where I am unsure about something, Jodie or Carol are always happy to go through this with me."</i></p>	
<p><b>Response 6:</b>  <i>"CSS are flexible, and the management team go above and beyond to ensure staff's needs are met. For myself, I have had 3 maternity leaves in the time I have worked here, and each time have been able to return part-time until I was ready for full time."</i></p>	
<p><b>Response 8:</b>  <i>"If I need to take time for appointments, they always accommodate this."</i></p>	
<p><b>Response 9:</b>  <i>"CSS helped me at short notice several times with time off. My Supervisor went above and beyond to speak with me on a personal level which I thought was very touching."</i></p>	
<p><b>Response 24:</b>  <i>"Always willing to listen and are considerate to appointments and family issues."</i></p>	
<p><b>Response 41:</b>  <i>"All my holiday dates have been agreed throughout the year."</i></p>	

## HOW EFFECTIVE IS CSS IN ENSURING STAFF KNOW AND UNDERSTAND WHAT IS EXPECTED OF THEM?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 9:</b>  <i>"Staff know the P&amp;Ps and the correct way of working is encouraged and directed from day one to the point where it becomes second nature and practice. Sometimes when I ring to ask for advice, managers will ask me "What should you be doing about this to fit in with our P&amp;Ps? And this helps me think about not just "how we operate" but "why we operate."</i></p>	<p><b>Response 10:</b>  <i>"I think when doing supervisions/ appraisals staff should be asked different things e.g. if a service user was prescribed a new medication or had an appointment where would this be documents/ do they know where shut off points are/ do they know how to complete emergency checks i.e. fire discussions, role plays, fire drills, emergency carbon monoxide testing, and where to record this/ how to report a repair and record, etc..."</i></p> <p><b>The office thanked the staff member for her feedback and advised her that we are introducing different topics to the new Supervision agenda sheets.</b></p>
<p><b>Response 21:</b>  <i>"CSS have a high standard across the whole company and very thorough processes in induction which filter through processes in induction which filter through everything throughout employment. Our core values are at the core throughout all we do."</i></p>	<p><b>Response 56:</b>  <i>"I know my job well however things change so much in the care industry, CSS P&amp;P are always promptly adapted to meet these changes and it's great we can be kept up-to-date with this information. A suggestion could be for our job descriptions to be added to the portal annually to sign so we are refreshed with our roles and responsibilities."</i></p> <p><b>A suggestion has been made to the Directors to send out a Statement of Particulars with roles and responsibilities each financial year.</b></p>
<p><b>Response 24:</b>  <i>"Great CORE values"</i></p>	
<p><b>Response 34:</b>  <i>"If you're not sure of anything you can phone the office and they will help you."</i></p>	

## HOW WOULD YOU RATE FEEDBACK GIVEN FROM MANAGERS? IS THIS DONE IN A CONSTRUCTIVE AND MOTIVATING WAY?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 2:</b> <i>"It has always been done in motivated ways."</i></p>	<p><b>Response 16:</b> <i>"Sometimes this can be patronising, which is not motivating for anyone."</i></p> <p><b>Unfortunately, this feedback was anonymous so could not be addressed with the individual staff member. As a team, we would never want feedback to come across in this way so are taking this on board to be mindful of tone.</b></p>
<p><b>Response 3:</b> <i>"The managers always let me know if I have done any mistakes and they motivate me and break it down to points so I know what to do next time."</i></p>	
<p><b>Response 15:</b> <i>"I have been told I am doing an amazing job. Which spurs me on tremendously."</i></p>	
<p><b>Response 17:</b> <i>"Usually very helpful and morale boosting, even when it's a constructive criticism on an area that requires improvement."</i></p>	
<p><b>Response 26:</b> <i>"Management have always provided constructive feedback through supervision and appraisal."</i></p>	
<p><b>Response 45:</b> <i>"Managers are very concise with what is needed and explain in non-complicated ways."</i></p>	<p><b>Response 22:</b> <i>"When holiday forms are submitted for service users there is no feedback to say if they have been accepted or declined life for the staff portal. Staff support Service Users to chase this up so that they can book the holiday."</i></p> <p><b>The office advised the staff member that they are looking to further develop the holiday system in early 2024 and will work with her to ensure that this is an efficient process as possible for all.</b></p>

## HOW WOULD YOU RATE CSS' ACTIONS TO CONTINUOUSLY LEARN, IMPROVE AND INNOVATE?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 2:</b> <i>"Trainings have been exceptional, and it has helped me to develop in the course of discharging my duties as a support worker."</i></p>	<p><b>Response 16:</b> <i>"Duplicate work is time consuming, takes time away from supporting tenants."</i></p> <p><b>Please see response to paperwork reduction in the below section.</b></p>
<p><b>Response 9:</b> <i>"Sometimes in this job, things happen mistakes are made and (very rarely) staff can be...untrustworthy, when these things have come light, the management has been honest and told us about it, then asked us to think about how situations like this can be avoided in the future. They have took our suggestions and even implemented them – it was nice that when my suggestions of telephone supervisions had to be implemented because of the COVID-19 epidemic.</i></p> <p><i>We constantly update our computer systems, care plans and such so we are up-to-date with things."</i></p>	

## WELLBEING

WHAT MAKES YOU FEEL HAPPY WHEN WORKING?	IS THERE ANYTHING WE CAN DO TO SUPPORT YOUR WELLBEING?
<p><b>Response 4:</b> "When individuals come in the morning to attend Day Services they always look happy to see us, getting work completed."</p>	<p><b>Response 2:</b> "Little groceries for staff would make us happy."  <b>When speaking to the staff member, he said that since completing the form he had learned about the procedures within his house around contributions for staff's food whilst working and also discounts such as the Blue light card.</b></p>
<p><b>Response 5:</b> "A smile and a laugh from the people we support."</p>	
<p><b>Response 6:</b> "Knowing we have the support of senior managers and an open-door policy with all office staff."</p>	
<p><b>Response 8:</b> "Knowing I have made someone's life a little more happier."</p>	<p><b>Response 48:</b> "Wellbeing calls to staff."  <b>Unfortunately, this feedback was anonymous so we could not set up regular wellbeing support for the staff member. The office team are always open to offer wellbeing support to any member of the team.</b></p>
<p><b>Response 9:</b> "Coming into work and seeing people happy that it's you on shift is a great feeling and lifts me up at times."</p>	
<p><b>Response 15:</b> "I am being supported in my wellbeing in a very positive way. I feel happy knowing I am making a positive impact in people's lives."</p>	<p><b>Response 50:</b> "When Staff are doing a sleepover, to try not give them a long shift the day after their sleep."  <b>This feedback was anonymous, the supported living managers do keep this in mind when creating the rotas, but unfortunately at times due to staff sicknesses etc., this is not always possible.</b></p>
<p><b>Response 20:</b> "What makes me happy is watching individuals develop new skills and watching them live their life to the fullest."</p>	
<p><b>Response 22:</b> "Wellbeing is good, if I feel I need to talk about work or my home life I am comfortable to speak with management."</p>	<p><b>Response 53:</b> "CSS are losing lots of very good staff through their wellbeing, CSS need to make a difference in hourly rates and need to be more relating in staff and manager work and support they do for the individual needs."  <b>The Registered Manager had a discussion with staff member and spoke at length about the points she raised. Part of the nature of care work means that pay can only be set at certain rates and it is rare to be able to have set hours and we fully appreciate that this does not suit everyone. The staff member was advised she could always speak to the office if something was concerning her and that we want to listen to her. The staff member thanked Registered manager for the conversation.</b></p>
<p><b>Response 37:</b> "When I see I'm managing to make a difference for the people I support and this is helping them feel happy."</p>	
<p><b>Response 40:</b> "I like to see the people I support happy or achieving their goals."</p>	

## DO YOU FEEL ABLE TO SPEAK UP?

<b>WHAT'S WORKING WELL?</b>	<b>WHERE CAN WE IMPROVE?</b>
<p><b>Response 1:</b>  <i>"Yes, no problem raising a concern and Management are excellent at taking concerns seriously and acting accordingly."</i></p>	<p><b>Response 16:</b>  <i>"You can be told it won't work, even when not tried."</i></p> <p><b>This feedback was anonymous, the office are always open to suggestions from the staff team about any different ways of working, this has been taken on board by the team though for any future suggestions made.</b></p>
<p><b>Response 9:</b>  <i>"I do feel able to speak up. I've never been 'shot down' for asking for help or having something explained in a way so that I can understand it."</i></p>	
<p><b>Response 10:</b>  <i>"Yes, I am confident at asking for support and challenge things I not feel is right within my role."</i></p>	
<p><b>Response 23:</b>  <i>"Yes, I always feel confident that if I had concerns or things not working, they will be addressed."</i></p>	<p><b>Response 34:</b>  <i>"Not always."</i></p> <p><b>This feedback was anonymous, the office aim to operate an open door policy at all times, and have taken this on board.</b></p>
<p><b>Response 55:</b>  <i>"Yes, can approach senior members of staff with concerns and speak openly to house managers if something in the house isn't working."</i></p>	
<p><b>Response 59:</b>  <i>"I feel supported and feel I can approach the office about anything, and it's dealt with immediate effect, management are brilliant and kind and supportive at all times and leave no stone unturned."</i></p>	

**IF YOU COULD CHANGE ONE THING AT CSS TO MAKE YOUR EMPLOYMENT BETTER,  
WHAT WOULD THIS BE?**

**Access to rotas:**

**Response 1:**

*"Access to rota before 5pm on a Friday night, go back to lunchtime like it used to be. It would be easier for staff to arrange appointments."*

**Response 9:**

*"It can be frustrating when friends try to make plans and I can't tell them if I'll be available until rotas on Friday can be frustrating."*

**Response 30:**

*"More flexible working"*

**Response 50:**

*"Be able to get your rota earlier than 5pm."*

**Management met to discuss this and implemented the rota release time to change from 5pm to 11am on the Friday for the week commencing 04/12/2023. Members of staff have written to thank the office that this had made making appointments easier.**

**2-week rota:**

**Response 5:**

*"I again personally feel that a 2 week rolling rota would be great as the rota is sent too late at least if we had a two week rota we could arrange appointments for ourselves instead of having to use well-needed holidays."*

**Response 25:**

*"Rota's in advance."*

**Response 28:**

*"Get two weeks rota in advance."*

**Response 37:**

*"If possible knowing my duty a bit more in advance. Due to having to make and arrange lots of medical appointments for my Dad."*

**Response 55:**

*"Getting a 2-week rota or knowing what weekdays have off."*

**Response 62:**

*"Fortnightly rota availability."*

**Management met to discuss this, it was discussed that when this was trialed previously it made it extremely hard to find cover for sicknesses and didn't suit the needs of the people we support who's schedule may change week-to-week. The team agreed that they did not want to risk people being potentially without support due to not being able to find cover, but hope that the earlier release of rota's goes some way to be able to arrange things. A memo was sent out to all staff regarding this, where it was also advised that if there were any plans/appointments needing to be made in advance, then the office should be informed as soon as possible as we will always aim to accommodate this where possible.**

**Response 11:**

*"More training around mental health and Autism. Something I'm wanting to learn more about."*

**The office advised the staff member that there are plans to introduce well-being champions among the staff team who would be provided with extra mental health training, the staff member said she would be interested in this. The office also advised that they will look to provide her with additional training and resources around autism.**

**Response 15:**

*"On the portal it would be helpful if we could write any issues down that the people we support cannot see. As we don't want them feeling upset by what we write, if we have any issues whilst supporting the person."*

**The staff member was advised that they should inform the office via email or phone if any issues rise during support.**



**Wage/ Reward:**

**Response 2:**

*"Employee shopping discounts and some of the trainings should be paid."*

**Response 5:**

*"Maybe some little incentives little bonuses to make you feel appreciated, birthday or Christmas bonus."*

**Response 16:**

*"Higher pay rate for the job staff do. Something's staff feel undervalued."*

**Response 17:**

*"More social events for staff throughout the year."*

**Response 43:**

*"The wage."*

**Response 46:**

*"Wage."*

**Response 48:**

*"The wages simply don't cover the cost of living, this is definitely having a huge impact on many of the staff."*

**Response 50:**

*"Better pay."*

**Response 51:**

*"Of course it would be the hourly rate."*

**Response 53:**

*"Again, CSS are losing very good staff, they need to increase the hourly rate but maybe in a different way of increasing the different individuals support employees do different hourly rate for defining the work they do."*

**Response 64:**

*"A pay rise to reflect the hard work we all do."*

**Management met to discuss these points made, and agreed that the staff team should feel valued and appreciated for all their hard work. The Directors are currently looking at pay structure for the new financial year.**

**The office are also looking to arrange more staff social events in 2024 for a chance to celebrate everyone's hard work – please watch this space!**

**Staff Motivation:**

**Response 13:**

*"Staff motivation is low."*

**Response 20:**

*"To know you can rely on staff helping throughout the day with daily chores."*

**Response 22:**

*"Teamwork seems to lack at the moment always seems to be same staff completing tasks even if left in communication diary and during the day they won't use their initiative to complete and leave for next staff coming on shift."*

**The Assistant Managers have had a training course to develop how staff motivation/ teamwork can be approached. The performance management process will continue to be followed to support any individual who is not fulfilling all of their role.**

**Response 10:**

*"Not have so many training booklets to complete 1 after another to have 1 a month or combine some with another."*

**The office apologised for how training comes up at once sometimes, and advised that where possible training was spread out, however this still needs to be booked on to ensure compliance. The office advised that they will continue to be as mindful as possible when issuing training.**

**Paperwork:**

**Response 41:**

*"Spending less time on the computer and not having to think if I have forgotten anything. More workload = less time spent with the people we support."*

**Response 16:**

*"All employees should be reminded that we all share the same job regardless of job title. And paperwork is not just down to assistant or senior management."*

**Response 48:**

*"The time spent on computers doing paperwork etc takes away from people we support. This has greatly increased."*

**The office appreciate that the sector has increased requirements on the amount of paperwork tasks. Management met to devise a new system to trial in January 2024 that will aim to reduce the amount of paperwork for all involved in Supported Living, whilst encouraging all members of the team to participate in this.**

## **2023 DRIVING UP QUALITY SUMMARY**

Whilst CSS welcome and appreciate any positive feedback received, CSS operates an open and transparent policy meaning that we actively seek any areas we can improve the service or employment provided. We wish to maintain proactivity to resolve any matters that may arise.

We would like to thank everyone who took the time to complete the Driving up Quality Questionnaire this year. We were very pleased to receive so much lovely feedback, and we also appreciate the feedback received as we have put in place a number of improvements to processes that we hope will be beneficial as we go into the new year.

- ◆ In 2023, we continued to utilise 'Microsoft forms' to electronically distribute questionnaires to the people we support/ their families and employees. This is part of our drive towards sustainability. The questionnaire was still able to be printed upon request if the individual.
- ◆ Links to complete our questionnaires were emailed out, posted on our Brolly dashboard, and made available through pointing a smart device at a 'QR' code.
- ◆ In 2023, we continued to leave the name sign optional for anonymous feedback, advising that if the individual would like a follow-up discussion about any feedback made, then it would be helpful for their name to be added. We believe that we received some productive anonymous feedback that has been taken on board by the management team.
- ◆ In 2023, we continued to follow up any 'rating' question with an option to provide an example, we believe that this enabled us to gain some very productive and specific feedback through doing so.
- ◆ This report will be made available on the Community Support Services website, on the dashboard of our Brolly software system and directly to individuals we support/ families as appropriate.