



# Brandon Trust Driving Up Quality



## Self Assessment 2014



*Approved by the Local User Forum 2014*

# INTRODUCTION

The Driving up Quality Code has been developed in response to the shocking abuse of people with learning disabilities at Winterbourne View. It was developed by a steering group, chaired by the Housing and Support Alliance that gathered together representatives from provider organisations. This has made the Code somewhat unique in that it has been developed by people from the voluntary, independent and statutory sectors in consultation with people who use services and their families, as well as the Care Quality Commission (CQC) and Commissioners. The aim of the Code is to prevent what happened at Winterbourne View from happening again.

Brandon Trust signed up to the Code in December, 2013. In June, 2014, Brandon Trust held 5 self assessment events, across its geographical areas:

- Bristol, South Gloucestershire, Somerset, B&NES, North Somerset
- Gloucestershire
- Cornwall, Devon and Plymouth
- London
- Wiltshire

The self assessment days were designed to encourage people to come together to listen to each other, recognising the good things Brandon Trust are doing, yet acknowledging what the Trust could do better and finding new ways to drive up the quality of our services.

Each event created a local action plan. Plans have now been merged into an annual plan, for everybody in area to work on, and make sure the plan remains live.

The main themes from the five events were collated in line with the Code, and an action plan for improvement Brandon Trust-wide is included within this report.

## CONTENT OF THE SELF ASSESSMENT DAYS



The Brandon Trust self assessment days started with a short presentation from individuals talking about their ordinary, yet very meaningful lives.

People We Support, Managers, Support Staff, Families, Housing Providers, Board Members and Commissioners then came together to look at the five key areas of the Driving up Quality Code, asking:

1. What is working well?
2. What isn't working well?
3. What action can we take right now to make improvements?



## KEY AREA 1 Support is Focussed on the Person

Connor was labelled as ‘challenging’.....



Brandon started working with Connor in June 2013. It became clear that things were not necessarily working for Connor. Connor is not a person who will say “I’m not happy” or “that’s not right”. We worked with multidisciplinary teams and with Connor’s mum to learn as much as we could to create support that would encourage Connor to be free to express himself in different ways.

Connor’s new support team is made up of a multitude of different personalities and experiences. It soon became clear that Connor was very good at discovering and choosing for himself which of his team were the best people for a particular activity.

Choosing his own staff, bespoke training, and working on building a united team, means that Connor is now supported by a truly dedicated group of individuals who celebrate even the smallest of successes, and there are so many! For example, Connor allowed us to support him to have his hair cut; Connor allowed us to support him to go to the dentist; Connor went to the optician. Connor celebrates these too – albeit in his own style (often having a Costa and a slice of cake!) The team are now fluent in “Connor” and are able to respond more efficiently when it is clear things are not quite right.

The team has poured its collective learning back into Connor’s support plans, which means that these are real documents that can be used to ensure a consistent and individualised approach.

So yes, this is Connor, is he still labelled as *challenging*? No.  
Is support focussed on Connor? Yes, without a doubt!



Some More Examples:

 <b>WHAT'S WORKING WELL?</b>	 <b>WHAT'S NOT?</b>
<p>People are at the centre of their life and choices.</p>	<p>There is sometimes a lack of consistency in people being involved in choosing their staff.</p>
<p>We are responsive to feedback e.g. complaints.</p>	<p>In some cases, communication with families could be better.</p>
<p>Supporters get the correct training depending on a person's needs.</p>	<p>Sometimes there is a lack of consistency in using the REACH standards.</p>
<p>We provide bespoke support to people whose behaviours can challenge.</p>	<p>Some people feel there is lack of opportunities for people living in their own homes.</p>
<p>We know the person well and make them feel safe.</p>	<p>At times there is tension between shared hours and 1:1 time.</p>
<p>Health action planning and monitoring is proactive.</p>	<p>Some people we support need more control of their money.</p>
<p>We work in partnership with other providers.</p>	<p>We could share good news stories more consistently.</p>

On the Driving Up Quality website you will find examples of good practice. There are examples of organisations which have improved the way they support people and operate in line with the five areas of the code. Brandon has included an example:

<http://www.brandontrust.org/media/54860/brandon-trust-building-resilience-and-supporting-families-and-children-to-be-free.pdf>

## KEY AREA 2

### The Person is Supported to Have an Ordinary and Meaningful Life

“Brandon is increasing the use of advocates and volunteers. Volunteers will make a valuable contribution to the lives of the people we support, enhancing more opportunities and connections within local communities. Volunteers can simply enable the people we support to do the things they want to do, improving their quality of life’



Nicola wanted a Volunteer Buddy to support her to exercise at the local gym and swimming pool so she could lose weight and get fit. Nicola was introduced to Razia (a volunteer buddy) and they got on like a house on fire. Team Leader Michelle, said: “Nicola usually likes to sleep in late, but on the morning that Razia was due to come, Nicola was up bright and early. She was ready and waiting for Razia, she was obviously really looking forward to going out with her”.

Michelle added: “Nicola loves getting extra support from Razia. Razia is doing really well. They were only due to spend an hour together today, but they enjoyed it so much, they were out in the community for two hours. Also, Nicola doesn’t really like walking, and would normally prefer to take the bus, so I was really happy when they came back and said that they had walked all the way. Brilliant!”

Razia said: “Nicola seemed very happy today. She told me how important it is for her to lose weight and get fit. She wants to get married to her boyfriend, and wants to look good in her wedding dress. It's a real privilege for me to be able to support her to reach her goals.”



Some More Examples:

<p><b>WHAT'S WORKING WELL?</b></p> 	<p><b>WHAT'S NOT?</b></p> 
<p>We have a passion to engage with others in the community.</p>	<p>Not always around to support people to go to discos after 9.30pm.</p>
<p>We are introducing volunteers.</p>	<p>We need to get better at employing people with learning disabilities.</p>
<p>We balance choice and risk to encourage new opportunities.</p>	<p>Some 'professionals' need to be mindful that others 'don't know better' than the person themselves.</p>
<p>Nice staff.</p>	<p>There is sometimes a lack of good accommodation.</p>
<p>We provide opportunities to meet people.</p>	<p>We need more accessible information to signpost people towards employment.</p>
<p>The different ways we think about 'service models'. We provide bespoke services.</p>	<p>The need for more accessible formats (that are also in plain English).</p>

### KEY AREA 3

## Care and Support Focusses on People Being Happy and Having a Good Quality of Life

### An example from Patrick

When we first started supporting Patrick he told us about lots of things he would like to do, but unfortunately had little opportunity to ever make his dreams and aspirations a reality.

The team supported Patrick to develop his very own 'Dream List'. This included: getting a job, watching Liverpool play at their home ground, seeing his favourite DJ Joey Riot, and going clubbing just like any other 20-year-old. Some of the items on the 'Dream List' were in fact choices which were never encouraged. Motivated to bring a smile to Patrick's face, the team set about making things happen.

They surprised Patrick with the news that he was off to see Joey Riot with two supporters (of his choice), at a night club. His support worker had gone that extra mile and arranged VIP access to meet Joey Riot in person after he played. That extra mile was a dream come true, worthy of any list!

Patrick could not believe he went clubbing and actually met Joey Riot! This made him incredibly happy.

Since this experience Patrick can now see that anything is possible. He has since signed up to a music course and also a course in plastering, to learn a trade and further his employment opportunities.

Happiness and quality of life is sometimes just about *showing* people they can. This is just the beginning of Patrick *knowing* he 'can'.



Some More Examples:

 <b>WHAT'S WORKING WELL?</b>	 <b>WHAT'S NOT?</b>
<p>The rota planning is focussed around the person's life.</p>	<p>We don't always have the right representatives at the right meetings.</p>
<p>Our support plans are person-centred.</p>	<p>We need to consistently make sure new staff understand the value of 'small, everyday' choices.</p>
<p>Clear communication profiles so the person can be understood e.g. behavioural analysis.</p>	<p>It would be helpful to have a consistent approach to 'customer surveys'.</p>
<p>We enable people we support to have choices and to experience opportunities.</p>	<p>More of our events could include the people we support, either presenting or facilitating.</p>
<p>Supporters working consistently as a team. 'My team makes me happy'.</p>	<p>There is a lack of accessible news in each area.</p>

## KEY AREA 4

### A Good Culture is Important to the Organisation

#### All areas recognised Brandon Trust's 100 Voices conference as something we do well

Each year, Brandon Trust brings together over 100 people we support at our 100 Voices conference. We do this because we value their ideas and opinions and we want to hear what they have to say. This is a chance for the people we support to talk to the senior management team at Brandon Trust and to local politicians and policy makers.

Throughout the year, the people we support meet regularly at Local User Forums, facilitated independently of Brandon Trust, to decide which issues to bring to the conference. One of our conferences focussed on the problems people with learning disabilities have in gaining employment and in using public transport.

In attendance at the event were delegates from other organisations, as well as the candidates for Mayor of Bristol, George Ferguson – Independent, Marvin Rees – Labour, and Neil Maggs – Respect Party. They, together with vice chairman of South Gloucestershire Council Councillor Ian Boulton, Bristol North West MP Charlotte Leslie, and the Lord Mayor of Bristol Councillor Peter Main, all promised to take the messages back to their teams and champion the objectives.

#### **The Follow Up:**

On Wednesday, 6 February, 2013, Brandon Trust launched the 100 Voices on Transport report at the House of Commons.

On the day, speeches were opened by Chief Executive, Lucy Hurst-Brown, introducing Charlotte Leslie MP for Bristol North West, followed by Bristol's first elected Mayor, George Ferguson. The highlights of the event were the impassioned speeches of Joe Jones, who is supported by Brandon Trust in the London Area and Jevon Smith, who is a Travel Buddy with Brandon Trust, in Bristol. First Group spokesperson, Karen Baxter, presented the last speech of the day.



Some More Examples:

<p><b>WHAT'S WORKING WELL?</b> </p>	<p><b>WHAT'S NOT?</b> </p>
<p>Brandon's 100 Voices conference and celebrating 20<sup>th</sup> anniversary.</p>	<p>The need to consistently find a way of keeping parents/carers informed locally.</p>
<p>By enabling most individuals to remain at home during end of life care.</p>	<p>Lack of easy read formats. Sometimes the use of 'social care words' get in the way.</p>
<p>Our fundraising for 'above and beyond' experiences for people we support.</p>	<p>The shortage of networking opportunities across Brandon's geographical areas.</p>
<p>Families 'can trust that best efforts are being carried out for their loved ones'.</p>	<p>In some places staff vacancies can occasionally be high.</p>
<p>Days like today when we can all come together.</p>	<p>Times of activities or meetings sometimes exclude parents and siblings due to their work commitments.</p>

## KEY AREA 5

### Managers and Board Members Lead and Run the Organisation Well

People on the whole said that the managers, from Locality Managers upwards were very approachable. Most people know who the Area Directors and Chief Executive are. It was said that: ‘Lucy (Chief Executive) is passionate about the people we support’. One family member stated ‘If I have a problem that can’t be sorted, I go through to the Area Director and she always gets back to me to sort things out’.

We were told that the Driving up Quality self assessment days were a good way of getting to know the Corporate Executive Management Team and Board of Trustees. One of our Trustees has a son with a learning disability and families clearly related to her empathy and understanding.

People gave examples of the ‘User Forums’ where the people we support meet regularly, facilitated independently of Brandon Trust, and decide which issues to bring back to the area, as well as organisational events like a 100 Voices.

We were told that people’s stories are shared with the Trustees.



Some More Examples:

 <b>WHAT'S WORKING WELL?</b>	 <b>WHAT'S NOT?</b>
<p>Our new corporate induction puts names to faces.</p>	<p>A variety of accessible ways to introduce the Trustees.</p>
<p>People know who to complain to.</p>	<p>Some people aren't sure if Trustees have relevant training e.g. safeguarding. Unsure what the Board of Trustees do.</p>
<p>There are good time-related responses to emails.</p>	<p>A variety of accessible ways of introducing the Corporate Executive Management Team.</p>
<p>There is a feeling that Brandon problem-solve and take positive risks for individuals and employees.</p>	<p>A lack of time for Corporate Executive Management Team including the Chief Executive to meet people.</p>
<p>Brandon is flexible and has the ability to go that extra mile.</p>	<p>More easily accessible formats in relation to Brandon's yearly financial plan.</p>

**BRANDON TRUST**

**COMMITMENT PLAN 2014/15**

<b>OUTCOMES</b>		<b>WHEN</b>	<b>ACTIONS – Step 1</b>
			
<b>1.</b>	We will create a consistent approach for involving people we support to choose their staff.	<b>Jan 2015</b>	We will review and revise our recruitment processes to ensure involvement happens in every situation.
<b>2.</b>	More accessible information will be available to signpost and support people into employment.	<b>Jan 2015</b>	Brandon’s Employment Special Interest Group will develop a wider range of accessible resources that will be used locally in each area.
<b>3.</b>	Our values assessment will contribute to all staff selection.	<b>Jan 2015</b>	Our recruitment processes will be revised to include values assessment for everybody.
<b>4.</b>	Areas will enhance methods of enabling parents/carers to be well informed.	<b>Nov 2014</b>	We will engage with parents and carers in each area, canvassing their preferred means of regular communication.
<b>5.</b>	Trustees and the Corporate Executive Management Team at Brandon Trust will promote their visibility across Brandon Trust.	<b>Jan 2015</b>	We will create a one-page profile for the Corporate Executive Management members and all Trustees and put them on our website.  Internally, we will publish a record of where the Corporate Executive Management Team and Trustees have visited throughout the year.

*To be updated January 2015*