

Highbury Support Services Ltd

212 High Street

Prestatyn

Denbighshire

LL19 9BP

**Statement
Of
Purpose**

Reviewed March 2020

Version 3

Contents

Section 1 – About Highbury Support Services

Section 2 – Location

Section 3 – About the Service

Section 4 – How the Service is provided

Section 5 - Services & Duties Which Are Not Undertaken

Section 6 - Arrangements for Continuity of Support

Section 7 - Vulnerability & Protection of Support Staff

Section 8 - Vulnerability & Protection of Citizens

Section 9 - Safeguarding Citizens' Personal Property

Section 10 - Fees & Charges

Section 11 – Staffing

Section 12 - Governance

Section 13 - Management of Shift Rota Patterns & Time Sheets

Section 14 - Insurance Cover

Section 1 - About Highbury Support Services

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Highbury Support Services is a Limited Company.

The Directors of Highbury Support Services are Mr Philip Davies and Miss Natalie Davies.

Miss Natalie Davies is Managing Director and Responsible Individual. Natalie Davies qualified as a Registered Nurse with a Diploma in Nursing in 1994, working within the fields of surgical nursing, oncology and palliative care, during which time she achieved her BSc (Hons) degree in Nursing Studies. Natalie has achieved her NVQ Level 4 Registered Managers Award and in 2015 her Level 4 Award in Management and Leadership via the Chartered Management Institute. Natalie is based full time at Highbury Support Services' registered office at 212 High Street, Prestatyn, Denbighshire, LL19 9BP.

Miss Nicola Austerberry is employed full time as Registered Manager and is also based at Highbury Support Services' registered office. Nicola is registered with Social Care Wales as Registered Manager of Highbury Support Services. Nicola has a BA (Hons) degree alongside her NVQ Level 4 and 5 in Health and Social Care and Leadership and Management.

Both Natalie Davies and Nicola Austerberry are qualified Trainers in Safeguarding, Food Hygiene, First Aid, Epilepsy, Manual Handling, Managing violence and aggression, IOSH and Autism.

In the event of the Responsible Individual's absence for a continuous period of 28 days or more Care Inspectorate Wales will be informed.

It is the aim of Highbury Support Services to deliver a service of personal care, social support and associated services, to meet the needs and outcomes of Citizens in line with the Social Service Wellbeing Act (Wales) 2014.

This will be achieved by promoting a standard of excellence within the support sector that is witnessed and evaluated through practice, conduct and control of quality assurance.

To meet Citizen needs Highbury Support Services will achieve the following objectives:

- To deliver a service of the highest quality that will improve and sustain a Citizen's quality of life promoting potential, independence and outcome achievement.
- To ensure that the service is delivered flexibly, attentively and in a non-discriminatory fashion while respecting a Citizen's right to independence, privacy, dignity, fulfilment, and the right to make informed choices and to take positive risks.
- To ensure that a Citizens needs and values are respected in matters of religion, culture, race or ethnic origin, sexuality and sexual orientation, political affiliation, marital status, parenthood and disabilities or impairments.
- To ensure that the support service is delivered in accordance with the Guide to the Service and Personal Plans.

- To manage and implement a formal programme of staff planning, selection, recruitment, training and personal development to ensure a Citizen's needs are met.
- To match the nominated Support Worker as closely as possible with the Citizen, and respect the need to change the Support Worker in the event of subsequent non-compatibility.
- To manage the Company efficiently and effectively to make best use of resources and to maximise value for money for the Purchaser and Citizen.
- To undertake an Initial Outcome Assessment, Develop a Personal Plan and complete all Risk Assessments. Such Risk Assessments will reflect positive risk taking.
- To ensure that all Citizens receive written information on Highbury Support Service's procedure for Handling Complaints, Comments and Compliments.

Full details of all Highbury Support Service's Policies & Procedures are available at the registered office. The most recent Care Inspectorate Wales Inspection Report together with Highbury Support Service's Annual Quality Assurance reports will be made available on request.

Section 2 - Location

Highbury Support Services are located in Prestatyn, Denbighshire. The Company operates from one base. The office premises are accessible to all Citizens Monday to Friday 0900 – 1700. The Responsible Individual, Registered Manager and Support Co-ordinator and Support Enhancement Manager are based at the registered office, where an open door policy is in situ to ensure staff and Citizens have access to management at all times.

Services are operated throughout the North Wales regional partnership board.

Section 3 - About the Service

Highbury Support Services provide a service to those who require care and support as defined by The Social Services and Well-being (Wales) Act 2014. Support is provided to Citizens with learning disabilities, mental health issues and / or physical disabilities, who are aged 18 or

over. Highbury Support Services do not provide any nursing related support. Highbury Support Services employ approximately 65 support staff and 8 senior support staff. Recruitment takes place to meet the needs of the service and supported Citizens. Delivered Company support hours vary between 1500 and 2000 a week.

Section 4 – How the service is provided

Highbury Support Services offer domiciliary support to Citizens in the community, in their own homes and within the Company's Activity Centre. A range of service hours can be delivered to meet outcomes extending from 2 to 24 hours per day. The Company can meet personal care needs alongside educational, health and social needs. All support is provided in a person centred manner and all staff receive Person Centred Thinking and Support Training. Positive behavioural support and person centred tools are utilised to ensure skill building, skill maintenance and Person Centred Practice.

The company ensures that Citizen's needs can be met by matching Company and support staffs' skill set, prior to accepting any support package. Initial and ongoing assessments of needs and outcomes are conducted by the Registered Manager, Support Co-ordinator and Support Enhancement Manager. The Registered Manager, Support Co-ordinator and Support Enhancement Manager are trained and have much experience in assessing needs of Citizens and working collaboratively with multi-disciplinary professionals.

Highbury Support Services support Citizens to fulfil their potential and engage in activities that matter to them. This can include community activities, volunteering, being supported to participate in education and developing / maintaining hobbies. Citizens are supported and enabled to be as independent as possible in all areas of life including self-care, finances and self-medication.

Highbury Support Service's staff teams are trained in medication and will support where agreed by Citizens, Service Purchaser and the Registered Manager with all medication needs.

Highbury Support Services ensure Citizens feel they are respected as Individuals and that their identity is recognised and valued. Staff teams receive training to understand cultures and behaviours and are supported to adopt strategies to support Citizens to achieve positive well-being and outcomes.

Healthy life styles are promoted with all Citizens to meet their needs and preferences. Healthy food choices are promoted in addition to staff teams encouraging independent daily living skills. Where Citizens are identified by health professionals, as being at nutritional risk, effective monitoring of nutrition and fluid intake can take place. Where necessary, additional specialist advice is sought to enhance support and well-being. Prescribed treatments and support, including specialist diets and food and drink preparation, is adhered to at all times.

Highbury Support Services Staff teams receive appropriate training to understand cognitive impairment. This includes communication and support strategies to assist in achieving well-being outcomes. To enhance the quality of life for Citizens, Highbury Support Services provides individualised, specific support and intervention to prevent or manage a particular condition or behaviour.

Citizens support needs are reviewed by the management team weekly and formally managed team meetings are facilitated monthly. Citizens, family, friends and advocates are invited to attend monthly team meetings. The Registered Manager is trained as a Person Centred Review Facilitator and ensures that reviews are conducted annually with attendees and venue chosen by the Citizen.

Personal Plans are initiated at primary meetings where information is gathered by the Registered Manager or Support Co-ordinators. Principal information such as, linguistic, cultural and / or religious identities are gathered alongside preferred activities, hobbies and interests. This information is utilised to form a staff team. Highbury Support Services have experience in using electronic communication devices and pictorial communication whilst working in partnership with speech and language specialists to achieve communication potential. Personal plans include detail to enable staff teams to meet the Citizen's care and support needs to achieve the best possible outcomes.

Personal Plans are live documents that are consistently progressed to reflect current situation, outcome achievement and future support needs. Personal Plans are informed by the Citizen, a multi-disciplinary team of professionals and those chosen by Citizens. The plans

detail how Citizens would like to be supported to be physically, mentally and emotionally healthy. All Citizen information is stored in their own homes and securely in the Company's registered office.

Highbury Support Services support people in their preferred manner to maintain family and friend relationships and to establish new relationships within the community.

Education and learning development opportunities are promoted with all supported Citizens in a manner that meets their needs. The Company works closely with local colleges and educational facilities to provide opportunities to develop knowledge and skills. Highbury Support Service Activity Centre delivers the enabling model of support to promote independence.

Changing need is identified quickly by utilising a set team of support staff who are familiar with Citizens needs and demeanour. Changing needs are escalated to the management teams at weekly operations meetings where actions and ownership are delegated to a named manager.

Support teams are implemented around Citizens based on staff matching tools to enhance compatibility. Highbury Support Services ensure the Code of Practice for Social Care is adhered to, to ensure Citizens have control over their everyday lives. All staff teams are trained in safeguarding under the Social Services Well-being Act (Wales) 2014.

All Citizens are issued with a Service Guide on commencement of service. Service Guides are issued in Welsh and English format. An easy read and audio version is available. All Citizens are offered a Welsh speaking key worker, where preferred and all information can be provided in the medium of Welsh. Welsh speaking staff wear a "Cymraeg" badge to ensure they are easily identifiable.

Staff members have an understanding of Makaton and British Sign Language. The Company utilises Person Centred Communication Charts and has extensive experience in using Picture Exchange Communication Systems. Highbury Support Services provide a holistic approach and strive to meet outcomes under the National Outcomes Framework.

The philosophy of Highbury Support Services reflect and promote values that focus on Citizens being at the centre of support services, planning and service delivery. To help achieve this,

the Company has drawn upon the Well Being Act (Wales) 2014 to develop the following Service Values, which will form the basis of Citizen Support:

- Autonomy and independence of personal decision-making, including the assumption of risks as well as responsibilities associated with citizenship, together with Person Centred Planning.
- Outcome achievement, as agreed with Citizens and service purchasers.
- Choice of occupational activities, lifestyle, and the best way to maintain independence, including the opportunity to select independently from a range of options.
- Respect for the intrinsic worth, dignity and individuality of the person and his / her racial and ethnic identity and cultural heritage.
- Participation and integration in society, and in the development of plans, policies and decisions affecting the Citizen's life.
- Fulfilment of personal aspirations and abilities in all aspects of daily life, including the opportunity to develop new skills and knowledge.
- Privacy from unnecessary intrusion and the preservation and safeguarding of confidentiality.
- Equality of opportunity and access to services irrespective of age, race, or ethnic origin, creed, colour, religion, political affiliation, disability or impairments, marital status, parenthood, sexual gender or sexual orientation.

The realisation of these values, together with the level of help and support required to achieve personal goals, will be a unique process for each person – every person is an Individual. However, the value principles remain constant and will provide a sound foundation for the provision of support to all, regardless of personal circumstances and in accordance with the Company's Equal Opportunity Policy.

Section 5 - Services & Duties Which Are Not Undertaken:

Activities NOT to be undertaken by Support Staff are defined in policy and form an integral part of the Staff Induction Training Programme.

Section 6 - Arrangements for Continuity of Support:

In the event that unforeseen circumstances interrupt or prevent support visits to a Citizen, the Company has procedures to effectively ensure continuity of support. This may apply to the following circumstances:

- Where the Citizen has requested a change in Support Worker.
- When a Support Worker fails to keep a support session.
- When the Citizen cancels a support session.
- Cancellation of the Support Service will at all times be respected.

Section 7 - Vulnerability & Protection of Support Staff:

The Company recognises the potential safety implications to Support Staff when travelling / working alone. Highbury Support Services ensure risk is minimised by electronic monitoring and robust risk assessments.

Section 8 - Vulnerability & Protection of Citizens:

The Company recognises and appreciates the vulnerability of its Citizens and the need to ensure that their welfare and safety is protected. Highbury Support Services implement staff training, Citizen informed risk assessments and collaborative working to ensure Citizen safety.

Section 9 - Safeguarding Citizens' Personal Property:

All support staff undergo robust security checks in line with the Company recruitment policy.

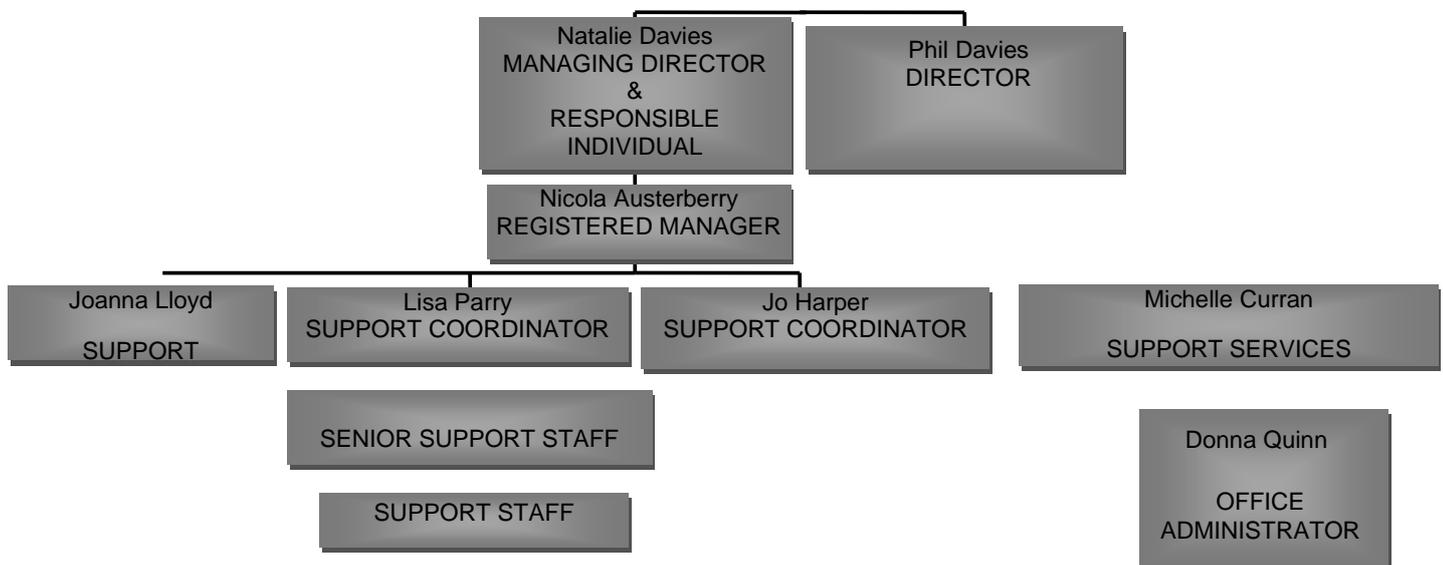
Section 10 - Fees & Charges:

The fee rates for services provided are as follows:

- 24 Hour, Hourly Rate
Hourly Rate: As agreed with Service Purchaser.
- Bank Holidays and Public Holidays will be charged at double the hourly rate.
- Each visit may be subject to an additional mileage charge, as agreed by the Service Purchaser.

Hours of support will be varied to meet Citizen's outcomes.

Section 11 – Staffing



Highbury Support Services employ a Support Co-ordinator and Support Enhancement Manager to assist the Registered Manager in the running of the Company. Management have over 35 years' combined management experience within the Company. Management hold QCF L5 in Health and Social Care and are qualified trainers.

Management are highly trained to include but not limited to the following subjects:

- Supervision, Performance Management and Appraisal
- QCF L5 Health and Social Care
- IOSH
- Train the Trainer
- Motivation / Change Management
- Recruitment Process
- Handling Disciplinary Process
- Managing Sickness
- Assessing Support Needs
- Person Centred Planning

Highbury Support Services employ direct support staff, eight of whom are Senior Support Workers. All Senior Support Workers hold or are working towards NVQ (QCF) L2 and L3 in Health and Social Care. Senior Support Workers lead a team of support staff and are named as key contacts for Citizens.

All staff are highly trained to include but not limited to the following subjects:

- Confidentiality
- Person Centred Support
- Dignity and Respect
- Equality and Diversity
- Managing Challenging Behaviour
- Culture and Religion
- Safeguarding
- Health and Safety
- Administration of Medication
- First Aid
- CoSHH
- Infection Control
- Moving and Handling
- Mental Capacity
- Deprivation of Liberties
- Financial Management

Highbury Support Services management and staff teams provide specialist support in:

- Epilepsy
- Autistic Spectrum Disorders
- Progression Skills
- Mental Health Issues
- Physical Disabilities
- Active Support
- Positive Behavioural Support

- Learning Disabilities

All Staff hold valid Disclosure and Barring Service checks, have two references on file and complete full Company Induction. Recruitment is governed by Citizen need and staffing levels reflect support hours delivered. All staff attend supervision sessions twelve weekly in addition to their annual appraisal. Citizens are encourage to participate in the supervision and appraisal of staff. Highbury Support Services operate an open door policy to allow staff access to management when needed.

Company Induction reflects the All Wales Induction Framework for Health and Social Care.

The Company retains a complete record of all qualifications, credentials and experience gained for each staff member. These records can be found in staff files and are retained at the registered office. They are of limited access for reasons of confidentiality and security. All Support Workers are offered and encouraged to complete QCF Level 2/3/4 in Health and Social Care and to continue their professional development. All staff are working towards a qualification and will be on the Social Care Wales Domiciliary care worker register by 2020.

Section 12 - Governance

A formal process is in situ to seek the views, suggestions and opinions of Citizens regarding the quality of the support provided by the Company. Six monthly questionnaires are distributed to all stakeholders. Data is then collated, reports written and lessons learnt are published annually to provide feedback to stakeholders. The results of all questionnaire surveys are reviewed on a formal basis with a view to ensure continuous quality improvement.

Highbury Support Service classify and collate the following information to ensure ongoing improvement:

- Compliments – positive input regarding aspects of the Support Service.
- Comments – still positive, but possible scope for improvement.
- Concerns – negative feedback where action may be required to address a problem.
- Complaints – serious concerns requiring formal action.

Formal processes are in situ for the management and handling of complaints. This is documented in a policy and is issued to all Citizens on an annual basis. The policy provides for appropriate investigation and a timely response to any arising issues. Each Citizen / Service Purchaser is provided with a copy of the Company's Management of Complaints Policy, which contains the full contact address and telephone number for Care Inspectorate Wales.

Highbury Support Service implement strict lines of management, governance and audit responsibility. The Responsible Individual attends weekly operations meetings to ensure the smooth running of the Company and address any pending issues.

The Responsible Individual and Registered Manager attend four Annual Provider Meetings with commissioners to keep abreast of new ideas and current sector needs.

The Responsible Individual carries out quarterly audits to include:

- Quality of Service
- Health and Safety
- Staff Morale
- Financial Stability

The Registered Manager carries out quarterly audits to include:

- Staff Well-being
- Citizen Well-being
- Safety of Citizens Homes
- Safety of Business Premises
- Policies and Procedures
- Security of Data
- Citizen Progression / Outcome Achievement
- Citizen Voice, Choice and Control
- Training and Development of Workforce
- Duty of Candour

Section 13 - Management of Shift Rota Patterns & Time Sheets:

Full records of staff working hours are retained at the registered office.

Each Support Worker is issued with a Weekly Time Sheet, which is completed on a daily basis with details of hours worked per day. Time sheets are collated at the registered office for purpose of logging hours worked and as a basis for invoicing. Supported Citizen / Representatives will be required to sign the Support Workers time sheet.

Section 14 - Insurance Cover:

The Company has insurance cover for the following:

- Employers Liability – £10,000,000
- Public and Products Liability – £10,000,000
- Professional Indemnity - £10,000,000

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The Statement of Purpose will be reviewed at least annually & updated as necessary.