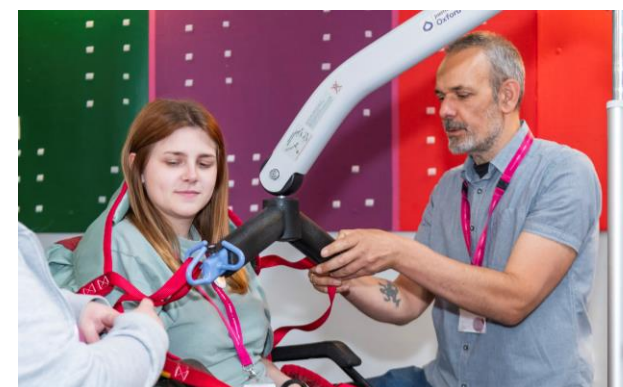


# Annual Report 2023-24



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# Welcome

**#togetherwecan** was so important coming out of the pandemic years, we needed to be there for our customers, their families and each other. 2023 was much brighter and it was wonderful that we were able to come together over the summer months in a series of magenta celebrations to mark our ten years. We celebrated in style.

Things also felt calmer and steadier and steady felt good (!) after those turbulent and uncertain times. There is never a dull moment in the world of social and health care and there were challenges, both economic and logistical, but together, we have been strong enough to navigate them.

We were predicting a difficult fiscal year, however, with most of our wonderful customers returning we once again finished the year in a positive financial position. This will enable us to reinvest back into our services and care estate going forward.

We are transforming to a digitally mature organisation, and we want to invest in our buildings to ensure that our customers have bright, welcoming environments to come to and our colleagues to work in.

We have reaffirmed our group purpose, mission and values to ensure that we are aligned with our new shareholders (Norfolk County Council) ambitions, and we are writing our next 5-year strategy, to shape and take us forward.

Together we are confident that the Independence Matters Group can continue to achieve great outcomes for our customers and their families and that is why we exist.

We are here *because we care* to support people to *live the life they choose* and to elevate the moments that matter in life.



**Karen Hester**  
Chair



**Sarah Stock**  
Managing Director

I Matter  
Choice Matters  
Carers Matter  
Colleagues Matter  
Excellent Support Matters

Independence  
Matters



Home Support  
Matters



NORFOLK INDUSTRIES  
FOR DISABLED PEOPLE  
Part of Independence Matters

# Company Board



## Our Group Strategy 2025-2030

The Company Board are pleased to announce that we will be launching our new 5-year strategy, The Future Matters, in April 2025.

We believe that the group and our two care companies are still relevant within the Norfolk and Suffolk care market and are delivering quality support that aligns to our Norfolk County Council shareholder ambitions.

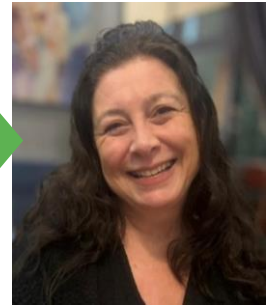


## Changes to our Company Board and Senior Leadership Team

We have seen members of the Company Board and Senior Leadership Team move on or retire.

When change and succession planning is handled well, it is always an opportunity to bring in new energy, fresh ideas and positive challenge to the way we do things.

Zaliha Williamson joins Group Board as Chief Finance Officer and Company Secretary



Louise Sturman steps down from her IM Board position to focus on her new role as IM Care Delivery Director



Lorraine Nuccoll joins the IM Board as Colleagues Director



Sylvia Barrett-Jones celebrates 10 years on the Independence Matters Board



# Financial Performance

2023-2024 continued to be a challenging year requiring careful cost management whilst continuing to deliver a high standard of care. Recruiting and retaining colleagues continued to be our biggest challenge, balancing pay inflation pressures with the need to ensure future sustainability.

## The BIG numbers

The year ended with a surplus of **£0.49M** in part due to the delay in implementing some of the digital transformation plans. The Group ended the year with healthy reserves of **£3.75M** with **£4.1** in cash at bank.

## 100 days in...

Having recently joined the Group I'm enjoying learning about the care sector.

It certainly has its challenges, and it is obvious major financial pressures exist within the sector, but with people clearly at the heart of the company you cannot help but be impressed by the dedication of all our colleagues to deliver a quality service.

A new five-year financial plan and even more detailed focus on our financial management by service will be key to take us forwards and

ensure we can navigate the pressures, deliver the service and invest.

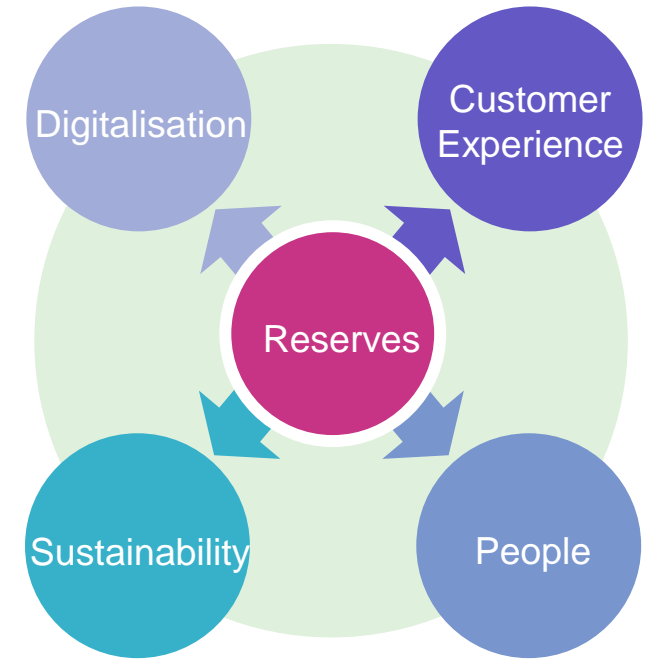
We are excited about building on the existing valuable relationship with NCC, being the main commissioner of IM Group services, working collaboratively in partnership to determine the new delivery and financial models of the future.

## Reinvestment is key...

As Community Interest Companies, people are at the heart of all Independence Matters and Home Support Matters.

The Group is locally based and has the clear and unequivocal intention to reinvest all profits into services to deliver continual improvement.

The **reserves plan** has a clear focus on investment in the care estate, digitally enabling the organisation and investing in people (both skills and remuneration). All this focused on one purpose; to provide even better services to our customers.



*One purpose ; to provide even better services to our customers*

# A Digitally Enabled Organisation

Our Digital team is slowly evolving as we align the demand and needs of the organisation. Tejiri Adebawojo has joined us as a Business Analyst and will be helping both companies define and document our requirements and needs for the future workforce management and digital care solutions.

And to ensure we can help and support the IM teams; Andrea Waring has also joined in a role of IT Administrator aiding user access and onboarding.

As the organisation needs change, the team will continue to evolve always focusing on how we can improve.

## Digital Foundations

This year has focused on laying the foundations for us to become a digitally enabled organisation, ensuring our contracts, partners and services are aligned to our needs.

We have continued to migrate our files and primary services into the 'cloud', providing

easier and wider access to our files and information via SharePoint and Teams and we hope to have all services working in a cloud first solution by the end of 2024. With a 4-year digital strategy, this is just the start of some exciting changes coming.

## Simplification

While we increase access to digital services, we continue to bring changes to how everyone logs into our platforms as we continue to migrate access via a single account to simplify login and accessibility.

Email, ESS (HR), myOracle (Payroll), Teams and SharePoint can now all be accessed under a single account; with Access (LMS) following soon.

## Digital Accessibility For All

Within IM, the first of our dedicated digital workspaces have been set up at Dereham and Holt Community Hubs.

These provide colleagues with greater access to our digital platforms and, combined



with provisioning of mobile devices to all colleagues in the service, ensure every colleague, regardless of role, can utilise current and future digital services.

Over the next year, these workspaces and device accessibility solutions will be expanded across the organisation, ensuring all colleagues have the tools and availability of accessing our core services.

# IM Services 2023-24

## Service Figures

Our **Learning Disability Community Hubs** continued to see a trend in the complexity of support customers require. Together with our **Dementia Care Community Hubs** our day services supported a total of **449** customers.

Our **Respite / Replacement Care** service has seen overall occupancy levels remain consistent, **23%** of the occupancy has been for emergency support requests, and we expect this to increase in the future. We are looking at one of our lodges providing facilities for bariatric customers.

Requests for support from **Personal Assistant / Floating Support** increased on the previous year with **142** customers being supported at the year end.

**Supported Living** continues to support **40** individual tenants to live in their own homes.



### King's Lynn Hubs have a caretaker

Evan Reid, who likes to be known as Tony, has been appointed as Caretaker to manage maintenance and health and safety compliance across our 4 King's Lynn Hub sites, Respite Care Lodge and Supported Living.

Tony has been warmly welcomed by all colleagues. He brings many years of experience to the role, and there is a definite change visually when visiting sites as he undertakes the long list of little jobs.

### All change for our Norwich Hubs

Following the sudden closure of our Ipswich Road Hub customers and colleagues moved to merge with Sprowston Community Hub. Bringing the teams together was a challenge, but colleagues supported each other through the difficulties and focused on the positives, supporting customers to settle into the new environment and find new routines.

After briefly moving to Sprowston, our Harford Hill service relocated to Grays Fair Court in Costessey with a new name: Norwich Dementia Community Hub. The service remained open for business throughout, with the same dedicated team who continue to provide the most amazing support to both new and existing customers.



# Further rollout of our branding

Reception areas in our **King's Lynn Hubs** and our three **Replacement Care Lodges** received a makeover with fresh paintwork and installation of our **'life you choose'** branding.



*A bright, fresh look, that keeps the home from home feel that's so important to our customers!*

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# Healthy eating

Cafes and cookery groups provide learning opportunities for customers at our Community Hubs, supporting independent living skills and promoting healthy eating habits.

## Hub cafes back in business

This year it's been lovely to see our Hub cafes getting properly back to business. Both Attleborough's Platform Café and Dereham's Daisy's Café are open three days a week. Customers are actively involved in their day to day running, including kitchen hygiene. Everyone at Daisy's was immensely proud when it received a five-star Food Hygiene Rating from Breckland Council.



## Cooking groups

Sprowston and Attleborough are just two of our Community Hubs whose cookery groups have really taken off this year.



Customers are involved in the whole process of making a meal, from menu planning, to purchasing ingredients, food preparation and safely using the oven. Once each meal is cooked, it is lovely to all sit down together for lunch and a chat.

## Growing our own

Horticulture groups continue to thrive with customers successfully growing produce on site in our Hubs' grounds.

This year Great Yarmouth Hub customers have been able to grow vegetables out of wooden planters, specially made by their skilled Caretaker AJ. Despite some poor weather, they had a good crop with produce being taken home and used in the cooking group.

Alongside fruit and veg, Dereham Hub grows an abundance of apples. A retired colleague is now maintaining the orchard, ensuring the trees are good for many more years of fruit bearing! Their produce is used in Daisy's Café, sold to visitors and colleagues, and made into chutney for sale in the Hub shop.



# Volunteering opportunities

We love it when our customers develop the skills and confidence to seek work opportunities in the community and are hugely proud of those who have secured voluntary roles.

## Priscilla Bacon charity shop

Customer Jason volunteers at the Priscilla Bacon charity shop in Bowthorpe. Our Personal Assistant Support (North) team supported him to successfully complete the compulsory learning needed for the role which was done online via the NHS portal.



## Harbour Radio

Inspirational Personal Assistant Support (East) customer Bailey is part of the team at Great Yarmouth local radio station, Harbour Radio. The volunteering opportunity came following a chance meeting which led to an invitation to do a 4-week trial at the station.

Having started off making tea for the presenters and staff, he is now putting together the playlists for their mid-week show and has his very own 'Baileys Playlist' jingle used when the programme starts!

## Coastal Communities Supermarket

Holt Community Hub customers Heather, Steven and Daniel have been volunteering with the Coastal Communities Supermarket, a mobile low-cost supermarket that supports access to affordable, healthy food in the local area.



The work covers a wide range of skills and tasks including customer service, dealing with money and stock control.

Learning 'on the job' can be challenging but the customers have received brilliant feedback from the supermarket who are seeing each customer's confidence grow as their skill levels rise.

# Visitors are always welcome!

Visitors of all types help us to connect with the wider community and provide customers with experiences and opportunities that enrich their lives.



## We love doing the maths

Customers across our Community Hubs have been improving their numeracy skills with the help of the Multiply project. Taster sessions included dice bingo, higher and lower using giant playing cards, and other fun activities. The sessions were very well received, and everyone is keen to sign up for more.

## Helping wildlife with the National Trust

The TAPS wildlife group at Dereham Community Hub welcomed National Trust ranger Ben to visit and talk about his work. Customers are now supporting the Trust by making 'decoy' birds which help little terns nest safely on the north Norfolk coast and are looking forward to a guided tour of Blakeney Point with an opportunity to visit the seals on another trip.



## Therapy on four legs

It's not just the human visitors that make a difference! Dogs Larry and Biffy, and party pony Tinkerbelle, are just some of the furry friends that visited and brought enjoyment and engagement to customers across our Community Hub services this year.



## New team brings a fresh outlook

A new leadership team at our Replacement Care (Respite) Services is 'working as one' to bring a unified approach across the county.



Service managers Jack Anthony-Knell (Faro Lodge), Kizzy Wheeler (Pine Lodge), and Ashley Bright (Church Green Lodge), each bring extensive knowledge and experience to their roles.

Working together as one team has enabled them to improve referral times, support a greater number of regular and emergency respite requests, improved our emergency

response times, and improved consistency by standardising processes across the whole of our respite service.

### Replacement Care success stories

Nigel came to Faro Lodge after he became unable to cope alone at home. Initially very resistant to support, he was unable to get out of bed and struggled to walk. Over time, we got Nigel to trust us and supported him to get back on his feet.

We continued to advocate for and support Nigel until eventually he was able to return to his flat back in the community. He made lots of friends at Faro and continues to stay in touch. He calls us weekly to share his jokes that he has made up.



Ann came to Pine Lodge as an emergency placement after experiencing devastating changes to her circumstances. After some weeks she spent a weekend at Church Green Lodge in Sprowston and it was immediately clear that the location was a better match for her needs.



Supporting people in a person-centred way is at the heart of what we do and our priority was to arrange the best outcome for Ann's wellbeing.

Together, our service managers arranged for Ann to move across to Church Green Lodge where she is enjoying spending time at nearby Sprowston Hub, helping out in the café and making new friends.

# Support in your own home

Our Supported Living continues to support 40 individual tenants to live in their own homes.



## Sharon's big move is a huge success

Moving to our Long Stratton Supported Living, after receiving support from our South PAS team, has been a big success for Sharon. She enjoys being part of her local community and loves tending to her very own garden.

Being able to bring Smokey her cat with her was the icing on the cake: "I've had her since a kitten, she is about 19 and loves to sleep by my head, she means everything to me."



## Leaving home at sixty-three!

Trudie moved to our King's Lynn Supported Living at the age of 63 after living her entire life with her mum. It was a daunting prospect but turned out to be the best decision. She has found a new home, a new community, and, most importantly, a new sense of self.

One of the most remarkable aspects of Trudie's journey has been the way she has embraced her newfound independence. With more control over her daily life, she has relished the opportunity to make decisions about everything from her daily routine to her diet which has had a profound impact on her wellbeing.

Trudie embarked on a weight loss journey that has seen her shed over two stone in six months. This achievement has improved her health and boosted her confidence, adding to the overall sense of empowerment she now feels.

Trudie's story is a powerful reminder that it's never too late to make a change and seek independence.



## Leading a more independent life

Our Long Stratton Supported Living is very proud of the progress made by Jay on his journey to greater independence. He now visits the gym regularly, can travel in his wider community and go shopping in Tesco. What's more, he has recently enrolled in a course at Norwich City College which starts in October.

# Working Together Groups

There have been some amazing achievements and opportunities for people in the Working Together Groups (WTG) over the past year.

Customer Massimo continues to support the Company Induction and customer Braedon has joined the Training Team, using his skills and knowledge to deliver First Aid Training to colleagues and customers.

We are getting lots of compliments for all the work we do in co-producing easy read documents which is making information easy to understand using pictures and plain text.

Another achievement has been designing our new logo, ID badges and lanyards.

The 'hands' represent working together and the rainbow lanyard will show people that we are inclusive of everyone

We now all wear our badges with pride!



## Transforming the way people feel

Maria is incredibly proud of customer Ben as she has seen a really big difference in his confidence. Ben would rarely speak at the WTG meetings but now feels empowered to run the meetings, read the agenda and the meeting notes for people.

Ben has become assertive within the group by making sure everyone is ready and on time at the start of the meeting. Brilliant Ben, it's great to be working alongside you

## Board success for Rachael

Customer Rachael set herself the challenge of becoming a board member for 'Making It Real' (MIR) who are also passionate about co-production.

She applied for the role and was invited for interview, then identifying that she would benefit from some interview skills coaching, she worked together with Maria to achieve this.

Rachael had her interview and got the job! This is an exceptional success for her, and she looks forward to representing the WTG's on the MIR board. Congratulations Rachael!



## A new process to help us look after our money

We have recently been working on a process that is to be followed when we want to spend money in our Amenities Funds.

We came up with a form to check that our rules are being followed. We are now fully in control of the money and have started auditing these funds within services.



## Celebrating Co-production Week

WTG's joined other providers and services at an event to celebrate Co-production Week. We networked with other people and organisations and talked to visitors about all the things we do. We were very proud to show off our new 'Supporting Co-Production' display banner featuring our new logo!



## What an achievement!

The WTG's worked in partnership with the Assist Trust to constructively challenge the inequalities of the restrictions placed on the Disabled Persons Bus Pass. We filled in surveys about how these limitations affects us.

As a result of our feedback, along with others, the restrictions have been removed and disabled residents of Norfolk can now travel for free on the buses at any time of day.





## Happy, Healthy and Safe

We held a stall at the 'Happy, Healthy and Safe' event hosted by Opening Doors. We talked to the public about how to stay safe and we put on an activity about what is safe and what is not safe, in and outside of the home.

Lots of people came to look at and talk to us about our work. It was a really good way of showcasing all the great work we do.


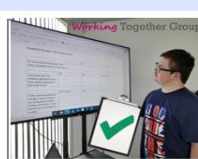




## Working Together for change

A small Working Together committee has been formed to talk about and implement a positive new approach to our County Working Together Board.

The Board will have a new structure which will create expenses paid opportunities for up to three customers. Everyone on the Board will be equally represented and we are very excited about this new development

### This is how we are going to do it ...

	
<p>We will share good news stories and other things that have been done well, these are sometimes called <b>achievements or outcomes</b></p>	<p>We will tell the County Board about all the good things that the Working Together Groups (WTGs) have been doing</p>
	
<p>We will tell the group about any concerns or worries. The Head of Services (HoS) will use this information to take to <b>commissioners</b>.</p>	<p>Commissioners are people that pay for services. The HoS will see if things are happening a lot. This is called mapping trends</p>



# Norfolk Industries



1387  
chewy tubes

399,700  
bags of bedding

10,700  
Compressed  
bales

4458  
bales



## National Award recognition

Norfolk Industries proudly received a Highly Commended at the 2024 National Learning Disabilities & Autism Awards in the Employer of People with a Disability category.

The award looks for a business or charity that demonstrates true values of respect, equality and accessibility for their employees who have a learning disability and / or autism. The judges said that Norfolk Industries “stand as a shining example of inclusivity and take an approach many can seek to learn from”.

## New product deal with Pets at Home

We have been supplying Pets at Home for over 14 years, they are our main customer and generate 62% of our income.

They currently stock three of our products, and we have negotiated for a fourth, our Compressed Bales, to be sold in their stores across the UK. This is a major project for us requiring significant investment in our machinery to meet the increased output. We are looking to secure a five-year commitment and in-store marketing opportunities as part of the deal.



## Vital Pet Group relationship grows

Our relationship with online trade retailer Vital Pet Group continues to grow with a marketing agreement to promote our own NIPD-branded products across their online platforms over the summer months.

## Investing in our business

We invested in new equipment, including air benches in the enclosure to reduce dust and support the health & safety of our workforce. We also replaced the surface on our forecourt which has been much appreciated by delivery drivers and colleagues.



## Floating Support team

We welcomed the Floating Support team into our office space at the factory, following the closure of their office at our Ipswich Road site.



## 2024 customer satisfaction survey

Our survey asked our fabulous pet customers for their feedback. This is what they said.

**Over 83%**

of respondents said we didn't need to do anything to improve our service

**100%**

of respondents said they'd recommend our products

**100%**

of respondents said the quality of our products was high or very high

**100%**

of respondents said they enjoyed doing business with us as a brand

**Over 83%**

of respondents said they were VERY likely to buy our products again (100% said they would buy again)

**Over 83%**

of respondents said our products offered above average or excellent value for money

# Quality and Training

## Positive Behaviour Support course

To increase support and implementation of Positive Behaviour Support (PBS) plans for customers, colleagues across IM are completing PBS Equipped and Functional Assessment courses.

A PBS working party has been set up and has been working with the PBS Cooperative to develop the system side implementation of PBS. This has resulted in positive changes to our PBS plan, assessment procedures and a clear internal system where services can request additional PBS support when needed.



## New Quality Practitioner Apprenticeship

Quality Assurance Officer, Lauren Buckle, started the Quality Practitioner Apprenticeship. This will provide additional support to us and assist us in developing our internal quality practices and governance systems.

## CQC 'Quality statements'

We have adapted our internal audit to align with CQC's 'Quality statements' which our services now being checked against. Alongside the 5 key questions, these say what services should be doing to give good care and support to people.

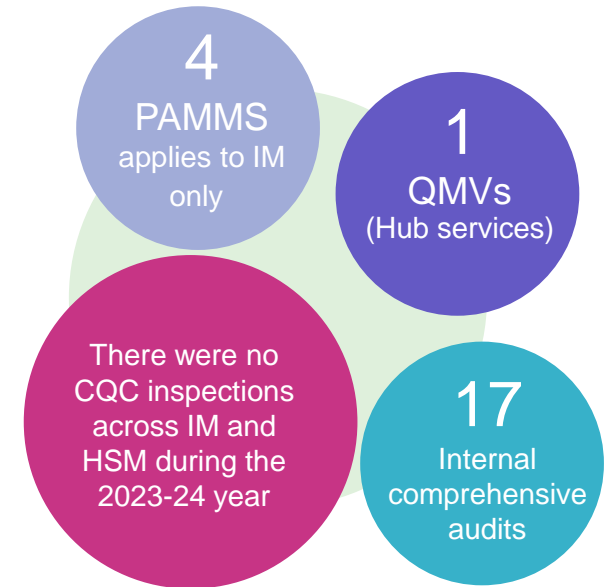


Aligning with the statements will help services understand them and the importance of gathering evidence to showcase the excellent care and support given to customers.

## Quality of Life Tool – 17 Questions

This tool is now being used by CQC when inspecting our services. Its purpose is to improve CQC's ability to 'consistently identify and take appropriate regulatory action in

services that fail or are failing to meet the needs, aspirations and skills development of people with a learning disability and / or autistic people'.



## Health & Safety Assistant joins the team

We welcomed Andrew Griffin (below left) to the Training & Quality team in December. With a focus on supporting colleagues with health & safety, he has made a big impact in a short time and is a valued addition to the team.

Andrew has built a strong and trusted relationship with Norse and is helping managers to raise and chase through work orders.

He is supporting caretakers to have the right tools for the job and link together as a peer group. Going forward, he will be auditing the moving and assisting equipment in IM and working on the safety culture.



## New induction video

We've been making a video to showcase what we do across Independence Matters which will be shown to new colleagues on their induction day.

Filming took place at Crossroads and Dereham Community Hubs and Pine Lodge, as well as out and about in Attleborough with PAS South. The film crew really enjoyed spending time with our customers and colleagues.

## Case study for the workforce strategy

We were asked by Skills for Care to be a case study of good practice in Training and Development, for inclusion in the new workforce strategy for adult social care. We were able to highlight the ways we support

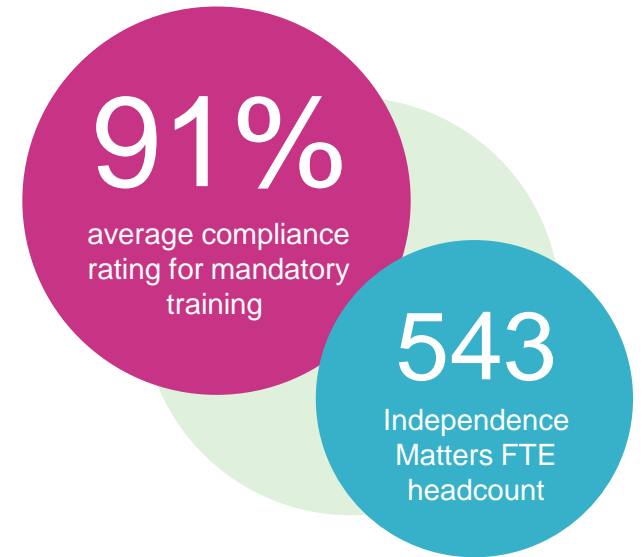
the business and some of the innovative methods we are working on to enhance the training we provide, such as an AI programme to help with MAR Charts.

## Proud to be Norfolk Care Awards finalists!

The Team picked up a Highly Commended at the Norfolk Care Awards having made it to the final three in the Learning & Development category.

The award recognises a team who can demonstrate their focus on excellence in training and development of colleagues.

Whilst we might not have won on the night, the team are true winners every day as individuals and together as a strong team.



# Colleagues Matter



## New HR Trainee role

When our Senior HR Support Officer accepted a promotion with another organisation, we took the opportunity to create a new HR Trainee role using apprenticeship levy funding.

Emily Lloyd, a former Support Worker at our Attleborough Hub, joined the team in October. She is thriving in the role and making the most of her learning opportunity having passed all her written assignments first time.

We feel this is a great success story and demonstrates how apprenticeship schemes can enable existing employees flourish in new careers while retaining knowledge within the company.

## Inclusive people skills toolkit

A new suite of management training has been rolled out to ensure managers across Independence Matters are equipped with the people skills and knowledge they need. HR Advisor Clare Harper took the lead on this project, which is delivered by the whole HR team.

In addition to the above a series of Equality, Diversity and Inclusion (EDI) workshops have been run covering Active Listening, Psychological Safety and Unconscious Bias.

## Applicant Tracking System (ATS)

The introduction of our applicant tracking system (ATS) and use of analytics has enabled us to take a targeted approach to recruitment across Independence Matters. This has generated an increase in applications and successful appointments.



## Recruitment

In 2023-24 we posted **89** vacancies, received **6463** applications, offered **339** interviews, made **128** job offers and welcomed **106** new starters! Alongside this we initiated **291** DBS checks (both new and rechecks).

Looking ahead HR will continue to explore ways of increasing employee engagement, streamline processes and support our colleagues to deliver excellent services on the frontline. With a low turnover rate of **1.4%** we believe we already have a good foundation to build upon.

# We shine at the Care Awards



We were super proud to have three award finalists at the 2024 Norfolk Care Awards.



**Jack Anthony-Knell**  
(Motivational Leader / Manager award)

**The Training & Quality Team**  
(Learning and Development award)

**Maria Bond**  
(Collaboration / Co-production in Care award)

Finalists and guests, including team members and customers, attended the ceremony at Sprowston Manor on 6th June.

## A very worthy winner!

Massive congratulations go to Jack who won the Motivational Leader / Manager award in well-deserved recognition of the impact he has made at our Faro Lodge service.



## Highly Commended

Our other two deserving finalists, the T&Q team (above), and Maria with customers from the WTG (below) each received Highly Commended awards to recognise their achievements. (Both photos reproduced courtesy of NorCA).



# Serious about Co-production

**Our Working Together event provides an opportunity for customers to shine!**

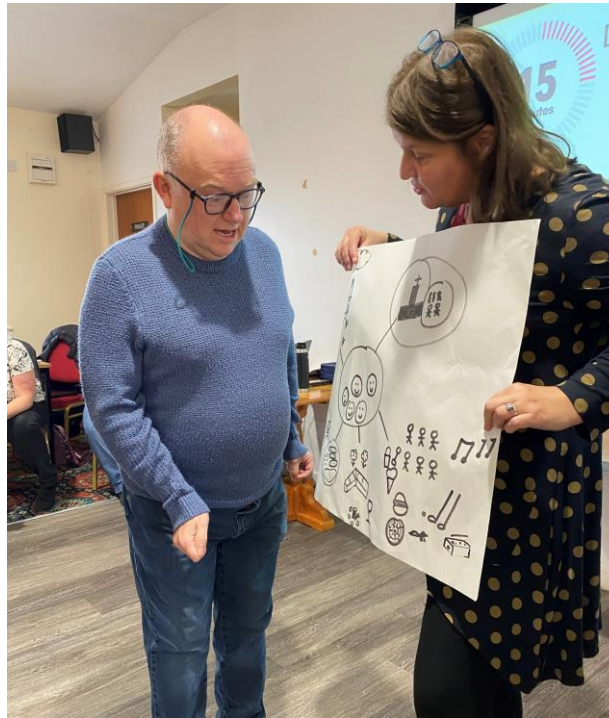
Our first annual Working Together event brought together customers, colleagues and invited guests.

Co-produced by the Colleagues Advisory Board and the Working Together groups, it succeeded in its aim of bringing people together and demonstrating our commitment to co-production.



The event was hosted by customers, Braedon, Stephen, George, Rachael and Zoe who absolutely shone as they stood up in front of an audience of over 50 people.

Presenting together and individually they talked about why working together is important to them, with a strong emphasis on having their voices heard and feeling valued and respected.



Attendees were invited to take part in a customer-led 'Easy Read' activity to show people how difficult this is and how hard people work to create these documents. The exercise got people thinking, engaging and 'working together' with everyone ultimately agreeing that there is 'nothing easy about easy read!'

It was lovely to be able to bring lots of familiar faces together in one room for the day and we are already looking forward to planning next year's event!



# Colleagues Advisory Board



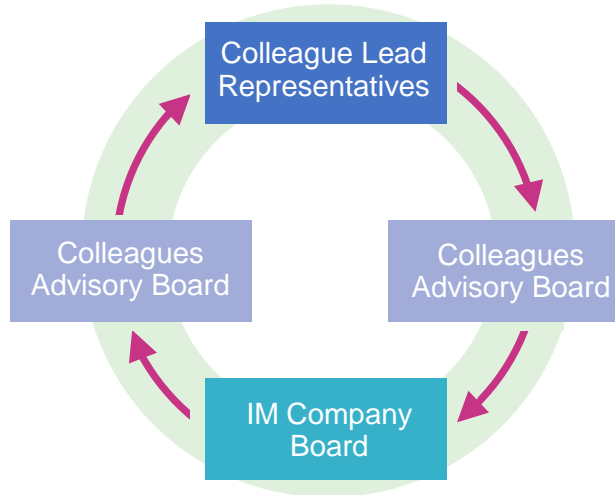
## Lorraine joins the Company Board

Colleagues Advisory Board (CAB) member Lorraine Nuccoll (above right) was nominated as Colleagues Non-Executive Director in 2024. This position acts as a link between colleagues and the Company Board, reporting on things that matter to colleagues, and communicating important, appropriate information back to colleagues through the CAB.

Lorraine, who has been a CAB member since 2020, is very pleased to have been nominated and is already making a valuable contribution to the business.

## Your voice (still) matters!

The CAB was set up in 2014 with the aim of giving all colleagues a space to feel heard and feel confident that their ideas, concerns and questions would be listened to and worked through together.



**10 years later** and we continue to do just that. This year we've discussed and answered a wide range of colleagues' questions.

These have covered a broad range of topics from the pay award, to clarity about the dress code, how fund-raising and donations are dealt with, carbon reduction, flexible working, Universal Credit, and more!

## CAB guest speakers

The CAB regularly invites Working Together Co-Ordinator Maria, and members of the HR and Digital teams, to their meetings.

Guests give updates on the work they are doing, explain decisions and reasons for decisions, so that this information can be cascaded to all colleagues across the business.





# We're here because we care



## Home Support Matters

We're here because we care

### Survey results are outstanding

Our annual survey results delivered outstanding feedback, reflecting significant improvements and a high level of satisfaction across various aspects of the Home Support Matters (HSM) operation.

The aim of the survey was to evaluate our performance and identify areas for continued growth and enhancement.

It was completed by customers, colleagues and professional partners, and to receive such positive feedback affirms that our strategies are effectively aligned and meet the expectations and needs of all three groups.

### Principal Provider Contract implemented successfully

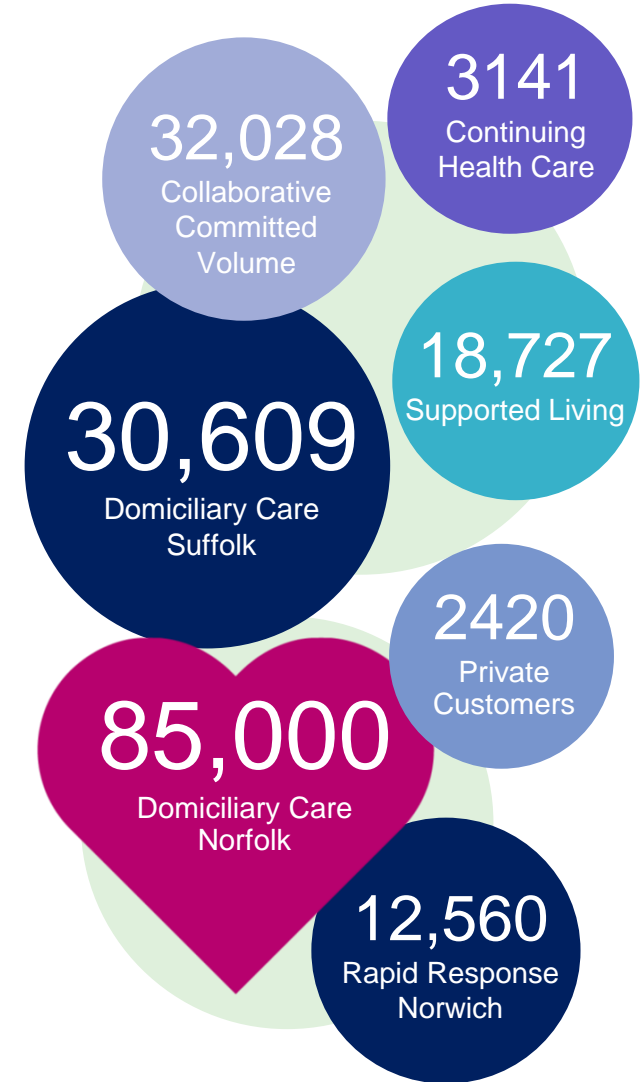
The implementation of the Principal Provider Contract was made possible by a focused and dedicated effort from the entire HSM team, with support from a few IM colleagues along the way.

This successful implementation not only achieved all timelines and goals set, but it also provides HSM with a solid foundation for the future.

### Changes to our management structure

We successfully introduced a new operational management structure which saw Kelly Allen promoted to Operations Manager and Jess Wilson joining the team as the new CQC Registered Manager.

With the Care Delivery Director remaining at the helm this new structure lays strong foundations for future growth and innovation.



## Proportionate care agency review pilot

HSM took part in NCC's relaunch of the proportionate care agency review pilot. This 'Trusted Assessor' work is now managed under NCC's Social Care Reform (SCR) programme.

The pilot aimed to enable the customer review process to be carried out by a member of the HSM Field Care Supervisor team to release capacity back into the domiciliary care market, making timely changes to their care provision, whilst at the same time helping to strengthen the relationships we have with our customers.



## Strengthening local community ties

Our training and development coaches were invited to deliver Dementia Awareness training to first and second year NVQ Health and Social Care students at East Norfolk Sixth Form College.

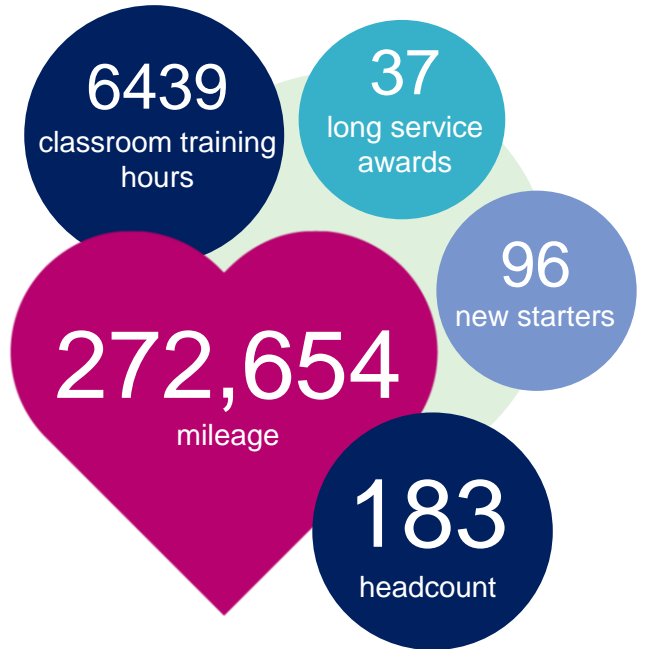
Recognising this strategic approach in supporting our local college promotes and encourages local students to consider a career in health & social care and through the training program leads to the development of a well-trained local workforce, reducing the need to recruit from outside the local community.



## Quality Team take to the road

Members of our Quality Team hosted four roadshow events across Waveney and Norfolk, inviting customers, their next of kin, and advocates to pop along to a local venue for a chat, tea and cake.

Members of the Co-ordination Team also attended the events to meet with the customers they speak to regularly on the phone but rarely have the opportunity to meet face to face. The events were well attended and received excellent customer feedback.



# HSM colleagues matter



## Keeping it in the family

Ian Rigg joined HSM as a Community Care Worker in 2020 and was promoted to Field Care Supervisor after gaining experience, alongside his social work degree.

Ian's daughters, Beth and Olivia, are care workers who also work for HSM. Beth is currently on maternity leave. She is looking forward to returning to her role when baby Arthur is a little older – but he is already lined up to follow the family footsteps!

Olivia joined HSM straight after her 18th birthday and really enjoys her role, stating no two days are the same and she quickly learnt a lot from her supportive colleagues in the field who have a wealth of experience that they are willing to share.

Olivia says: "My dad is hugely supportive, as is everyone in the office team. I'm very proud and honoured to have been awarded Colleague of the Month, as I haven't been with HSM for very long, but I love the work and look forward to gaining further experience in the future."

Ian says "It is lovely working with family in a supportive and friendly environment at HSM. I am proud of Olivia for recently being awarded Colleague of the Month in the Rising Star category, I love hearing how well she is getting on and progressing in her care worker journey."

*Dad is hugely supportive, as is everyone in the office team*

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## Training for success

Nurse practitioner Kerry Rey has completed many Delegated Healthcare Activity training sessions during the past year.

Altogether she has trained 120 care workers ensuring we continue to adhere to best practice and local protocols whilst highlighting the importance of a person-centred approach and putting the customer at the heart of decision making.



## HR development grant success

Sara Basey-Fisher, HSM's wonderful HR Advisor, was successful in obtaining a £19,000 grant from Suffolk County Council to complete the Level 7 Senior People Professional Apprenticeship to include CIPD level 7.



## Taking Pride in our logo!

We commissioned a special rainbow version of our logo to display during LGBT+ Pride Month supporting our core values of celebrating and encouraging diversity.



**Home Support Matters**

We're here because we care

## Road race duo achieve 10k goal

HSM customer Simon and support worker Felix completed the Norwich City Community Sports Foundation's 'Run Norwich' 2024 road race event.

The pair, who had been training for the event for years, completed the race in 71 minutes. Felix said "Simon kept pace with me almost to the end. He didn't walk or stop at all during the race and was exhausted at the finish line, but very proud to have completed the race."



## Superhero colleagues

Lowestoft care workers Angela King and Julie Peacock have given up their own time to raise funds for charities close to each of their hearts.



Angela wing walked to raised £900 for St Elizabeth Hospice and Julie walked a staggering 31 miles for Dementia UK raising £122.

# The future matters

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As both a group and individual companies, we have a strong and resilient foundation across the organisation, enabling us to navigate the sector challenges effectively and position ourselves for sustained success in an ever changing and evolving care world.

With a new Labour Government promising social care sector reform and a proposed national social care workforce we must be optimistic for the future.

Our new hashtag will be

## #WhyNot?

We want our glasses to be half full and the questions to be:

- why wouldn't we do that?
- why wouldn't we develop that?

We want our employees to be empowered and make local decisions with our customers. We have written our Group Strategy for the next five years.

We want to be aspirational and an exemplar care to support our vision to be an employer of choice and somewhere colleagues are proud to work delivering our mission of independence and amazing outcomes for our wonderful customers and families.

*to be an employer of choice and somewhere colleagues are proud to work*

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### Independence Matters Group

Head Office: Joseph King House, Abbey Farm Commercial Park,  
Horsham Saint Faith, Norwich, NR10 3JU

0300 790 0508

[contactus@independencematters.org.uk](mailto:contactus@independencematters.org.uk)  
[www.independencematters.org.uk](http://www.independencematters.org.uk)

