



LEEDS JEWISH CARE SERVICES

BUSINESS PLAN

2007 - 2008

SUMMARY

CONTENTS

1. EXECUTIVE SUMMARY & STRATEGIC GOALS

PROJECT PLANS

2. MANNY CUSSINS FAMILY PROJECT

3. MOORCARE CARE SERVICES

4. NESHAMA

5. OLDER PEOPLE'S SERVICES

6. RAINBOW



LEEDS JEWISH CARE SERVICES

BUSINESS PLAN 2007-8

EXECUTIVE SUMMARY

LJCS delivers a comprehensive range of services through several social care projects within the organisation. Each project is service specific, has its own management committee and develops its own annual business plan to mirror LJCS's strategic goals. (THE 2007-11 STRATEGIC PLAN IS AVAILABLE UPON REQUEST)

However, it is critical that on an Organisational level, all the projects are embraced as one team, and that LJCS builds on the shared goals of every service within the Organisation.

The individual service plans for 2007-8 form the core of this document.

The plans are reviewed on a regular basis at management committee level to monitor achievement of the operational objectives of the service. The plans detailed in this document provide a baseline for ongoing progress evaluation throughout the year.

The brief summary overleaf shows the HEADLINES of the key priorities at LJCS ORGANISATIONAL LEVEL to drive, lead and facilitate those operational goals within the framework of our strategic plan.

KEY OBJECTIVES

SUSTAINABILITY

Further development of robust best value frameworks within all services, to ensure that high quality provision is also cost effective.

Foster a culture of social enterprise throughout the organisation so that we are creative about marketing our skill, expertise and resources at full cost recovery.

Proactively engage in interventions to reduce expenditure and marginalise income in order to safeguard the future of LJCS

Fully develop LJCS's Business Continuity Plan and ensure systems are in place to monitor and review on an ongoing basis.

HUMAN RESOURCES

Maintain a workforce that feels valued and supported throughout an ongoing process of change

Initiation and ongoing development of the Investors in People process

Reinforcement of our commitment to equity and diversity through new policies and embedding of culture throughout LJCS to reflect our values

GOVERNANCE

Robustly addressing the issue of succession planning at trustee level and planning recruitment review meetings in line with new Trustee recruitment procedures

Facilitating an introduction to LJCS for all potential lay members via specific events and induction programmes

Implementation and ongoing review of the new Trustee Recruitment policy

SUBCOMMITTEES

Development of Green Committee

Review and redefine terms of reference for all subcommittees

SERVICES

This year LJCS will drive the following goals:

RAINBOW

Development of the new Bentcliffe Court property to completion by April 2008

MOORCARE

New funding agreement with Leeds City Council to protect a culturally appropriate provision for Jewish service users

NESHAMA

Transfer of management of the Housing Support Team at Stonecourt from LJHA to LJCS

OPS

A full service review

MCFP

Further development of team to deliver family services that mirror national strategy

RELATIONSHIPS

Increasing the profile of LJCS at every level, within Jewish and wider communities, City wide and regional.

Positively supporting and enabling personnel in raising the profile and the voice of our Organisation through external networks.

H and S

Consolidate the guidance of the Health and Safety Officer appointed recently to improve H and S responsibility and standards throughout LJCS
Embed responsible culture throughout LJCS through training and addressing Health and safety issues on every agenda of meetings at all levels
Consolidate and develop new H and S subcommittee

QUALITY ASSURANCE

Initiate Investors in People or alternative "Kitemark" Assessment
Robust SIRS and collation of evaluated information towards reports
Reporting of all formal complaints as regular agenda item at Governance level

PR

Facilitate a promotional event(s) about the work of LJCS and its relationship to service users, families, funders, donors and personnel.

Ensure that the LJCS website is fully developed and maintained

Production of a promotional CD about the work of LJCS

PARTNERSHIPS

Proactively seeking and developing partnership initiatives in service delivery, commissioning and palling to ensure the broadest spectrum of support for our service users.

ENVIRONMENTAL

Facilitate the development of a "Green" subcommittee

Drive the development and ongoing implementation of green policies and culture

EQUALITY AND DIVERSITY

Improve and update equality and diversity policies

Facilitate commitment to the policies through induction, training and ongoing supervision of all personnel

Facilitate adoption of the culture through proactive monitoring and review of all LJCS practice.



**MANNY CUSSINS
FAMILY PROJECT**

**BUSINESS PLAN
2007 - 2008**

MANNY CUSSINS FAMILY PROJECT BUSINESS PLAN 2007 – 08

1. THE SERVICE

- The project has 2 strands - social work and community support services

Anticipated Outcome

- To provide a comprehensive service to support parents, carers and children
- To provide early intervention reducing the level of child protection incidents and increasing support for families
- To improve the quality of family life
- To work with Leeds Social Services to provide a Jewish fostering service for children who need support away from the family home
- To support a minimum of 200 children through day services and group work
- To support a minimum of 30 families through social work, group work and drop in services

Key Priorities – 2007-8

- To build closer relationships with agencies working with children- both within and outside the Jewish community
- To develop community based services- firstly by increasing existing services and by introducing new groups and activities
- To establish a stable and viable committee
- To focus on commissioning services
- To obtain Investors in Children status through Leeds Quality Assurance

Measurable Targets

- To extend toddler groups- *to 4 groups a week*
- To run holiday play schemes- *at least one scheme during 2007-8*
- To run a group for pregnant women and new mothers- *at least one group during 2007-8- 8 sessions*
- To run a crèche- *once a week*
- To offer a group for children with additional needs- *minimum of once a week*
- To run a group for siblings of children with additional needs- *to run one group during 2007-8- 10 sessions*
- To run a Women's Group - *to organise and deliver one group during 2007-8*
- To continue to offer a social work service- *to have a minimum of 20 clients*
- To offer a 'surgery' at the school offering advice and support- *to liaise with the school and offer this on a fortnightly basis*
- To continue to offer Webster Stratton Parenting Courses- *minimum of 2 groups during 2007-- 12 sessions per group*



MOORCARE

BUSINESS PLAN

2007 - 2008

**MOORCARE
BUSINESS PLAN 2007 - 2008**

1. THE SERVICE

i) Description of the Service

To provide a culturally aware private domiciliary care service to the NE Leeds area

- Provide palliative care for Health Service
- To provide 300 hours of domiciliary care to the local Jewish community within a 5-mile radius of MAZCC through a grant aided contract
- To provide 320 hours of home based respite to NE Leeds area
- To provide a culturally aware cleaning service through Moorclean

ii) Anticipated Outcomes

- Provide a culturally aware quality home care service
- To maintain present grant/contract with Leeds City Council
- To prevent informal care arrangements from breaking down
- Provide local community with a safer and more reliable culturally sensitive cleaning service

2. KEY PRIORITIES FOR 2007-8

i) An overview of the main priorities for the service in 2007 to 2008

- Ensure service continuity through
- Promotion of Moorcare
- Review a new rota database and equipment
- Increase private work
- Continue to provide palliative care with Continuing Care
- Ensure staff meet training needs of Continuing Care and Social Services
- Secure workforce through harmonisation programme
- Update all staff CRB over 3 years old
- Ensure we continue to meet Care Standard requirements
- Work with new chair to create new committee
- Work with new chair on performance review of Moorcare
- Replace 2 Moorcare company vehicles
- Quality Assurance survey

i. Measurable targets

- Computerised rota is able to cope with additional admin requirements
- Increase of private domiciliary referrals by 20%
- Maintain spot work with local Health Authority
- Staff retention
- Increased referrals
- Maintain registration with CSCl
- Creation of new committee
- Review administrative procedures
- Quality assurance feedback
- Quantitative and qualitative reports



NESHAMA

BUSINESS PLAN
2007 2008

NESHAMA

OPERATIONAL PLAN 2007 - 2008

1. THE SERVICE

i) Description of the Service

- Neshama is LJCS's Mental Health Department, established for adults, (16-60) with mental health problems.
- The Neshama Team is comprised of a fully qualified and experienced Social Work Team. It is managed by Janine Field (28 Hours) and is supported by Jim Caswell (37 hours per week, funded by Social Services), Clare Sanderson (16 hours per week - funded by LJCS) and Andrea Stow (21 hours per week - funded by LJCS). Each social worker works with individuals to offer a comprehensive package of care and support.
- Neshama is currently working in conjunction with Leeds Jewish Housing Association, offering 12 individuals the facility of Mental Health Supported Housing at Stone Court. Stone Court is supported by 2 Housing support workers (HSW). The service encourages independent living, currently offering a 24 hour emergency on call service.
- The 2 HSW also offer a Floating support service to all Jewish individuals in their own homes to help maintain an independent lifestyle.
- Neshama offers a free Counselling Service.
- Neshama offers Art Therapy. A Carer's Group has also been established.

ii) Anticipated Outcomes

- A service that enables people to re-establish control of their own lives, enabling them to make their own choices and ultimately recover their own independence.
- A package of care delivered by a comprehensive social work team to promote independence, recovery and improved mental health.
- Counselling Service to support people who are coping with stress, a life-stage loss or bereavement.
- Carer's Group that provides a forum where carers can share similar experiences and enables them to offer emotional and social support to each other.
- An effective psychotherapeutic service that enables people who need assistance in expressing their thoughts and emotions to do so through Art Therapy.

2. KEY PRIORITIES FOR 2007-8

ii. An overview of the main priorities for the service in 2007 to 2008

- To provide a fully integrated Floating Support and Social Work Service. Due to the cuts in Supported People Grants, and an external review of the service, it is anticipated that the HSW will be TUPE to the LJCS.
- To ensure a smooth transition of the integration of the LJHA and LJCS Mental Health Services, for both service users and staff teams.
- To ensure the service mirrors and reflects local and national strategies and policies.
- To ensure all social workers meet the necessary compliance requirements of the General Social Care Council. (90 Hours over 3 years).

- To negotiate a realistic training budget to ensure the above is achieved.
- To continue running an Art Therapy service. Our current Therapist will leave in May 2007.
- To ensure the continuation of the Counselling service after the MEMHO funding ceases at the end of 2007.
- Networking amongst other organisations to develop viable partnerships.
- Review existing Neshama services, eg. Counselling, with a view to start charging structures, in order to generate funds.
- To review the existing 'on call' system
- To ensure we provide on going support for those service users involved with the future Queenshill regeneration scheme.
- To explore alternative options to the counselling service in its current format. Neshama will operate a sign-posting service to refer service users to appropriate, needs-led counselling service. Any counsellors offered within the Neshama Service will be on a sessional basis. The use of appropriately trained volunteers will be explored to assist with the service, in order to minimise costs. This will be in addition to using a charging structure.
- To explore joint working with OPS to offer the skills of Neshama in areas of acute mental health.

iii. Measurable targets

- Social Workers to work with 75 service users
- Ensure social workers have completed 90 hours of training by the end of March 2007
- To work with a minimum of 16 people in 2007 in the Healthy Eating in 2007
- To work with 10-15 people regarding career advice.
- To work with 15-20 people who require the Counselling service
- To work in partnership with Manny Cousins family Project to deliver a women's group.



LEEDS JEWISH CARE SERVICES

OLDER PEOPLE'S SERVICES

OPERATIONAL PLAN

2007- 2008

OLDER PEOPLE'S SERVICES

BUSINESS PLAN 2007 - 2008

1. THE SERVICE

i) Description of the Service

Service Provision:

- Community Care Support: The provision of needs led support within the context of Jewish tradition and culture which strives to deliver effective social care services to older Jewish people, enabling and encouraging independence in the community.
- Day Services: The provision of culturally appropriate leisure and social activities delivered via "The Hub" within the Marjorie & Arnold Ziff Community Centre. The provision of a keyworker system to support vulnerable service users. The provision of an outreach service to members of the community who are either existing users of day services or to encourage uptake of services.
- Volunteers: The provision of effective recruitment, induction and support of volunteers from within the community for Leeds Jewish Care Services and associated projects.

ii) Anticipated outcomes:

Community Care Support:

- To deliver culturally appropriate community based support
- To enable people to achieve and sustain maximum independence in their lives
- To assist service users to receive services which are co-ordinated and focused on their individual needs
- To ensure that carers are provided with the help and support required to care safely and effectively
- To protect adults from abuse – physical, sexual, financial or discriminatory
- To provide a safe and comfortable environment for staff
- To ensure that health and safety legislation is adhered to
- To ensure risk assessments are carried out
- To balance the needs of individuals with the needs of their families and wider networks
- To work with the Finance Manager to secure extra funding for specific projects
- To work creatively with other professionals
- To monitor expenditure within budgetary constraints
- To ensure that all staff receive adequate formal/informal supervision.

DAY SERVICES

- To encourage members of the community to maintain an active life in older age
- To ensure that the community is aware of the classes/activities available for older people at the Marjorie & Arnold Ziff Community Centre and to encourage participation
- To ensure that people are not socially excluded
- To ensure that activities/classes reflect the changing needs/aspirations of the community
- To ensure that health and safety legislation is adhered to
- To support vulnerable service users whilst at the Marjorie & Arnold Ziff Community Centre via the keyworker system

- To provide an outreach service to members of the community to encourage uptake of activities/classes
- To monitor expenditure within budgetary constraints
- To ensure staff receive adequate formal/informal supervision
- To work with the Finance Manager to secure sponsorship for additional activities/events
- To receive service user feedback on day services
- To ensure risk assessments are carried out

VOLUNTEERS

- To increase the numbers of volunteers by effective recruitment
- To ensure volunteers receive adequate support
- To ensure volunteers are aware of the different opportunities available throughout all LJCS projects
- To ensure volunteers feel rewarded and are well supported
- To make more efficient use of existing volunteers throughout the organisation
- To ensure volunteers receive appropriate induction/training
- To develop a comprehensive range of roles for volunteers
- To maximise volunteers as a resource for all LJCS projects

2. KEY PRIORITIES FOR 2007-8

i. An overview of the main priorities for the services in 2007 to 2008

- To have a vibrant and proactive management committee
- To have a flexible, well trained workforce
- To increase staff capacity by developing members of both day services and community teams to make roles interchangeable
- To ensure volunteers are used to their maximum and that they are well supported
- To provide services which promote wellbeing and independence
- To build on existing links between central Government, Local Authorities and other organisations
- To broaden the agenda to reflect the range of needs and aspirations of the community
- To ensure that service standards are consistently met
- To involve service users, carers, staff and volunteers in all areas of planning, delivering and evaluating services
- To assist people to remain independent for as long as possible with the support they need to do so
- To promote active, healthy ageing
- To provide a positive and comprehensive support network for service users affected by the Queenshill regeneration
- To establish an effective charging system for Hub activities/classes
- To review and monitor meals-on-wheels provision in line with local authority criteria and embedding options for non qualifiable options
- To expand the range of activities/classes in consultation with service users
- To commission a review of the older people's service

ii) Measurable targets:	Timescale
Management Committee:	Autumn 2007
<ul style="list-style-type: none"> • Review terms of reference • Skills audit • Recruitment of new members 	
Workforce	Summer 2007
<ul style="list-style-type: none"> • Consolidation of staff teams to provide a flexible workforce • Training programme 	Ongoing
Meals-on Wheels	Ongoing
<ul style="list-style-type: none"> • Assessments to take account of changes in legislation • Service standards/delivery • Service user evaluation • Service review • Staff supervision • Team meetings 	Summer 2007 Autumn 2007 Ongoing Ongoing
Day Services	
<ul style="list-style-type: none"> • Effective charging system • Development of keyworker/outreach roles • Staff supervision • Team meetings 	Spring 2007 Spring 2007 Ongoing Ongoing
Volunteers	
<ul style="list-style-type: none"> • Development of roles/tasks • Increase in number of volunteers 	Spring 2007 Ongoing



RAINBOW PROJECT

BUSINESS PLAN

2007 - 2008

RAINBOW PROJECT

BUSINESS PLAN 2007- 2008

1. THE SERVICE

i) Description of the Service

The Rainbow Project has been providing services for people with learning disabilities since 1987. Our service delivery is based upon a person centred approach to ensure that the individuals we support are given opportunities to lead fulfilling lives. We recognise the uniqueness and individuality of the people we work with and focus on their strengths as well as needs. The Project places the highest priority on the improvement and maintenance of quality care and we ensure that everything we do is driven by the aspirations and needs of our service users.

RESIDENTIAL

The Project opened its first group home in 1989. We now provide 3 registered care Homes that offer 24/7 care and support for 20 adults. The Homes are registered with and regulated by the Commissioners for Social Care Inspections. We support people who have a wide range of disabilities, including those with mental health problems and physical disabilities. The Homes provide a high standard of care that is conducive to ordinary family life in a relaxed, but traditional, Jewish atmosphere. The residents are supported by a team of highly trained staff who all attain National Vocational Qualifications relevant to their respective posts.

COMMUNITY

Our community service is facilitated by a full time Community Development Officer and part time Community Support worker. The team support people to work towards a more rewarding, fulfilling and independent way of life. Our objectives are to enable people to accomplish skills that will promote their independence. Opportunities are provided both within the Jewish and wider community for social, educational and recreational activities.

ii) Anticipated Outcomes

- A competent qualified workforce who understands the cultural diversity of the service users.
- Maintain the provision of 20 bed spaces per year
- Newly appointed staff will complete the Learning Disabilities Award Framework
- 50% of all Care staff will attain Health & Social Care Award Level 3
- Increased access to Independent Advocacy services.
- Information for stakeholders will be more accessible, easy to read and understand
- Empowerment of service users
- Life skills training – education and employment

2. KEY PRIORITIES FOR 2007-8

i. An overview of the main priorities for the service in 2007 to 2008

- New alternative provision for Jacobson House will be fully developed and operational
- The team structure will be fully reviewed and reinforced to meet increased services
- The development of a new respite service for adults.

- Quality Assurance survey
- Replace service mini bus
- Provide all care staff with IT training
- A computerised rota system for residential care staff
- Ensure staff continue to undertake mandatory training
- The Rainbow Project will comply with the diversity and equal opportunity laws by balancing individual rights, covered by legislation with operational challenges.

ii. **Measurable targets**

RESIDENTIAL SERVICES

The management of the Homes and the records and procedures under which they operate play a major part in achieving a central objective. The Homes are registered with and regulated by, the Commissioners for Social care Inspections.

- CSCI inspection reports that reflect Rainbow exceeds compliance requirements
- Supporting People evaluations that evidence that Rainbow has exceeded requirements
- 50% staff will complete Health & Social Care Level 3
- 25% staff will complete Learning Disability Awards framework
- Maintain the provision of 20 bed spaces per year
- Improved minutes process to record views expressed by residents at residents meetings
- The manger of Rainbow services will achieve NVQ level 5 status by March 2008

COMMUNITY SERVICES

- Increase community support service within 12 months
- Assessments
- Staff retention
- Service user feedback
- Supporting people legislation
- Staff appraisals
- Staff supervisions
- Quality Assurance survey