

2017 review and progress report on Mencap's 'Driving up Quality' self assessment

Since Mencap was founded in 1946 we've been fighting to change society so that people with a learning disability are treated equally and can expect to enjoy a good quality of life like anyone else. We have never stood still because we believe that 'good enough' has never been good enough.

We are committed to ensuring that the support we offer people is of the highest quality. To do this we know that an open and transparent culture, which encourages continued learning and improving, must be a central part of everything we do.

We spend a lot of time and use many different ways to help people to tell us what they think about the way we work. The 'Driving Up Quality' self-assessment has been a valuable additional tool that we have used to help us with our learning and improvement.

We have made time to talk to lots of people to understand what matters to them today. This has included people whose lives we are involved with, their families, professionals, and academics who work in the field of learning disability.

Mencap's **Our Big Plan** was built upon six priority areas.

1. Reducing stigma and discrimination
2. Making a difference to the lives of people with a learning disability here and now
3. Supporting friendships and relationships
4. Improving health for people with learning disabilities
5. Early intervention
6. Employment

We have spent time talking with teams, volunteers and supporters within Mencap to really get to the detail of what we need to do and we all need to have to make the six priorities happen. This has set off a multitude of conversations all focussed on improving how we work for people so that they may each enjoy a life based on what matters most to them.

Making sure that we took the time to listen to so many different views has helped us to see where we are meeting the 'Driving Up Quality' standards, and helped us to recognise what we still need to do to help more people enjoy a good life.

We have collated this feedback within an internal tool which we now use to review our continued progress.



1. Support is focussed on the person



These are Mencap's values.

Mencap has registered 145 locations with CQC in England and currently 96% of these are rated as good or outstanding against regulatory standards.

Our recently revised and refined '**What Matters Most**' standards (which are closely matched to the World Health Organisation's 'Quality of Life' domains) now guide us in all our work, from recruitment, induction and training, through Support Plans and Risk Management, to Communication and Behaviour plans.

We judge the quality of what we do based on what people tell us about their experiences. We have updated our feedback questions in line with our 'What Matters Most' standards to ensure that they provide a full and rounded feedback on all parts of each person's life. We will also continue to look for better ways to help people to tell us what they think.

We worked in partnership with Helen Sanderson Associates to put consistently high quality '**About Me**' (One Page Profiles) and Person Centred Plans in place for each person to help them achieve the outcomes that matter to them. We have also ensured that all teams have a good working knowledge of the Mental Capacity Act.

Using the 'What Matters Most' standards to guide our work (from individual reviews to service Reflection events) means we have seen clear evidence of improved outcomes for people.

At Mencap we have a Quality team that is always checking that we are helping people in the way that they want and need. At the same time, we are helping all the managers and teams to look at ways that they can get even better at working with everybody to help them live the life they want.

Mencap's Quality team actively collect and share many interesting examples of good practice within Mencap. Our experience has been that teams take great pride in seeing their work receiving national recognition on our intranet, staff magazine and through social media. For other teams these good practice examples serve as a regular source of inspiration and new ideas. Our recently upgraded 'Our Stories' database also means that good practice examples are available to all Mencap departments to help them describe what we do and the difference that good support can make to people's lives.

We have worked in partnership for many years with our sister organisation Golden Lane Housing (the biggest supplier of independent living housing for people with a learning disability in England and Wales) who have supported more than 1,400 people to choose a home of their own. These tenancies form a solid foundation on which people are now building bright futures.

Golden Lane Housing have received widespread recognition and numerous awards for their innovative and trail blazing approach to funding and finding wonderful housing in excellent locations. The **GLH Bond** was the first ever charity bond to be listed on the London Stock Exchange and raised £11 million, closing early after less than two weeks and heavily oversubscribed with a total of 177 new tenancies agreed since April 2016.

2. The person is supported to have an ordinary and meaningful life

Three Mencap services were rated 'Outstanding' by the Care Quality Commission by April 2017.

Our values mean we have a 'can do' attitude when helping people live the life they want, and we use our 'Managing Risk with Individuals' tool as a means to overcome the barriers to a fulfilling and rewarding life.

If we want to help people thrive, we need to learn and grow ourselves to make sure we can provide what they need. We want people to be delighted with their lives. We want teams to be able to say confidently that each person they support believes we are doing all the right things to help them achieve that. Mencap's own 'What Matters Most' standards mean that an ordinary and meaningful life is embedded in everything that we do every day.

We have developed a 'Managers Assurance Tool' which allows managers to have complete confidence that all essential information is in place for over five thousand people (from Communication plans and Behaviour plans, through Health action plans and Hospital Passports to Nutritional guidance and Financial risk assessments) and that health appointments and reviews are not overlooked.

Each year teams set aside time for a **Reflection Event** to pause and consider how they have helped people to live the lives they want. People and their families and friends, along with other professional or key stakeholders are invited to help the team reflect on the service they provide, the areas they are good at, and the areas they may want to get better at. These are also an opportunity to look at what is getting in the way of teams doing more to help people live not just a good life, but a great life – and what they plan to do to get past these obstacles.

"The event was planned to invite parents and family for a BBQ, in a relaxed and informal atmosphere so we could, as a team, reflect on the progress made and identify the next steps forward to enable people to fulfil their individual dreams and aspirations and enjoy the same life experiences we take for granted."

"We discussed with people all the things they had taken part in and achieved this year - using photos, pictures, objects of reference, and a scrapbook."

"The team were really proud of what we had achieved but also looked at the areas where we could do better."

"We created the perfect person-centred staff member and talked about how we can try and make this how we work here."

The 'What Matters Most' standards help teams reflect with a full and rounded view. They will describe the three areas they are good at and wish to celebrate and share. They will also describe the three areas they would like to get better at or may need support with. These will be included on their continuous improvement plan.

In 2016 we created a contracted post of Quality Assistant, who will work within our Quality team as an 'expert by experience' within our quality assurance work. Diane was supported to re-look at the service consultation document and has been involved in 12 full service reviews. By engaging with people and gaining insight into how they feel about the lives Mencap are supporting them to live and drawing on her own life experiences, she adds a valuable additional perspective to reviews. Diane has participated in 3 Reflection events, been on the interview panel for Area Manager and Quality team recruitment.

"I grew up in South Africa and lived in a supported living service. It was fine and I enjoyed it. I came to England in 1996 and worked as a care assistant in residential care home for the elderly for 16 years, and have a level 3 diploma in Health and Social Care. I wanted to join Mencap as a Quality Assistant to go around to talk to people to see if they are happy with their service. I've been to quite a few services with Quality Coordinators meeting new people. I ask them questions like 'Are you happy?', 'Do staff listen to you?', and 'Do you go out?' If they were not happy I would ask if they know how to complain. They could tell me and I'd speak to my manager about it. Then we write a report about what we have seen. I've been to a conference that I really enjoyed because I met other quality checkers working with other organisations and I learned how the services can be even better." **Diane - Mencap Quality Assistant**

We recognise that families and friends are a very important and vital part of who we all are, and that without them people will become isolated. As one of our strategic priorities we want to help people feel that they belong, both within relationships and within their communities.

The question of relationships has been a regular area of focus within individual reviews, service wide reflection events, and organisation wide themed conversations. This has led to many initiatives including Speed-dating events, Talent nights, 5-a-side-football teams, choirs, and the growing use of volunteers.

Mencap engages volunteers in three areas. Apart from the long standing 'Mencap Visiting Service', we have volunteers who can help with events (e.g. Swimming event, Music Festival, Fire Walking, Gardening and Decorating days) or become 'Sidekick' volunteers enjoying regular 1:1 time with a person in a shared area of interest (e.g. Swimming, Cooking, Bingo, Rugby, Gym, Fishing, Cinema, Dancing, Dog walking, Genealogy, 'Sing and Sign', Horse Racing, Gardening, Concerts, Exercise, and Football).

We currently have 487 volunteers, including 66 with a learning disability. Our target is to reach 1,000 'Sidekick' volunteers by 2019. We ran our first 'Volunteers Week' in June 2016 in recognition of the achievements enjoyed through the volunteer roles, and this is now an annual celebration.

When I was younger, I used to run quite a lot. At my best I ran 5 marathons. Unfortunately, I injured myself, and by the time I got back to trying to run, I just couldn't find my rhythm or anybody to run with me. In May, after chatting with my support worker, I decided that I would like to start running again. The problem was that if I went running on my own I stopped too easily. So we decided that I should get a volunteer to help me start running again. It only took a few weeks for us to recruit Shaun – my 'Running Sidekick' – and we have been running together since then. He gives me lots of tips and pointers to improve my running. When we first started, I could barely run 2 or 3 minutes before I was totally out of breath and unable to carry on. I now go running 3 times a week – once with Shaun, and then another 2 times by myself. I wouldn't have gone running alone before. When I'd first started, I could only do about 800 yards – I can now do over 3 miles. We have spoken about me doing a 5km race in the next 6 months. After that, I'm hoping that 3 or 4 months later I will be able to do a 10km race. Having a 'Running Sidekick' has not only helped me to restart an activity I really enjoy, it has also helped me to change my lifestyle – I've gotten myself a bike, and I've started a healthy eating plan and have lost over 3 stone in weight. I'm really enjoying being able to go running again. Without Shaun I would still be sitting in the front room as a couch potato!

While many people enjoy supportive social lives, we recognise that there are many others who require more help to become welcomed and appreciated within their own community. In August 2016 people were supported by Mencap to play their part in the Brighton Pride Festival parade.

In 2016 447 direct support staff became fully trained practitioners in delivering Positive Behavioural Support. This is a specific way of working with people who present behaviour that challenges. We are currently gathering feedback and evidence about the impact this has had. In 2017 we won the BILD Positive Behaviour Support Leadership Award for 'Innovative practice in service user involvement'.



Mencap's Quality team now has two main areas of focus. An Audit and Improvement team will carry out a programme of audits to check that important areas of people's support is working well and to identify where improvements can be made. An Engagement & Experience team will continue to support with developing our confidence in our practice, and develop a programme to give us all a better understanding and evidence of the outcomes that teams provide.

We believe that these changes will result in us spending less time supporting teams to respond to situations, and more time coaching managers, both in services and at workshops and learning sets.

We have also created new dedicated Complaints Officer and Families Liaison roles to support our work with engagement with the families of the people we support (and in the longer term extend this to families who are not currently linked to Mencap through services.)

We want to make sure we can clearly show the impact our services have on each person's quality of life. So in November 2016 we launched a refreshed version of What Matter Most, our framework for reviewing the quality of our services from the point of view of the person, to over 500 managers.

Our Impact Director has developed a framework for the whole organisation. This will help us to clearly describe the impact on people's lives of everything we do. This will also provide one consistent approach to showing our impact across all of the strategic priority areas in Our Big Plan.

3. Care and support focuses on people being happy and having a good quality of life

"We are Mencap. We want a world where people with a learning disability are valued equally, listened to and included. Our challenge is to make this a reality, and it's one that our brilliant people tackle head-on, every single day. You are part of this amazing 'team Mencap'. Our five values are incredibly important to us. They are who we are, how we interact with each other and what makes us Mencap. They also form the basis of the behaviour we expect from our people. And they should guide you every day, with every action you take and every decision you make." CEO Jan Tregelles' introduction to 'We Are Mencap, What We Do Matters – Values and Behaviour at Work' staff booklet

All new staff work through an induction of all mandatory training, which is then complimented by any service specific training that may be required for physical or medical support. Completion of this training and observation of practice must take place before we consider staff to be both competent and confident.

We have a number of good ways to help us recruit reliable, honest and dedicated teams to work with people. But we recognised that we could be better at sharing these approaches to ensure that each person we support has an opportunity to give their opinion during recruitment about people who may work with them. We want to give everyone we support the opportunity to have real choice in selecting the best support worker for them. Successful inclusive recruitment helps Mencap to attract and recruit people with the appropriate passion, enthusiasm, attitude, values base, experience and skills, measured against the criteria for the job. We also involve people's families, carers or advocates in the inclusive recruitment process if appropriate.

There is no template for how inclusive interviews will look, as differing needs and interests need to be taken into account. The way in which each person makes their choice should be meaningful to them, so we are able to be flexible to suit the needs of each person. For example, people have played a game, talked to the about their interests, baked some cakes, done some cleaning, drawn pictures, and asked questions. Any kind of activity that will allow people to spend some time with each candidate is good.

"He introduced himself to everyone and started chatting to people and said he wanted to know more about being a support worker and what their ideal support worker should be, so would they colour or label the drawing he had brought with him."

"She had brought with her ingredients for cupcakes, and was assisted by two people to make cupcakes. Everyone gave the thumbs up."

Beyond the initial induction and regular training, we also have a number good ways to hear people's opinions about teams that work with them throughout their time with Mencap. **'Shape Your Future 3D'** is our rolling programme of individual staff appraisals that check that we are all living our values, doing a good job, and achieving good results. This helps ensure that everyone understands their role in achieving 'Our Big Plan' and that their contribution is recognised.



To invest in the further development of staff that excel in their current roles, Mencap also have a **'You've Got Talent'** and staff mentoring programme.

Mencap regularly recognises excellent work by individuals and teams through our staff **'You Rock'** awards scheme as a way to say 'Thanks and well done' to colleagues and volunteers who live the values. The number of 'You Rock's sent is now approaching five thousand, and many are also publicised through 'Connect' the monthly staff magazine. In 2016 we also launched our 'You Rock' long service awards, to recognise length of service. 382 for 5 years, 149 for 10 years, 62 for 15 years, 18 for 20 years, and 84 for 25 years service and over.

We also have an **employee assistance** and confidential counselling service, and all staff are able to benefit from numerous discounts available through the **'Mencap Extras'** scheme.

Since 2014 we have asked all teams in all departments to get together two or three times each year for a **#YourMencap** conversation and discuss the main priorities in Our Big Plan. It's a chance for everyone to be involved and be heard. The first conversation was on **Influencing Our Strategy** and influenced our direction for the next five years. Thousands got together to

talk and for the first time ever we trended on Twitter. The major themes that emerged were used to shape Our Big Plan, which launched in January 2015.

These organisation wide conversations allow us to identify issues we may not even know about yet. The second #YourMencap conversation on our culture led to the introduction of the Mencap values which are now a key part of everything we do, including Shape Your Future, You Rock and our new staff guide on how we ensure we are all living Mencap's values every day at work, **'We Are Mencap, What We Do Matters – Values and Behaviour at Work'**.

Other topics for #YourMencap conversation have been **Inclusion, Friendships and Relationships, Changing Attitudes, Improving Health, and Housing**.

In July 2016 Mencap gained **Investors in People** accredited status, confirming that we take time to invest in people working at Mencap and have many good strategies and processes in place to support our managers to do this. Investors in People reported that we are "an organisation that has a passion for getting the best out of people with a clear strategy for managing and developing people". They highlighted our strength as having a clear vision and purpose defined within our Big Plan. They found that our values are firmly embedded and lived at all levels, and rated Mencap as one of the highest scoring organisations in the UK in terms of how we are living our organisational values and behaviours. They saw evidence that the Challenging and Trustworthy values have unpinned our behaviour, making us more confident to tackle unfairness.

"I do not think I would have taken on the GP and the way he talks to the person that I was supporting with so much confidence before we had these values."
Support worker quoted in the Investors in People report

Investors in People also described transparent leadership, high quality learning provision, and a shared understanding of how people's roles help us deliver our Big Plan.

The areas in which they suggested we could develop further are to improve visibility and consistency of our leadership, consistent use of You Rock, better change planning and communication, and more ways for colleagues to have a voice and communicate.

There were three main areas of improvement highlighted by Investors in People and the #YourMencap conversations.

We recognised that we needed to improve visibility and consistency in all our leaders, so **Our Leadership Way** has been designed with the aim of making sure all of our managers are great leaders.

We recognised that it's hard for teams that have to work with staff turnover. So we are trying new recruitment solutions to attract people who share our values and are more likely to stay. We are also developing our approach to pay and rewards. All teams are currently working together in an ambitious new **Cost Improvement Plan** to make efficiency savings that can be used to pay our support workers more for the important work they do. This will be achieved without affecting the quality of our services and support.

We recognised that we need systems that speak to each other, so that our IT 'just works' and lets us spend less time on paperwork and more time with people. Our **Better Faster Digital** project is currently tackling these things.

We have introduced Yammer our new internal social network to the organisation, it allows us to speak to others across Mencap, from wherever we are in the organisation or country. People are using Yammer to find things out, collaborate, and get involved in interesting conversations.

There are lots of things happening inside Mencap to make sure we are in the best shape we can be to deliver Our Big Plan. We have identified our **Four Capabilities** that we all need to become really strong at to support our work. We expect everyone in all Mencap departments to be committed to these.



Switched on about learning disability. We want everyone, not just direct services, to be learning disability experts. Knowing what it means to people's lives, the challenges people face, what Mencap is doing about it, and having the resources to make sure we are keeping up-to-speed with the world of learning disability.



Collaboration. We all need to be brilliant at collaborating across teams within Mencap and with our partners outside Mencap to share our knowledge and ideas to get the best results.



Leadership. If we are going to succeed in changing the lives of people we need great leadership for everyone, and that is what we want to see at Mencap. We are supporting all our managers to be great leaders. To learn, to love developing others, to be excellent role models, to challenge themselves in their approach and behaviour, and take responsibility for inspiring teams, achieving great things and delivering results. Our Leadership Way, Mencap's bespoke framework, was introduced in 2015 and sets out a really clear picture of what behaviours you can expect from each and every one of our leaders. 'Your Leadership Footprint', 'Be Strategic', 'Get Things Done' and 'Develop Your People' describe key behaviours we think are essential for leaders everywhere. 'Speak Truth to Power' and 'Practice Friendly Informality' describe the behaviours that we believe make Mencap leaders unique.

Our Leadership Way is based on the Leadership Code which was developed by using extensive research and interviews with CEOs, executives and academics. Our leaders have been working to develop their leadership skills through regular action learning meetings to have discussions to help each other learn. Our Leadership Way is now part of the Shape Your Future process for leaders and each year everyone is asked to give their leaders feedback, and it's built into our policies and we're looking at how we ensure it is central to everything our leaders do.

"Through your leadership, you have influence over whether someone's day at work is interesting and inspiring or boring and indifferent. Your actions (or inaction) can develop someone into an asset for Mencap and the people we support or a liability. Your leadership can challenge the powerful people or systems that get in the way of people having fair chances, or it can shy away from confrontation. And that's the point – to challenge ourselves to get it right most of the time. We're all here for the same reason – to change the lives of people with a learning disability. Our Big Plan sets out exactly how we are going to do this. But if we're going to succeed, we need strong leaders". **Mencap CEO - Jan Tregelles**



Potential. Whoever you are, whatever skills you bring to Mencap, we want you to be ambitious, constantly on the lookout for ways you can develop, and not be scared to try something new. You've Got Talent is a great example of how we are committed to helping you reach your potential.

Teddy is 29 and had been unemployed for a while. He volunteered for the British Heart Foundation but, although he likes to keep busy he doesn't get paid for his work. He really wants to earn money so he and his partner can one day live together.

He joined Mencap's 'Step Up' programme in the summer of 2016 where he really benefitted from meeting new people and learning new skills. Week by week he became less anxious and his confidence grew.



In the past he had been turned down for jobs because he didn't have enough experience. "When you get rejection after rejection it can really knock your self-esteem," coordinator Gemma explained. "He needed support to see his potential and understand that he has a lot to offer. He has the skills, he just didn't have the self-belief. He told us that his dream job was to be a support worker. He's a really caring person and through volunteering he has experience of supporting people with a learning disability."

"I have three friends who are support workers," said Teddy. "They told me how great it is and they thought, because of my skills, I would be good at it."

Coordinator Mel approached service manager Becky who offered Teddy a work experience opportunity. He did a four-week placement, working 16 hours over three days each week.

"After the first day he told me he really enjoyed it and was looking forward to learning more so that one day he could feel confident enough to do the job himself," remembers Mel.

When he finished his placement Becky said they'd really enjoyed having him. "That really gave him a boost," explained Gemma. "Then we got a phone call from Becky saying that there was a paid 16-hour position available and she wanted to interview Teddy for it."

"He was very positive and enthusiastic in the interview. He scored higher than someone who had done the job before," says Becky.

"Oh, I was over the moon," Teddy remembers. "Finally I had a job that I am actually looking forward to doing. I was excited and happy."

"We've been working with Becky to make some reasonable adjustments for Teddy," Gemma explained. "They're more to do with his confidence than his capabilities. Things like buddying Teddy up with one of the team, having another person to sign off medication until he gets used to it and extending the amount of time the induction may take. It's just about making sure things are clear. We're really putting into practice what we preach. We're working together as One Mencap towards Our Big Plan, and if we can't do it how can we expect other companies to do it?"

4. A good culture is important to the organisation

We make time to talk to lots of people and use this evidence to work out what matters for people today. This includes people whose lives we are involved in, their families, professionals, and academics who work in the field of learning disability.

We regularly listen and learn from the views of people and their families through reviews, consultations, surveys, compliments and complaints. We have worked with families to look at how we can do more to improve how we work together with those who are closest to people. Part of this working partnership with families produced a revised 'Working together with families' pack. We also do all we can within limited funding restrictions to engage independent advocacy as required to ensure the interests of the individual are both heard and respected.

We listen and learn from professionals and academics through our Advisory Board which brings together experts in the learning disability field to share their views and advise on current topics.

We regularly listen and learn from our teams through individual and group meetings, #YourMencap themed discussions, engagement surveys, and actively promote our Whistle-blowing hotline.

Our 'We Are Mencap, What We Do Matters – Values and Behaviour at Work' staff booklet states that 'If you're ever concerned about the safety of care and support Mencap provides, or the behaviour of someone working for Mencap, you must report it to your manager straight away', with a list of examples. It continues 'If you have told your manager and nothing has been done, or if you feel you cannot tell your manager, you may want to raise it with someone outside your line management. This is called whistleblowing. You will not be treated badly because of a whistleblow. You can contact the Speak Out Safely helpline on 0808 808 2266 for confidential advice and support, or email speakout@mencap.org.uk.'

Whenever our monitoring tools alerts us to a service that is not at the standard we would expect we have a range of support options that have allowed us to rapidly and successfully address any issue. If there is ever something very serious that happens we have a way of telling the senior managers in Mencap straight away. They can then make sure the right help is given to get everything sorted out very quickly. This also helps Mencap to learn how we stop similar problems getting in the way of us keeping our promises for other people we work with.

Mencap's Our Big Plan is built upon six areas of priority.

1. Reducing stigma and discrimination

We recognised that negative attitudes were a problem. Our research with Ipsos Mori shows that many attitudes are formed between the ages of 8-13 and that contact between people is the best way to increase positive attitudes. Our aim is to significantly increase contact between 8-13 year-olds. We have successfully completed pilots for our Inclusive Schools programme with 11 schools. The programme encourages pupils with and without a learning disability to build relationships and understanding. Early results are telling us that schools are seeing a positive impact from the programme. And we have already secured funding from Vanquis Bank to roll out an element of the programme elsewhere.

We are going to deliver the '**All in Award**' in more schools and try out similar peer support in other community youth settings like the Scouts and Woodcraft folk.

We're going to research the impact of stigma and discrimination on people with a learning disability by carrying out the first representative, inclusive research project with people with a learning disability across the UK.

We're going to make sure people with a learning disability are more visible in the media in a positive way through our brand work and as Mencap spokespeople.

We continue to develop and grow our strong local network of Mencap groups in raising awareness and changing attitudes. We're going to produce a **'Mencap top tips'** for inclusion and changing attitudes as a guide for staff and local groups to inform best practice. We are also working with three local authority areas in Wales to test the impact of our community activity on changing local attitudes to people.

We will capture and share best practice with our wider networks in order to increase supporters through initiatives like our online **Your Network** portal and **Big Day Out** events.

2. Quality of Life

We recognised that focusing on standards that describe the 'quality of service' wasn't enough and that we needed to focus more on people's individual experiences, their quality of life, and person-centred practices. We have delivered What Matters Most sessions to over 500 managers. Nearly 450 direct support staff have received training in Positive Behavioural Support. We also recognised that we need to do more to improve the availability of suitable accommodation, so we're planning to secure around 90 new Golden Lane Housing tenancies.

3. Friendships and relationships

The theme of Learning Disability Week 2016 was friendships and relationships. We are testing and evaluating different models of intervention to enhance the quality of friendships and relationships. We are providing funding to nine of local **Mencap Beacon** groups to run specific projects with young people in their communities with the theme of friendships and relationships. We are working with ten local groups to test out our **'Gig Buddy'** project. We're testing the impact on friendships and relationships of our **Round the World Challenge** programme, and speaking to **Sport England** about continued funding to deliver it across more sites. We are working in partnership with the **Family Planning Association** to develop and test a sex and relationships course for people. We have set up ten new **Gateway Award** centres and will be using our new impact framework to evaluate their impact on the quality of friendships and relationships of the people who work through the award programme.

4. Early Intervention

We want children to have the best start in life. During 2015 we raised £1.7m in our **'Big Step Forward'** appeal to build, equip and run a new children's and families centre in Belfast. We have developed the **Hightscope model** which is a tool for assessing the progress made by the young people with a learning disability referred to our **Early Intervention** service for families with children aged 0 to 2 in Belfast

We are approaching funders to get financial support to conduct a joint piece of research with Ambitious about Autism to help us better understand the barriers that families face in getting the right early support. We will share our learning about the kinds of support that really make a difference in these critical years to children and families so that we can improve early years provision for children with a learning disability across the UK and beyond.

We also recognised that family resilience was an issue for families of people with a learning disability. We have piloted a new **Early Positive Approach to Support (E-PAtS) Family Support Programme**, which is a 7-week parent support package that aims to provide support and information to parents of children aged 0-7 who have a learning disability. It covers issues that they may come across such as challenging behaviour and sleep difficulties, and equips parents with strategies to help them to either prevent these issues from arising or to proactively address them if they do. We'll be running this in 8 more locations in England and Northern Ireland.

5. Employment

Mencap now employs people with a learning disability in many teams including Campaigns, Digital, IT, People, Personal Support, Quality, Wills & Trusts, our CEO office, and a range of administrative and reception roles.

In 2016 we supported nearly 300 people to find paid employment. November 2016 saw the fourth annual **Learning Disability Work Experience Week** take place in partnership with **Inclusive Employers**. In year one we supported 8 people into work placements. In year two it was 30, just over 100 in year 3, and over 200 in 2016. Companies that have been involved include McDonald's, South West Trains, Houses of Parliament, BBC, Next, Asda, Well pharmacy, Channel 4, Fujitsu and the Guardian.

We were delivering a variety of employment services but we recognised that this was not always in a joined up way with a clear route for progression. We are now much better at showing the impact of our employment services and have developed new routes into work such as apprenticeships and internships. We will also be supporting more people into work in more parts of the country.

"I would see employment as a basic human right"
Mark Capper, Head of Lifestyles & Work Development.



We continue to work on scoping out a social impact bond to create an innovative alternative funding mechanism for supporting people into employment. This is a long-term piece of work which involves working alongside and influencing central Government departments and Local Authorities, challenging them to think and do things differently.

6. Improving health for people with a learning disability

In 2006 we launched our **Death by Indifference** campaign. It highlighted the stories of six people with a learning disability who died because they didn't get the healthcare they needed. As part of Our Big Plan we have said that by 2020 we want people to receive timely, appropriate and effective healthcare. The #YourMencap conversations on health identified a lack of training in healthcare professionals, a lack of accessible information, and a lack of reasonable adjustments as three of the major barriers to equal healthcare. There were also many examples of bad practice. Along with some shocking cases in the media, this shows that, 10 years on from Death by Indifference, people with a learning disability are continuing to receive poor healthcare.

We've developed learning disability awareness training for healthcare professionals based on Health Education England's Learning Disabilities Core Skills Training Framework. We will deliver and assess the impact of the training with over 500 health professionals in England this year. We are also seeking to influence 50 universities to adopt learning disability specific training.

Our aim is that more healthcare professionals have the skills to support people with a learning disability, and that people with a learning disability and their families understand their rights and demand great healthcare, so in 2017 Mencap will launch a **Three-year Health Campaign** with three main aims.

1. To highlight the health inequalities experienced by people with a learning disability.
2. To empower people with a learning disability and those around them to challenge poor healthcare.
3. To work with NHS Trusts and healthcare professionals to make sure people with a learning disability get the reasonable adjustments they need.

Our **'Don't Miss Out'** project with NHS England will increase the number of people with a learning disability registered with a GP.

We have a long and proud history of influencing change through campaigning. Successful campaigns have made an impact on a variety of life changing issues.



There are around 250,000 people in the country whose basic needs are not being met by standard accessible public toilets. We worked with the **Changing Places** consortium so that there are more toilets with a bench, hoist and extra space to meet people's needs. When the campaign began in 2006 we only had eight Changing Places toilets. There are now more than 900 across the UK, but we want there to be more. The campaign has also spread outside the UK to Germany, Australia and the United States.

We are **Challenging Cuts** to vital services and support for people with a learning disability, both at a local and national level. This includes everything from protecting day centres from closure, campaigning to stop cuts to short breaks to make sure families don't reach breaking point, and providing support to people who've had their entitlements cut.

The **'Hear My Voice'** campaign in 2015 was all about getting the voices of people with a learning disability, their families and carers heard by candidates in the run-up to the general election. We've produced an easy read guide for people with a learning disability, which tells you everything you need to know about registering to vote and voting itself, and a guide for those supporting people with a learning disability.



We created an online platform, held local hustings events, and with 832 candidates having signed up in 472 constituencies, we had over a fifth of the new Parliament listening to us. The campaign received the Digital Innovation prize at the Third Sector Charity Awards. We have produced free guides to voting and supporting someone to vote in the 2017 General Election.



"Some people assume if you have a learning disability that it means you can't get a job – but we want everyone who can work to have the chance of a career and meaningful work. There needs to be more understanding from employers too. I've now met MPs and spoken to them about learning disability issues through Mencap's Hear My Voice campaign. One day I want someone with a learning disability to be an MP." Harry - UK representative at Inclusion Europe and Mencap spokesperson and ambassador as part of CEO Jan Tregelles' executive office team

In 2011 BBC Panorama exposed shocking levels of abuse of people at the now closed Winterbourne View care home. Since then Mencap and the Challenging Behaviour Foundation have been working with families to get people moved out of similar treatment units and back to their local communities, where they can get appropriate support and care, close to their family and friends. In 2011, as part of the campaign, Mencap and the Challenging Behavior Foundation produced the **'Out of Sight'** report. In 2014 **'Winterbourne View: The Scandal Continues'** looked at the unacceptable treatment many people have experienced. Since then, NHS England has committed to closing 35-50% of inpatient beds by March 2019. Together with the Challenging Behavior Foundation, we continue to campaign with families to make sure this happens.

Our **'Making it Happen'** guide helps campaigners to find out more and take our online action to write to the Senior Responsible Officer at their local Transforming Care Partnership. We have also been actively involved in supporting individual campaigns like 'Bring Josh Home', and his father spoke about the campaign to 44 local Mencap groups from across the country at the 2015 Mencap 'Big Day Out'.

In October 2016 we launched a national brand awareness campaign called **'Here I Am'**. We wanted to increase awareness of Mencap and all the great work we do, and improve the public's understanding of learning disability, so that people everywhere can stand up, be loud and proud of their talents, passions and plans, and say 'Here I Am'. We made a short film about a DJ which featured on ITV advert breaks. 'Here I am' featured on posters and billboards across the country, in celebrity endorsement, and lots of social media activity. Thanks to the hundreds of comments and photos #HereIAm was trending on Twitter with over a million engagements. The film has been watched over 800,000 times.



In 1946 Judy Fryd, frustrated by the lack of support available for her daughter Felicity, wrote to Nursery World asking parents in a similar situation to get in touch. A lot has changed since then, but our recent survey of parents of children with a learning disability gave a stark reminder that there is a lot still to fight for. In our 70th year we launched a new online community for parents and family carers of people with a learning disability, and in honour of Judy, at www.community.mencap.org.uk where they can go to connect with other parents and share their experiences and offer each other support and guidance.



To sustain all our important work, we also have an **Enabling Plan** to make sure we are in the best shape we can be to deliver Our Big Plan. We have worked with leading UK companies in recent years to fund our programmes, change attitudes about learning disability and to help more people into employment. Partners include Land Securities (raising £340,000 over the last three years and providing job opportunities for 77 people) Vanquis Bank (donating £300,000 over three years to support our employment programmes), MBNA (raising funds for Mencap through their Mencap branded credit card), and AVESO (sponsor of our Changing Places campaign).

We have also developed a number of new ways of fundraising, including branching out into retail. Our first shop began trading in December 2016. Ten **Mencap Charity Shops** have opened already, with plans for 25 more during 2017. These shops are already offering opportunities for people with a learning disability to gain retail work experience and our target is to have 130 shops by 2021.

5. Manager and board members lead and run the organisation well

Involving people with a learning disability in how we work and how Mencap is governed is a commitment that we have made in Our Big Plan and in our working arrangements. To help us progress we have worked with our regional inclusion groups to agree the most important things in which to involve people with a learning disability. We have now set up our national inclusion steering group in which people with a learning disability work in partnership with Mencap leaders in turning our plans into firm actions.

*"I am part of the Inclusion group in the North of England and I am part of the National steering group for Mencap. At the last meeting we spoke about jobs and carers, how we choose staff and how people with a learning disability should be involved in interviewing staff right across Mencap. We spoke about things Mencap can do better at. There is a good mix of people from different backgrounds, different ages and all with different ideas to contribute. I really enjoy these meetings and I like putting my ideas across and I think it will make a big difference and improve the support people get." **Sam – Mencap Inclusion steering group***

Our Board of Trustees have now doubled the number of trustees with a learning disability to serve on our main board and sub committees. We have also established a Learning Disability Advisory Forum who will work in partnership with our Trustees as part of our governance arrangements. Topics discussed by the forum include Mencap's employment plans, our personal support strategy, the 'Here I Am' campaign, and Mencap's view pre-natal screening.

Mencap's trustees, CEO and directors all regularly spend time visiting and listening to people to hear about their life experiences to get a first hand view of how our services support people.

Every month '**Engagement Meetings**' are held for the leadership team to listen to a cross section of managers and a cross section of staff. These provide regular opportunities for frank and open two way discussions about experiences, frustrations and achievements.

Mencap's leadership team have a rolling programme of accountability meetings to closely monitoring that our values are maintained and the strategy is being achieved. We have a 'Management Information Tool' dashboard which allows 'real-time' tracking of key performance indicators at all management levels within Mencap which helps to inform these discussions.

*"We need to make sure we are still relevant to people with a learning disability and their families in the 21st Century. Our founders achieved so much with little money and lots of passion. I'm proud of that legacy, but we need to make sure we keep that passion alive and that we are still the best organisation we can be. In five years time I want us to look back and feel proud of what we've achieved together". **Jan Tregelles – Mencap CEO***



Where do we go from here?

Every six monthly our Quality Steering Group will review progress against our targets and provide an update to this report.

