

Creating Our Future
Camphill Communities
of Ireland Strategic Plan
2017 – 2020



CAMPBILL COMMUNITIES OF IRELAND

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Foreword

Being able to see a person's ability and celebrate the life, love and joy they bring to their families, friends and Communities, is central to the life of Camphill Communities of Ireland (CCOI). People are enriched by each other. The very process of accompanying another person in their life, even for a short while, can be very rewarding. CCOI is at once traditional and innovative, life affirming and challenging. Within these seeming contradictions, Camphill can have a very real transformative effect on the people who live and work there, on the land and environment that the entire Community nurtures and on the families and friends of those who are central to what we are all about.

The richness of culture, the diversity of activities and the capacity of a place and the people living and working there, to nurture the spirits of residents and day attendees, is evident to all who engage with CCOI. Everyone contributes to the overall life and vitality of their Community. From arts to theatre, festivals to land management, all of these undertakings are experienced, and participated in, by every person who is equally part of our Community.

Community life is more than the sum of its parts. Getting more out of life and being part of something greater than any one individual is the Camphill way. Participating in decisions and making life choices is a daily activity for every person and, in Camphill, is essential to who we are. Since 1972 and the arrival of the Camphill movement to southern Ireland, there have been huge challenges, changes and revolutions in thinking and being. In every revolution, there is a single concept that anchors the actions of those involved. This is the belief in Community. In this strategic period, we are again reimagining this concept through new living and working arrangements, through integration and increased knowledge-sharing in local Communities and in formulating new ways to promote active citizenship for Community members with a disability. A focus that runs across the four strategic themes in this plan is the need to engage the entire Community in structured and supported dialogue to attain additional clarity on key cultural and operational issues. Another recurring idea within this plan is innovation, which has always, and continues to be at the heart of the CCOI identity. This plan outlines how we intend to review and improve our internal processes and systems, from assessment to human resources and communications to governance. As with all the 24 strategic actions within this plan, the overriding goal is to support the Communities that make up CCOI, to work in line with CCOI ethos and values, and to create strength in our communal understanding of what Camphill is and how we live our values collectively on a day-to-day basis.

This plan will guide the work of the national office as well as informing the plans and work of all 17 Communities. Not every Community will undertake each strategic action to the same level. Those Communities that have developed significant strength in certain areas will be in a position to assist others and each Community will focus their own planning on strategic actions that will most benefit their Community. The strategic plan is a starting point for a communal journey. The end of this three-year journey will be a CCOI which is more cohesive, which is courageous and trusting and that has an even deeper understanding of who it is and how it can best operate to provide the best level of care and support, anchored by the values espoused by the life-sharing model.

Leo Veling

Chairperson, Camphill Communities of Ireland

About the Camphill Movement

The first Camphill Community was founded in rural Aberdeenshire, Scotland, in 1940 by a small group of Austrian refugees led by Dr. Karl König, a medical doctor specialised in the particular needs of people with developmental challenges. They created a Community into which they welcomed children with a wide range of disabilities. Inspired by the thinking and initiatives of Rudolf Steiner (1861—1925), the group pioneered new approaches to the education and support of people with support needs as well as new forms of community living. There are now more than 100 communities affiliated to the international Camphill Movement in more than 20 countries.

Camphill arrived in Northern Ireland in 1954, and the first community in the Republic of Ireland was founded in Duffcarrig, Gorey, in north Wexford in 1972. There are now 17 communities in seven counties, which are part of one national charitable company - Camphill Communities of Ireland (CCOI). Our vision and mission are:



CCOI works to create sustainable Communities where children and adults of all abilities, many with special needs can live, learn and work with others in healthy social relationships based on mutual care and respect. In Ireland, our 17 Camphill Communities (CCs), many of which provide a home for both people with special needs and volunteers, and some of which centre around the provision of innovative day programmes.

CCs are inspired by Christian ideals and the impulse of community building, as articulated by Rudolf Steiner. To bring these values to life, members of the Communities share responsibility for the tasks and cultural activities of day-to-day life.

Dr. Karl König, who inspired the first Camphill Community, based his approach on Anthroposophy, as developed by Rudolf Steiner. Steiner believed that every human being is born with the task of learning and developing through their life. In order to unfold our individual destinies, all human beings, including those with an intellectual disability, need to live as full and rich a life as possible; always developing, while responding to life's continual changes and challenges. In Camphill, there are many pathways towards personal development; a person can learn as much from an unexpected life crisis as from a planned process for personal development. A belief in the human capacity to learn and to develop one's potential, and a view that the course of a life is essentially a learning experience, are fundamental to the CCOI's outlook.

The Development of Our Strategic Plan

Planning is important at both personal and organisation levels. At the personal level, it helps us understand what we want to achieve and clarify the steps we need to take to get there. At the organisational level, it helps the many people involved in an organisation to agree a common vision and it provides a clear road map to help them navigate the often complex terrain between the current situation and achievement of this future vision.

This plan has been developed over a number of years and represents the fruits of many hours of discussion and consultation, as well as the focused work of the strategic planning committee. As well as considering the views and concerns of the many stakeholders of CCOI, the process has also considered the complex and rapidly changing policy and funding environment. The environment provides challenges as well as opportunities for the future development of CCOI, key elements of this are described in the section below. It should be noted that over the coming years, additional strategic actions may be agreed by the leadership of CCOI, where alternative ways of progressing the key themes can be identified. While actions are likely to be adapted in response to learning, this plan presents a clear roadmap for the 17 Communities comprising CCOI, creating a future that benefits all stakeholders.



Context for Strategic Plan

CCOI operates within a multi-faceted national policy and strategy context. The provision of care and educational supports for people with disabilities is the core work of CCOI; we are therefore guided by policy within this area including the Health Act 2007 Regulation. The most notable change in this area within the last three years has been the introduction of the Health Information & Quality Authority (HIQA). The role of HIQA is to ensure that all organisations providing disability supports are doing so in line with national standards. CCOI has engaged with this process and our 14 residential Communities are currently working towards HIQA compliance. HIQA standards are integral to the lives of residents, staff and Communities. The achievement of full HIQA compliance is a goal that will be attained over this period with the support of a dedicated team from the National Office; while this vital work is not noted as a separate strategic action, it forms the backdrop of the next strategic period and this plan. The actions within this plan are intended to support CCOI to meet its regulatory obligations. Our position as an Approved Housing Body (AHB) also places us within the realm of social housing policy/housing strategy for people with disabilities.

Theme 1 – Increased Opportunities for Community Connection and Active Citizenship

Overview

Part of CCOI's heritage has been a focus on creating vibrant Communities where Community members with disabilities, staff, family and friends engage in shared events and activities. A focus of our next strategic period is to broaden our understanding of community. We will work to extend this idea to include people, organisations and businesses within the wider geographical community. This will require each CC to invest in its own Community and to invite other organisations to engage with them. The purpose of these actions is to create and cultivate more opportunities for Community members with disabilities to engage in wider Community events, employment, voluntary work and education, as well as offering more opportunities for members of the public to engage with CCOI.

Action 1.1: Develop new partnerships with other Community organisations and businesses to increase opportunities for Communities members with disabilities

Given the localised nature of this strategic action, each CC will develop partnerships at a local level. This action will be undertaken through a cascade model with three to four local Communities focusing on this goal each year over the course of the strategic plan and sharing learning with others who will undertake the action in subsequent years. This action may include a specific focus on encouraging other services to utilise CCOI's venues and facilities.

Action 1.2: Pilot friendship opportunity programmes and increase opportunities for peer to peer engagement

Friendship opportunity programmes have the potential to be an important way of building Community supports for people with disabilities¹, as well as for the Community members who also benefit from new relationships. The purpose of a pilot is to create opportunities for natural friendships to occur, particularly with people outside of the immediate Camphill Community. The aim of the pilot is to increase support networks and to provide access to new social activities. Some CCs have trialled mentor programmes and these projects will inform this pilot.

As part of this action, CCOI will also increase opportunities for peer to peer relationships to develop through social events between Communities and between different programmes within communities. In some Community's engagement with existing social groups, i.e. Arch Clubs, Special Olympics, etc., can also play a role in increasing social opportunities.

Action 1.3: Further develop opportunities for the local Community to participate in CCOI's rich cultural and social life

Building on each CC's existing annual calendar of festivals and celebrations, these events will be developed to increase participation of the wider Community. The aim of this action is to create more opportunities for CCOI's residents to engage in broad community life. Festivals and celebrations will seek to provide all CCOI's stakeholders with authentic opportunities for creativity, communication, team building and celebration.

¹ DUGGAN Carmel, LINEHAN Christine (2013). The role of 'natural supports' in promoting independent living for people with disabilities; a review of existing literature. *British Journal of Learning Disabilities*, 41 (3), pp.199-20

Another way in which some Communities have been successful in this is through running a selection of social enterprise programmes, i.e. short interest courses that are open to people with disabilities and people without disabilities.

Theme 2 – Increased Diversity of Choice and Promoting Learning

Overview

The next strategic period has a focus on extending programmatic, day activities and housing choices available to Community members with a disability. Choice and empowerment are key to CCOI's philosophy and are key pillars in creating opportunities for each individual to find meaning, connection and to achieve their personal potential. This goal will be achieved through programme innovation and a series of building developments to provide a greater range of housing options. This theme applies to Community members with a disability from across the range of service provision types from day programmes, to those who live within the grounds of the Camphill Community and those living independently in the wider community.

Action 2.1: Develop new training and education day programmes in three cluster sites

CCOI is currently working to create additional opportunities for residents to participate in the wider community in work and social activities. This, in turn, creates spaces in CCOI's programmes which means there is potential for people with disabilities in the wider community to benefit. We believe that our unique approach and resources can be utilised to create new high quality day programmes particularly for school leavers with disabilities.

This action has a dual aim of supporting the ongoing sustainability of day programme options for existing Community members with a disability and to enhance access to such programmes from new clients. To progress this action, local CC day programme hubs will be developed in the following three areas: 1) Kilkenny, 2) Kildare, 3) Tipperary.

Each hub will develop an innovative day programme proposal to present to funders and potential participants. The overall goal of day programmes is to create socially valued roles and training/education opportunities. The day programmes will draw on the unique environments and expertise of CCs in relation to social farming, social enterprise, progressive arts programmes and foods and crafts, as well as the experience of Communities with well-established and well regarded day programmes.

Action 2.2 Implement a programme of building development to extend the range of accommodation types available

A key focus of the next strategic period is to extend the range of housing options available to existing and potential Community members with disabilities. CCOI will continue to invest in its housing stock with a focus on the renovation of existing premises to create more varied living environments, as well as purchasing/building new housing where appropriate. This development will be informed by the needs of individuals and with consideration of the living and support systems favoured and that can be funded by them. Where Community members with a disability request housing options that cannot be met due to resources, we will work with relevant partners to explore alternatives. Over this strategic period CCOI will also formalise its evaluation approach to drive its learning agenda in relation to innovation in housing. This will be progressed by selecting one or two innovative housing and living developments to be externally evaluated.

Action 2.3 Establish social farming partnership projects to create placements for people with disabilities

Social farming is a growing concept and movement within innovative social services circles. Social farming is defined as *'the practice of offering activity on family farms as a form of social support service. In social farming the farm remains a working farm at its core but invites people to participate in the day to day activities of the farm'*². This developing concept has much in common with the traditional model of practice within CCOI. This movement potentially offers Communities the opportunity to re-envision and reinvigorate its approach to farming and to engage in new partnerships and with new funders. Communities have potential roles in relation to training, and supporting people to engage with social farms or in further developing the CCOI social farming model.

Action 2.4: Support consistent use of a comprehensive needs assessment and personal planning system

Over the last 18 months CCOI has developed a comprehensive needs assessment tool. This tool is based on the 'In control assessment tool', identified as a good practice approach. Following a positive review of a trial of this tool, the next step involves a further roll-out which will support all CCs to efficiently and effectively engage with the needs assessment process. This will involve the provision of training and support for staff across the 17 Communities, and the provision of auditing and organisational supports where required. CCOI will also evaluate IT systems to support personal planning processes and all other client engagement in a way that supports efficiency and the meeting of regulatory standards, as well as facilitating information sharing within the CCs and across the entire CCOI organisation.

Action 2.5 Support innovation in CCOI

Since its inception, CCOI has been an incubator and innovator for new ideas and ways of providing services. Many of the ideas that have traditionally been key to CCOI and which challenged mainstream views in the early days, are now becoming mainstream. This includes ideas such as supporting individual Community members with disabilities' self-expression and the proactive engagement of people with disabilities in work and social life, as equal members of a Community.

We plan to support continued innovation and to facilitate staff, residents and other Community members to play a part in innovations that seek to improve life and opportunities for people with disabilities. We will do this through the development of a CCOI innovation fund. The first few years of the fund will have the following themes:

- 1) social enterprise
- 2) actions within the strategic plan
- 3) innovations to support aging community members with disabilities

Individual Communities can apply for this fund to attain seed funding for innovation. The fund is also open to other organisations and individuals (outside or within CCOI) who are looking to innovate in ways that will support wider CCOI aspirations. CCOI will also aim to provide a range of supports for innovation such as expert mentoring for projects and seminars for interested Communities. This action will be made possible through the strategic action in relation to fundraising.

Action 2.6 Improve existing, and develop new, systems to support knowledge sharing across CCOI

Sharing of experience at the personal and organisational levels has always been a core feature of CCOI's culture. Recently, the World Café (Michaelmas) Day was considered highly effective as a means of bringing CCs together to celebrate and to share learning. Over the coming years two forums will be run each year. These will aim to be creative and engaging. The days will utilise the

² <http://www.socialfarmingacrossborders.org/>

strategic plan as a point of reference allowing learning to be shared across CCOI's family of Communities.

As part of CCOI's strategic approach to organisational learning a more focused and robust external evaluation will be developed. This means that significant projects, (i.e. projects that contain significant innovation, potential for replication or are very resource-intensive) will have external evaluation built into their project plan. This approach is widely acknowledged as being good practice in service development.

Action 2.7 Review and Develop the CCOI Approach to Health and Wellbeing

Supporting the health and wellbeing of the Community at collective and individual levels has always been at the core of CCOI. This focus has many ways of being translated into day-to-day Community life, including social therapy, curative education, anthroposophical medicine, healthy lifestyles and nutrition. For each of the next three years CCOI will select one thematic area of health and wellbeing and develop collective and local Community processes to support people to take ownership of their own health and make healthy choices. The process will need to be collaborative, adaptable to local situations and nationally supported, in all cases referring to current good practice. There may also be a review of policies, training and support needs in relation to the area of health.

Theme 3 – Improving the Governance, Business Model and Promotion of CCOIs

Overview

In order to deliver the best services for clients, CCOI needs to develop and ensure appropriate resourcing of its business model. A challenge in this is that traditionally many placements in Camphill have been underfunded. To support Communities to engage with funders on these issues, the organisation will develop business plans which draw from newly implemented cost centre accounting systems. A new post will be made for a fundraising/PR/Donor officer and a fundraising and communications plan will be developed to increase fundraising income available to support innovations within CCOI. The Safeguarding Team will also be further developed and additional roles employed at regional level, so that CCOI can define itself now and into the future. Dialogue will be facilitated on the topic of 'who we are', from this process a quality standard will be developed that clarifies how CCOI delivers on its values.

Action 3.1 Establish and Implement a Values-Based CCOI Quality Standard

An internal quality standard is a document that outlines how CCOI practically lives, and brings life to its values and beliefs. This document and its development is an important step for CCOI to define its culture and how it will ensure it lives up to its values - as outlined in documents such as 'Ways of Being'. The development of an internal quality standard seeks to ensure that CCOI values and principles have as much significance for the organisation's development as compliance related actions.

Since its inception, the values unique to CCOI have been largely upheld and developed by LTCWs. The reduction in LTCWs means that CCOI needs to revisit its ways of working to ensure that its core values remain central in the current fast-changing environment. Parallel to the international Camphill Movement, CCOI is in a period of transition. The development of an internal quality standard is one way in which this transition can be managed – ensuring that key values, practices and ways of working are clarified and agreed so these can be bought confidently into the future.

The process of developing a quality standard involves clarifying what was good and what is sustainable from the past as well as collectively agreeing qualities, principles and practices that should inform the future of CCOI. This standard will be a key tool in clarifying the factors that

connect the 17 CCs and define who CCOI is, and how it upholds its values. The standards are vital in clarifying how principles can be translated into day-to-day work practice. This process will help CCOI answer important questions such as:

- What does active citizenship mean for Communities?
- How does CCOI support its residents' spiritual life?
- What does respect and dignity mean in the CCOI context?
- How does CCOI embed reciprocity of relationships into its culture?
- What life sharing contributes to people's lives and how this can be enshrined?
- What makes us different from other disability services?
- How will the essential CCOI values be upheld and developed?
- How does CCOI balance living its values as well as attainment of regulation standards, identifying any areas of tension between these two goals?³

The standard will also address key areas in relation to quality improvement as defined by HSE contractual obligations and regulations. In relation to implementing these standards, any action plans that arise from the process for implementation of the CCOI Quality Standard will have, as a starting point, the improvement processes that have been undertaken in response to the introduction of HIQA National Quality Standards. This includes work in the areas of safeguarding, supervision and appraisal, behaviour management, and development of assessment and personal planning tools. These have all emerged from the National Safeguarding Action Plan agreed with HIQA. However, the action plan will be extended to include issues that are important to CCOI and which have been defined by the CCs, rather than a compliance agenda.

To ensure that this process is meaningful it will require careful facilitation and sufficient time to ensure there is real and thorough dialogue on these important issues. The development of a Quality Standard is an opportunity to bring the Communities together and increase our sense of shared meaning and connection.

Action 3.2: Develop an integrated national social care IT management system across Camphill Communities

As part of overall systems improvement, CCOI will implement a new national social care IT management system that is fit for purpose and can ensure compliance with Regulation 26 of the Health Act 2007.

Ensuring good practice in all systems including social care management, safeguarding and reporting is important to CCOI. Having the best available systems and competency in their use is one way to ensure we have consistent social care practices and systems of authority and responsibility that are safe. A uniformly adopted social care IT management system also reduces duplication and enables better sharing of resources. This will involve supporting each community to embed new systems within their social care management practice. A commitment to staff resources to implement this work has been approved by the Directors of CCOI.

Action 3.3: Further develop accounting systems to support cost centre analysis

A key theme for the next strategic period is increasing the viability of the business model to ensure CCOI receives sufficient funding to provide high quality, safe services to its residents and day attendees. We are aware that in some cases CCOI receives historically low capitation fees, which are far less than comparative services, and less than what is required to cover the costs of an individual's supports. This strategic action involves the further development of accounting systems, which will put CCOI in a stronger position to advocate for increased and equitable funding on behalf of residents and day attendees. These systems will enable more critical and detailed analysis of the business model.

³ This issue was raised by Community members with a disability who identified aspects of the regulation that they felt had a negative impact on their lives. Answering this question will support CCOI in mitigating any such negative aspects of regulation.

Action 3.4: Support implementation of Accounts IQ

As part of overall systems improvement, CCOI has been implementing Accounts IQ, a new accounting package. Ensuring good practice in all systems including financial management and reporting is important to CCOI. Having the best available systems and competency in their use is one way to ensure we are meeting this standard. The next strategic period will involve supporting each Community to further embed new systems within their financial management practice. The last phase of rollout will be completed in Jan 2017.

Action 3.5: Improve financial management and negotiation processes

Currently available state funding for CCOI is out of step with the real costs of service provision. Key factors that have led to this situation include:

- 1) The Long-term Co-worker led model was considered a low-cost option for the HSE, and as the model has moved to one with more employees changes to funding have not kept pace
- 2) As costs have risen for some residents (i.e. increasing needs with aging and other factors) annual funding has not risen to the same degree, and,
- 3) CCOI has not traditionally been focused on developing skills in business-led negotiations instead focusing on the service provision aspects of the model.

CCOI is aware that, in order to provide a high-quality service for our residents and to reward staff appropriately, adequate funding is required. The actions in this section are aimed at managing costs, and meeting HSE requests for provision of well researched business plans, with the aim of generating sufficient funding to ensure services have appropriate staffing and funding levels to attain other actions within this plan. This action is closely connected to actions in relation to implementation of client comprehensive needs assessment, Accounts IQ implementation and cost centre analysis will aid the process.

Action 3.6: Recruit a Marketing and Fundraising Officer and implement an ethical fundraising strategy

CCOI has a narrow base of supporters and has been moderately successful in raising funds from a diverse range of sources. To further develop this, a Marketing, Fundraising and Donor Officer will be employed and a fundraising strategy established with the aim of increasing fundraising and donor income twofold over the course of the strategy. A policy will be developed to guide disbursement of funds across Communities in a way that is fair and allows for individual CCOIs to attain funding from the central fundraising account for capital projects. A portion of donated funds will be set aside each year for innovation development.

Action 3.7: Further develop the CCOI communications strategy

CCOI needs to communicate with a variety of stakeholders, including: residents; parents and siblings; employees, long-term and short-term co-workers, interns and volunteers; funders; local geographical communities and project partners.

CCOI has been successful in engaging with these stakeholder groups, however a fast-changing environment and an ambitious strategic plan means there is a need for the continued development of communications to ensure that all stakeholders have the information they need to understand and contribute to the developments occurring within CCOI across the country.



Action 3.8: To Increase the capacity of CCOI in relation to Safeguarding

The introduction of HSE Protecting Vulnerable Adults from Abuse policy has placed an additional onus on disability services for formalised proactive and reactive responses to the safeguarding of adults and the reporting of same. In this changed environment, the role of the National Case Management Team (NCMT) has shifted to supporting the safeguarding training function and providing an independent oversight in respect of safeguarding. Persons in Charge and Designated Officers in Camphill now play a more significant role in safeguarding processes themselves including the drawing up and implementation of safeguarding plans. Where a (Trust in Care) safeguarding investigation is required this role needs to be undertaken by senior management staff. Camphill has a National Safeguarding Action Plan. To support this work and to respond to more formalised requirements, an integrated management process is required at a regional level. Camphill Communities of Ireland values high quality service provision and intends to further develop our already solid processes in relation to safeguarding through the employment of additional professionally qualified staff, the development of an integrated Safeguarding Team, building expertise through strengthening supervision and training for Persons in Charge and Designated Officers and developing our use of the external advisory panel.

Action 3.9 Review CCOI policies in light of the Assisted Decision Making Act

The Assisted Decision Making (ADM) Act is a major piece of legislation that is driving a change in culture for how people with special needs are viewed and supported. CCOI fully supported the implementation of the Act.

Action 3.10 Commission a review of CCOI governance and management structures and implement recommendations

In order to ensure that CCOI is able to deliver its strategic plan and has governance, management, finance and decision making structures that are fit for purpose, and can optimally support communications and decision making across the organisation, CCOI will commission an independent governance review. This will result in recommendations for how existing structures and processes can be adapted and improved in line with good practice, to ensure these can support CCOI to maintain standards, meet regulations and achieve its strategic goals. The plan for change will also identify how sub committees of Council will operate in a way that manages risk and ensures financial governance and reporting. The review will outline how collaborative business planning will operate across Communities. This review will need to include consultation from all stakeholders, as well as reference to good practice in governance, and take CCOI's culture and ethos into consideration.

Theme 4 – Developing and Ensuring Sustainability of the CCOI Human Resources Model

Overview

The staff of CCOI are central to all we do, and the most important factor when considering the quality of the Camphill experience. Our staff teams are made up of Long and Short-term Co-Workers (STCW and LTCW), employees and volunteers. We have over 450 staff across CCOI. The variety and mix of their backgrounds, skills and experience is a major strength of our approach. This section of the strategy looks at the supports and processes related to human resources. The overall aim of these actions is to ensure that staff are supported and managed in line with good practice, in order to ensure the CCOI is an excellent place to work, delivering quality services.

Across the Camphill Movement internationally, there is a reduction in the number of LTCW joining Communities. This has necessitated an increase in paid employees. This same trend has occurred within CCOI. Through a process of consultation with LTCWs, CCOI intends to clarify how the LTCW role will continue to adapt to the changed environment in which CCOI now operates, and provide appropriate supports for LTCWs. There is a need to ensure that training and supervision systems are operating to a high level to ensure that employees and co-workers are well supported.

Action 4.1: Consult with Long-Term Co-Workers and develop clarity on role

The change in the CCOI model from one based on LTCW life sharing to one with more reliance on paid employees poses challenges for the organisation. LTCWs have a psychological contract with CCOI based on shared values, culture and history; however, the changing environment presents challenges to some traditional ways of working. LTCWs exemplify the ethos and values, which are core to Camphill Communities. In this changing environment, CCOI needs to map a path by which LTCWs are valued, cared for, and where their expertise, experience and knowledge can continue to actively inform the future of CCOI. This strategic period allows a time for CCOI to pause and reflect on this important theme. (It will do this through an externally facilitated process of review and reflection, which engages with LTCWs and then the broader CCOI Community.)

Action 4.2 Ensure supervision, appraisal and training plans for all staff

Over the past number of years CCOI has put significant energy into establishing organisational training programmes and in developing a supervision policy to support staff and co-workers to work in line with good practice. The next strategic period will further cement and develop these processes.

Action 4.3 Undertake a review of the supports and structures for Short Term Co-workers

Short Term Co-Workers (STCWs) play an important role in CCOI. The changes in the environment, namely a reduction in LTCW numbers, and increasing regulation also impact on the experience of STCWs. CCOI intends to undertake a review of the systems, supports and structures in relation to STCWs. This review will aim to identify challenges or risks and to implement any required changes to ensure that the CC experience for STCWs is a positive and sustainable one.

Action 4.4 Review and improve HR procedures including recruitment and induction procedures

The ability to attract and support staff who share the organisation's values and ethos is key to the organisation's success. Following the completion of the quality standard, CCOI will review its recruitment procedures, job descriptions, induction and disciplinary procedures to ensure that all systems can support the organisation in attracting staff members that will contribute the CCOI upholding its values and achieving its objectives.