

Annual Review

2015-2016





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Introduction from Peter Cotton and Paul Watson



**Peter Cotton,
Chair**

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**Paul Watson,
Managing Director**

A handwritten signature in black ink, appearing to be 'P Watson'.

We are privileged to be a provider of care and support for older and vulnerable people, and as part of The Guinness Partnership, we share the ambition to be a catalyst for improving lives and creating possibilities for people.

The people who work for us are what drives our ethos. In 2015-16, we launched our values to further a culture of attitudes and behaviours that delivers amazing service. To meet the ever-changing learning and development needs of our staff, we also opened our Learning Academy, a new way of delivering training which enables us to be even more flexible to meet customer requirements.

The fundamental yardstick in achieving that aim is how our customers feel about our service. This year we were delighted to achieve customer satisfaction scores of over 93%.

In the coming business year we'll launch our Customer Experience Strategy to further improve the quality of our services. We'll continue to invest in the growth of our services, in recognition of the competitive market we operate in and, more importantly, to maintain a caring, safe, ethical service.

Above all, we will continue to place individual wellbeing at the heart of everything we do.

Cost and quality – how did we do?

To maintain the service levels our customers expect and deserve, we focus on ensuring value for money. Crucially, any surplus we make goes back into developing our services. We set and measure a number of targets across cost and quality to help us achieve this.

Objective, peer-reviewed quality in our services

A key achievement in 2015-16 was developing and involving customers in our Quality Assurance inspections. ‘Customer Quality Champions’ make visits to see if our services are good enough for someone they love and care for. We call this the ‘friends and family’ test.

By talking to our customers, our ‘Champions’ learn how happy they are, and where we can do even better.

The feedback shows customers talked more freely to people of a similar age, so this was an important way to get honest responses.



Our performance

Key performance indicator	Target	Actual	Commentary
Getting repairs done on time	98%	84.2%	Guinness is working with its repairs contractors to improve performance in this area.
Percentage of rent lost due to properties being empty	1.6%	1.5%	The time that a property is empty before letting to a new customer has remained within target.
Percentage of staff who have been with us for longer than a year	75%	69.8%	A high proportion of our staff work in our care services, where the external environment is constantly changing. We aim to keep our great staff with us as long as possible, which gives continuity to our customers. We have also introduced some new initiatives to recognise the contribution of our staff.
Agency staff	5%	9.1%	It can be extremely difficult to recruit care staff in some areas of the country, where competition is high. We do our very best not to rely on temporary agency staff – because we understand customers like a familiar face and it is better value not to pay for agency staff. We continually review our recruitment and selection methods to attract more permanent staff.
Care Quality Commission inspection result – percentage of services compliant	80%	94%	Our services continue to deliver strong inspection results. The results of the Care Quality Commission inspections of our care services are better than most providers in the care sector.
Complaints responded to but may not yet be resolved	100%	100%	We made sure our staff responded to customers who made a complaint on time.
Quality Assurance visits for our regulated services completed by our staff	80%	89%	We plan regular visits to our regulated services to ensure we meet Care Quality Commission standards and make improvements where necessary.

Diversity and inclusion

We want to ensure that each of our customers is being treated respectfully, and with dignity. Every year we publish a report to provide us with a clear line of site to those objectives.



A snapshot of our 2015-16 achievements

- **We delivered 'Creative Times'**, our second customer art project, which promoted wellbeing. The many events that made up the sum total of this wonderful festival brought together communities – helping to create inclusive environments.
- **We promoted International Older People's Day.** Services were encouraged to hold specific events. Outcomes were communicated in our Grapevine customer magazine and our staff intranet.
- **We continued to make sure that policies, procedures and services remained non-discriminatory** through Equality Analysis.
- **Quality Assurance Assessments** have helped highlight D&I concerns or good practice at service level.
- **Complaints have been analysed** to ensure the highlighting of any D&I concerns.

A key objective for 2016-17

is to ensure our Active Ageing activities meet identified equality, diversity and inclusion objectives.

Great leaps forward in supported living

It has been a positive year for our supported living services for people with a learning disability.

We celebrated the successful transition from Bystock Court to new community based services in Exmouth. Of most importance was how customers coped with the transition. The last customers moved into their new homes in December 2015, and have embraced their new community life, accessing new opportunities and in some cases getting jobs. We are now working with our day service colleagues to establish what we can do to broaden our offer. We already have some social enterprise activity with a pop-up café and gardening.



Our Customer Quality Improvement Group

In order to provide an amazing experience, we understand the need for customers to have a say in the running of our services. We work with a number of different groups of customers, including our Customer Quality and Improvement Group, who support the development of our strategies, plans and policies.

These customers reviewed a number of key strategies and proposals this year, including our Housing for Older People offer which included proposals for Active Ageing. The group provided essential feedback on our new End of Life Policy. They helped us review our customer satisfaction survey results and how this should be fed back to customers. Moreover, they joined in both creating art for the Creative Times exhibition and played a key role in planning and facilitating the event.

Some of the group are also Customer Quality Champions, and we are looking to recruit more people into the Customer Champion role going forward.

Creative Times

Our ethos of ‘Improving lives and creating possibilities’ manifested brilliantly at Creative Times 2015.

The customer-focused art project saw people from across Bath, Bristol, Somerset, Wiltshire and Gloucestershire involved in a variety of creative projects. Each event was its own piece in a colourful jigsaw that culminated in a beautiful public exhibition at Bath’s Guildhall. The Guinness Partnership funded the project as part of their 125 year celebrations.

The art was unified under the theme of ‘Time’. The project commenced with a set of principle objectives, ranging from improved wellbeing through to greater levels of interaction and engagement.

It brought together customers, artists, staff, volunteers, local stakeholders and members of the public. A detailed project analysis showed us that Creative Times had a positive impact:

80%
of participants
felt happier

49%
of participants
felt healthier

61%
of participants
felt more energised

85%
of participants
would take part again



The essence of the project was summed up by one participating customer who told us,

“I feel healthier in mind and spirit.”

An ongoing legacy

Customers are continuing with creative activities and linking with other local residents to do so.

New partners

After working with us on Creative Times, creative organisations Superact and Create Studios are providing further opportunities for customers in Devon and Swindon to participate in free creative activities.

Was it worth it?

A cost benefit analysis on different aspects of the project and exhibition came out as consistently good. This was because Creative Times had a positive impact on the health and wellbeing of participants, as well as creating partnerships and legacies.

Our customers

What do our customers think of our services?

Customer evaluation remains an important contributor in how we define our strategy. Surveys continue to be a really important way for us to understand how customers feel about the service they receive and help us continually improve what we deliver.

All customers in our Care at Home, Care Homes for older people, Day Care, Floating Support, Supported Living, and Foyer (younger person) services received our 2015 survey – with a statistically significant response rate of 31.5%.

We asked detailed questions about how safe, caring, effective, responsive, and well-led our customers thought the services were, in line with Care Quality Commission key lines of enquiry.

The overall customer satisfaction rate was 93.4%

A key objective going forward

is to increase the response rate through a range of different measures.



94.9%
of customers felt they received a caring service

89.7% of our customers would recommend us to a friend or family member

Customers were asked to comment on what they liked about the services and what could be improved. They told us:

“Without Guinness coming in I would be unable to live in my own home.”

“The support that I receive from Guinness is second to none. They support in more ways than I thought was possible. Extremely caring and go above and beyond to help in any way they can.”

“Offer more hours of support when possible.”

The results were fed back to customers and we're working with them to make improvements.

Our finances

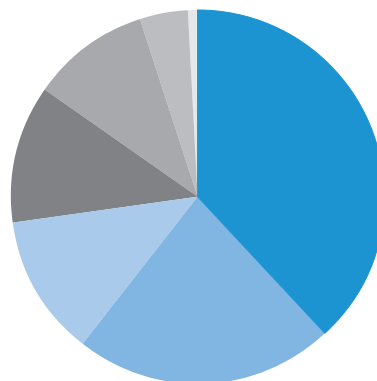
A summary of our financial position at the end of 2015-16

Our Care at Home, older people and supported living services grew significantly during the year and have continued to do well.

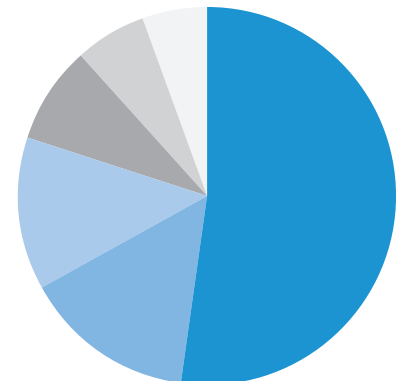
The sector conditions continue to be challenging, especially for residential care homes and financial performance fell for this year as a result. During the year we received a gift of £13m from The Guinness Partnership, which enabled us to pay off the main property loan.

This will help us to deliver our 2016-2018 strategy. The financial performance of two of our acquisitions, care providers Kylemore and Live Well at Home has not met budget despite significant management action. This may mean that we will not be able to recover our initial investment and to be prudent, the Board has decided to write down the full investment values.

Income 2015-16



Expenditure 2015-16



Income	£m	Expenditure	£m
● Donations from The Guinness Partnership	13.0	● Staffing costs	15.8
● Care services	7.7	● Property costs	4.4
● Rent & service charges	4.2	● Interest payments	3.9
● Residential home fees	4.0	● Service costs	2.5
● Services provided to other Guinness partners	3.5	● Investments	1.9
● Other income	1.5	● Other costs	1.6
● Supporting people income	0.2		
Total income	34.1	Total expenditure	30.1
		Net surplus	4.0

If you would like a copy of Guinness Care and Support's Financial Statements 2015-16, contact us on 0300 123 0705 or email us at: info.guinnesscareandsupport@guinness.org.uk.

Our staff

The Learning Academy – one year in!

We understand that amazing service requires amazing staff.

It's our responsibility to develop and support them to meet those standards.

In 2015-16, we introduced The Learning Academy, our new way of delivering training.

“We are committed to training our staff to the highest level to enable them to carry out the great work they do supporting our customers.”

Ann Skipper,
Human Resources Director

“The Care Certificate is a set of standards that social care and health workers stick to in their daily working life. It is the new minimum standard that should be covered as part of induction training of a new care worker.”

Skills for Care

Highlights from the team's first year include:

- **an expanded training team** and a supportive new Learning and Development Advisor
- **increased attendance** and overwhelmingly positive feedback among staff
- **a great skills mix** to cover a variety of training requirements including epilepsy, autism and dementia
- **all new staff now meet members of our Executive Team** when they start
- **our Live Well At Home service now benefits from in-house training**, meaning consistent messages and standards
- **bespoke training for transferred staff** so everyone receives the same messages.

The Care Certificate has proved to be a positive step forward, leading to high standards of care and support for our customers.



Becoming dementia friendly

In 2015, The Guinness Partnership, in collaboration with the Institute of Public Care, published a research report, entitled 'Becoming a dementia friendly organisation'. The detailed report won the Housing and Dementia Award at the International Dementia Awards in 2015.

We delivered three pilot projects



to make our homes and communities more dementia friendly.

The research indicated that there are likely to be more than 1,000 older people with dementia living in Guinness homes or receiving care services. Our goal is to help them live well and remain independent for as long as possible.

Hampshire dementia project

The Guinness Partnership launched a year-long pilot project with customers in Hampshire to find out how we can adapt our services to meet the needs of those with dementia, with a view to rolling the project out across the country.

Initial project results:

- improving the aids, adaptations and assistive technology we offer
- training our staff to provide supportive care for people living with dementia
- making our new homes and major refurbishments dementia friendly
- working with local health and care providers and dementia groups
- knowing which of our customers are living with dementia so we can tailor their care
- 500 staff are now Dementia Friends.

To deliver this project, we have brought in project lead Wendy Wells, who exquisitely sums up the spirit of this important undertaking:

“This project is about more than being dementia friendly; it’s about being customer friendly.”

Wendy Wells, Housing and Dementia Project Lead

We’re excited to play a leading role in helping customers live well with dementia.



Incredible retirement living on Devon's River Dart

60 new homes
Extra Care development

.....
Case study

In December 2015, The Guinness Partnership began construction on a major scheme which will provide exciting opportunities for over 55s in the South West.

The £12 million Riverside Extra Care* development on Steamer Quay Road in Totnes, Devon, will provide 60 beautiful one and two bedroom apartments for affordable rent and shared ownership sale.

The stunning scheme proudly boasts views of the River Dart and private courtyard gardens, and includes a café bistro, activity areas, and a 'pamper suite' where residents can arrange haircuts, manicures and beauty treatments. Each apartment will be fully wheelchair accessible, with level access showers and fully equipped kitchens.



.....
“Construction is now well underway with works to the second of five floors.”



.....
“The completed building will be finished with a mixture of face brickwork, rendered blockwork and cladding to give a varied and visually pleasing look.”

Built by Galliford Try Partnerships, designed by Mitchell Architects of Plymouth, the project is supported by Devon County Council, South Hams District Council, The Department of Health and the Homes and Communities Agency, with a due date for availability of homes by autumn 2017.

Guinness Care and Support is proud to be involved in this stunning development as the chosen provider of onsite assistance to Riverside residents, with a focus on enabling them to remain as active and independent as possible.

For more information visit:
www.guinnesshomes.co.uk/our-developments/

* Extra Care enables residents to live in their own property and access on site care and support services as and when they need them.

Inspired youth in South Yorkshire

The Sheffield Foyer is our supported accommodation hostel for young people aged 16 – 25.

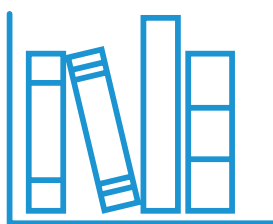
Customer backgrounds vary, with many experiencing family problems, exclusion, disadvantage, mental wellbeing needs, and drug and alcohol use. Most are not engaged in education, training or employment, or have had inadequate or difficult educational experiences. Some have learning disabilities. Many have multiple needs.

The team work tirelessly to combat social disadvantage by supporting residents with their problems, whilst engaging them in a bespoke on-site training programme, working through this to access other training and even full employment.

The ultimate goal is for young people to live independently, in their own property and progressing towards full employment.

Results

Last year, of around 120 residents transitioning through the Foyer:



34 completed the full Foyer training*

30 completed the Journey to Work programme

9 completed an on-site City & Guilds training programme



158 instances of residents accessing sexual advice services

147 instances of residents getting involved with formal foyer-led activities



11 found employment

116 instances of residents attending Job Club sessions

11 entered full-time education

58 registered with a GP

These successes have been achieved against a year of considerable change. We're immensely proud of our Sheffield Foyer team, their life-changing influence on younger people, and the powerful impact this has on their local community.

*The training residents receive at the Foyer is focused on preparing them for independent living. It includes life and social skills, health and wellbeing, parent and baby skills and move-on and resettlement support.

Our Values

We believe organisational values are a crucial component in our aim to improve lives and create possibilities. With that in mind, Guinness Care and Support launched five defining values for our staff.



In 2016, Investors in People recredited Guinness Care and Support. They noted we were **'high performing'** in operating in line with our values.

Our Values

Caring

putting individual wellbeing at the heart of what we do

Accountable

for the quality and value of the services we provide

Respectful

of individuality, privacy and dignity

Ethical and professional

Dedicated

we want to exceed expectations

The values serve as connecting principles for the skills, behaviours and attitudes which enable us to meet our objectives, make us a great place to work and continue to be a successful charitable organisation.

We communicated the values nationally to employees, interviewing and profiling staff at all levels to make the values meaningful to their daily jobs.

The growth of our services

To continue to excel, we need to continue to grow. We have enjoyed an excellent new business year in 2015-16. We have been able to steadily grow our services, despite challenges from Local Authority cutbacks and the necessary increased costs of the National Living Wage.

The highpoints included an exciting win in our Bristol region to boost our Home Care service, with an Extra Care contract win across our Southlands and Anchor House schemes. Adding

an additional 25 staff from another organisation, we are now providing support for residents at both schemes. We're anticipating boosting our Home Care services with other imminent tender opportunities.

Since winning a place on the rural framework, we've been able to build and develop our services right across Gloucestershire. We are looking to partner with other care providers in the region to allow us to scale up our services in Gloucester and Forest of Dean.

Meanwhile, in Devon we are proud to be working with the North Devon Hospital Trust. We will look to strengthen this position across other areas in the region as we go forward this year.

We are also looking at several new tenders across the region including, Hampshire, Bath and North East Somerset, Somerset and Dorset, which all conclude before the end of 2016, so we can be assured a busy and exciting time ahead.

A summary of our plans for the year ahead

We have a clear plan for the year ahead as part of The Guinness Partnership's Destination 2018.

We will deliver on the following priorities:

- Developing our Care at Home service
- Developing our extra care housing services, including the opening of our new scheme in Devon
- Building our service offer for older people across Guinness, improving customer experiences
- Enhancing our service offer for people with learning disabilities
- Expanding the Learning Academy to further improve staff development
- Ensuring our services are value for money
- Ensuring high levels of customer satisfaction and care services that are fully compliant.

Paul Watson,
Managing Director

The Guinness Care and Support Board

The Guinness Care and Support Board is responsible for our governance as a charitable organisation – safeguarding our effectiveness, proper running and helping to make certain that we meet our overall purpose.

We're proud to have a dynamic Board. They are steadfastly committed to our aims and objectives, and possess a vast collective experience and knowledge of the social care and housing sectors.



Peter Cotton (Chair)



Jim Dickson



Dr Claire Feehily



Penny Hayes



Mike Petter



Jeremy Robinson



Linda Sanders



Catriona Simons



Paul Watson MBE



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www.guinnesspartnership.com/care-and-support

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