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All around us, the economic landscape is changing and to remain future-proof, we must respond and strengthen our services. In 2016-17, we started to transform our care at home and housing for older people services, aiming to extend our care services to privately funded customers. We've made excellent progress with our Quayside extra care development. And we've stepped further into the digital world with the launch of a new Facebook page and Twitter feed.

However, our customers will always remain at the heart of what we do, whatever their circumstances. We'll measure our success by how they feel about our service. This year, we achieved 94% customer satisfaction, reflecting the great work our staff do every day.

In the year ahead, we'll continue to follow our commitments in becoming a diverse, dementia-friendly organisation, while continuing to grow and transform our services. And we'll especially draw on the expertise of our leaders and peers to recognise, inspire, and develop our people to their full potential.

Most importantly, we'll continue to live and breathe our vision and values, improving lives and creating possibilities for our customers.



A handwritten signature in white ink on a green background, appearing to read 'Peter Cotton'.

Peter Cotton
Chair



A handwritten signature in white ink on a green background, appearing to read 'Paul Watson'.

Paul Watson
Managing Director

Guinness Care - our new operating name

In Spring 2017, we changed our operating name from Guinness Care and Support (GCS) to Guinness Care.

Our new branding allows us to amplify our messages about the great work we do – to people inside and outside Guinness. Achieved by in-house teams at minimal cost, it brings energy and a major opportunity for us to grow our service, reaching more people in need of our help and paving the way for Guinness Care to be a leading brand in the care and support sector.

The adoption of the new Guinness Care logo and Guinness green colour scheme represent:

- Our place in the Guinness family
- The alignment of our vision and behaviours with Guinness
- Our close work with other Guinness teams

Updating and modernising our brand doesn't change what we stand for – we continue to believe passionately in providing excellent care and support services.

Guinness Care and Support Ltd, Live Well at Home Ltd and Independent Home Life Services Ltd have retained their existing legal company names. In addition, we continue to be the corporate trustee for Devon Sheltered Homes Trust, which retains its current name.



Our Vision and Values

We want to be one of the best service providers in the housing and care sectors, one of the best employers in the country, and generate surpluses so that we can continue to develop new services that help our customers live independent, happy and healthy lives.

Our Vision: We're here to improve people's lives – and create possibilities for them

At Guinness Care, our values are at the core of our social purpose. They underpin our services, language, culture and behaviours, and guide our people in the great work they do.

- Caring** putting individual wellbeing at the heart of what we do
- Accountable** for the services we provide
- Respectful** of individuality, privacy and dignity
- Ethical** and professional – our reputation is key
- Dedicated** we want to exceed expectations



“The best advice is treat people with respect, take responsibility for the service that you provide and learn from mistakes and customer feedback”

Tony Burke
Head of Independent Living (North)

“Enthusiasm, passion and dedication are the key to exceeding expectations”

Lynsey Campbell
Senior Care and Support Worker

Cost and quality - how did we do?

In order to deliver excellent care and support for our customers we must continue to transform and grow our services in line with sector trends and challenges.

We strive to become more efficient by focusing on value for money, strong compliance, better technology, and rewards and development that keep our staff committed to our purpose.

To help us achieve these goals, we measure our performance against a number of targets relating to cost and quality.



100%
of complaints were responded to on time

86%
of services inspected by the Care Quality Commission were compliant

Our performance 2016-17

Key performance indicator	Target	Actual	Commentary
Great homes and service			
Emergency repairs completed on time	98.5%	88.6%	Guinness is working with its repairs contractors to improve performance
Great place to work			
Agency staff use (% of total staff costs)	5%	8.7%	Recruitment can be difficult in some parts of the country, but we want to reduce agency staff as we know our customers prefer familiar faces. Our managers actively review recruitment methods to attract permanent staff
Percentage of our staff who have been with us longer than a year	75%	78%	Many of our staff work in our care services. We aim to keep staff with us as long as possible, and have seen improvements in response to new recruitment and reward schemes
Financial strength and capacity			
Percentage of rent lost due to empty properties	1.7%	1%	We have further reduced the time a property remains empty before letting it to new customers
Customer arrears	29 days	30 days	This is due to the timing of invoices raised to / payments received from Local Authorities, and expected to resolve in the near future
Quality Assurance and Compliance			
Overall compliance with Care Quality Commission Standards	100%	86%	Our services continue to deliver strong Care Quality Commission inspection results, which are better than most providers in the care sector
Complaints responded to on time	100%	100%	We made sure our staff responded on time to those customers who made a complaint
Quality Assurance visits completed by our staff (for regulated services)	85%	80%	We plan regular visits to our regulated services to ensure we meet Care Quality Commission standards. Decisions were made not to proceed with internal visits where the date coincided with actual Care Quality Commission audits

What our customers say about our service

We offer a variety of care and support services across the country for customers of all ages, with a focus on older people, learning and physical disabilities, mental health, dementia and complex needs.

Surveys continue to be an important way for us to understand how our customers feel about our services, and help us improve what we deliver.

11,000

care hours per week (572,000 per year) provided to people living in the community

10,000

customers supported in our specialised housing across England



In December 2016, we commissioned our third annual independent survey for customers in our Care at Home, Floating Support, Day Care, Supported Living and Foyer (younger person) services. 50% of people who received our survey responded to share their views with us - an impressive increase from last year.

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

The results were fed back to customers, and we're working with them to make improvements so that we can continue to offer them the highest standard of care and support. Here's what they said:

“They are always bright and cheerful. Nothing is too much for them”

“I'd be lost without the support given by Guinness, my life has changed for the better”

“I'd like to be introduced to management”

“They make me feel like I am worth something”

“I would like regular carers all the time”



Our customer satisfaction survey results



Amazing Service

In 2016, Guinness launched its new Amazing Service Style, guiding how we are, and how we do things.

278 Guinness Care staff attended Amazing Service Workshops, sharing practical insights into the customer experience and ensuring that we deliver amazing service, every time.

Our Amazing Service Style:

- **Make it easy**
It's our job to make it easy for our customers whenever they deal with us
- **Get things done**
We take responsibility and get things done
- **Warm and friendly**
We treat customers how they want to be treated and we're always warm and friendly

Diversity and inclusion for staff and customers

At Guinness Care, we celebrate diversity and individuality – not only across our workforce, but in our customers too – and that’s what enables us to deliver our amazing service.

Each year we present a report to highlight our progress in this area.

93%

of our customers agree our staff respect their privacy*



83%

of our staff feel they can be themselves when at work¹

In 2016-17, we:

- **Supported customers with dementia** by increasing staff and customer knowledge, signposting information and developing dementia-friendly environments
- Appointed an **Equality and Diversity Champion**
- **Highlighted great practice or concerns** through complaints analysis and Quality Assurance visits, during which customers are asked if they are being treated with respect
- **Encouraged staff to complete equality and diversity forms** to identify those who may be affected by decisions made
- **Exceeded our 85% target for staff completing Equality & Diversity training** (91% completed the course, of which 97% agreed that the course met its objectives)
- **Delivered consistent induction and Care Certificate training**, ensuring all new staff were equipped with the skills, knowledge and behaviours in order to deliver amazing service
- **Applied Equality Analysis to staff and customer policies**
- **Participated in national diversity and inclusion campaigns** such as The Great Get Together, LGBT History Month, Dignity Action Day and Older People’s Day



Health, safety and well-being



We know our staff are the eyes and ears of the organisation, so in 2016 we focused on making it easy for staff to keep themselves – and our customers – safe.

“I believe health and safety is everyone’s responsibility. I’m passionate about keeping people safe and healthy by making H&S an everyday occurrence, and ensuring processes are integrated into everyday life - not an afterthought”

Ashima Sawhney
Health and Safety Manager

We made sure new policies followed a customer-centred approach, and developed one-page summaries and process maps to make them easier to digest. Fire Safety was paramount, with mandatory training completed by staff and a series of communications ensuring staff remained informed.

We also promoted a variety of health, safety and wellbeing messages throughout the year, such as:

- Health & Safety at Work Day
- Hoarding Awareness Week
- Sustainable Travel Day
- World Elder Abuse Awareness Day
- Tips on Data Protection
- Stress Awareness Month
- Tips on preventing falls
- Fuel Poverty Awareness Day
- Winter and summer safety
- Health and Wellbeing Week

Guinness Care - becoming dementia-friendly

In 2016, dementia became the leading cause of death in England and Wales. It's estimated that 850,000 people are living with dementia in the UK, a figure that's predicted to rise to over 1m by 2020.

We believe Guinness has over 1,000 customers living with dementia, some of who may not yet have been diagnosed. For these customers, access to dementia-friendly services is likely to play a significant role in enabling them to live independently.



Here's a snapshot of our dementia-friendly activity in 2016-17:

- We contributed to the new UK Dementia-Friendly Housing Charter, helping to review the content as part of the Dementia Housing Working Group. We **signed up to the Charter's commitments to become a dementia-friendly organisation**.
- **We launched a new Dementia Strategy**, outlining our objectives and plans to maximise well-being and engagement for customers living with dementia.
- **A new dementia-friendly environment guide** helped shape the newly refurbished Jubilee Centre, our first fully dementia-friendly community centre. The principles also guide our Quayside development, and in Douro Court, Ivybridge, use of art and colour became an invaluable way finding tool for customers.
- **We launched a new eLearning course**, 'Dementia and Guinness', in Spring 2017. We continued to ensure all staff receive at least three hours initial dementia awareness training.
- Guinness Care leaders **showcased our work at key industry events**, including the 'Feeling at Home' seminar and the Annual Housing LIN conference.
- We achieved a major milestone having **registered over 1,000 Dementia Friends** (and ten Dementia Champions) with our staff and customers.
- We **helped to raise awareness by signposting information** on internal, external and third party websites, and through five 'Dementia Libraries' set up in local offices.
- We **worked on our internal systems to help identify customers with dementia**, and continued to work with customers to ensure they receive the services they need.
- **The Hampshire Dementia Project was extended for a second year** to include Greater Manchester and Cheshire in the piloting of dementia-friendly activities such as assistive technology, aids, staff training and housing developments.

Guinness Staff and customers raised money and awareness to support people with dementia, and created sensory aids through voluntary projects. During Dementia Awareness Week 2017, our offices hosted various activities including dress-down days, cake sales and mountain challenges, raising nearly £9,000 for the Alzheimer's Society.



“People can live well with dementia and we have a unique opportunity to make this happen”

Wendy Wells
Housing and Dementia
Project Lead



Transforming our Care at Home service

Guinness Care is committed to delivering Care at Home services both in the present day, and in the future.

In 2017, we conducted a review and modernisation of our Care at Home structure, future-proofing our services and enabling them to deliver consistent, excellent care and support services to customers.

In response to sector cutbacks, we recognised that we must diversify how our customers can pay for our services. So, we commenced development of a new strategy in which we aim to offer our services to privately funded customers alongside those in receipt of Local Authority funding.

This will allow us to offer our excellent standards of care and support to people whose needs and/or income do not qualify them for Government funding, either in full or part. They'll benefit from full flexibility over their care package: how often, how long, and what services they want - whether it's domestic duties, personal care or just a chat with a friendly face.

Our target demographic for Care at Home continues to be customers aged 55 years and older. We know we deliver an amazing service (our recent survey showed 94% customer satisfaction), and we want to extend this to as many customers as we can. By doing so we'll be able to improve lives and create possibilities for many more people.

Our Facebook footprint

As part of our Care at Home strategy development, we launched a new Facebook Page in 2016, helping us to reach and talk to existing and potential customers.

In addition, the Facebook Page has provided a platform from which to host Facebook Adverts, supporting targeted staff recruitment efforts across the country.

The page has featured news from staff, services and industry partners, and promoted campaigns such as:

- **12 Stars** – recognising our staff members for the amazing service they provide
- **Dementia Awareness Week** – showcasing the pledges made by our Dementia Friends
- **Volunteers Week** – showcasing the inspirational work our colleagues have done

At the end of 2016-17, our Facebook page had:



300+
Page likes



75,000
People reached



8%
Engagement

Shaping our Extra Care services

In 2016-17, we continued to shape the future of our Extra Care services, including excellent progression at our Quayside development.

In a prime location in Totnes, Devon, Quayside will be our first Extra Care service with integrated management, with 60 beautiful one and two bedroom apartments for affordable rent and shared ownership sale.

We have also piloted several “tech living” communication technologies to ensure our customers are digitally included in our future plans.

Digital developments at Quayside

The £12m Quayside development will offer residents incredible views of the River Dart, along with private courtyard gardens, activity areas, café and pamper suite. Each apartment will be fully wheelchair accessible, with level access showers and fully equipped kitchens.

The development of Quayside supports our aims of becoming a dementia-friendly organisation; the communal interiors will benefit from a dementia-friendly colour palette, with matching furniture that is appropriate for customers who are living with dementia.

Quayside will also be Guinness’s first ever extra care scheme to embrace digital technology. The alarm monitoring system delivers alerts in just seconds, giving customers peace of mind.

A new Housing and Care Manager will be recruited in 2017, leading the set-up and running of the scheme, which is anticipated to welcome its first residents in Autumn/Winter 2017-18.



Learning from Wulvern - technology enabled

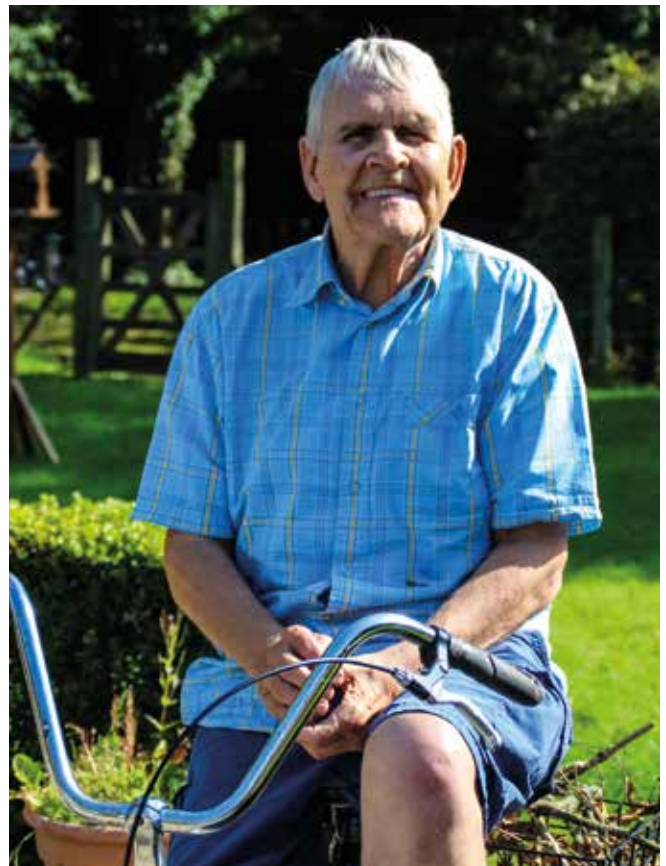
In 2017, Wulvern housing association merged with Guinness. Wulvern brought a wealth of experience and expertise in the form of its established Extra Care schemes in Cheshire. As we have continued to develop our Housing for Older People service offer, we’ve welcomed the opportunity to learn from Wulvern’s successes as we continue to develop our own.

Supported Living makes good progress

Following a difficult decision in 2015 for us to move away from residential care homes for people with learning disabilities, we are pleased to report that Supported Living has made great progress.

In 2016-17, our Devon Supported Living team achieved a 'Good' rating from the Care Quality Commission. This report provided affirmation of the excellent work our team have been doing in the local community.


Okecroft was chosen as a community project for the National Citizen Service, which helps prepare young people for higher education and work. During the programme, participants take part in a 'social action' project, increasing community spirit and enrichment. They chose to work on Okecroft's garden, making it brighter and more accessible for our customers, with new benches, a revitalised shed and raised flower beds.



Sheffield Foyer celebrates 20 Years

The Sheffield Foyer provides homes for younger homeless people aged 16-25. 2017 marked its 20th Anniversary.

65%
of Foyer residents moved on to their own tenancy successfully between 2007 and 2017.



The milestone was celebrated in style with a garden party and residents' awards ceremony, attended by staff, residents, neighbours and Sheffield's Lord Mayor, Councillor Anne Murphy.

The Sheffield Foyer offers training, support and guidance to prepare residents for their own tenancy, work, and an independent future. Over the last twenty years, it has developed new services to cater for the ever-changing demands of the environment and younger people:

- Resident 'reps' staff and resident communications
- Points earned for achievements can be swapped for items
- In-house Move-On training prepares residents for tenancy
- A 12-room Parent & Baby Unit supports young new families
- An In-Work Support Programme helps residents to find work
- A Physiologically Informed Environment supports residents

“The Foyer gave me the boost that I needed. Walking into this is the most daunting thing you can do, but they made it so easy. People here cared. With somebody showing an interest, it made me show more of an interest. I came here with nothing and I left wanting to be somebody. It gave me the incentive to move forward and do something with my life”

Kelly -Ann Rains
Former Resident



Our Employee Engagement Survey results

At the end of 2016, we conducted our annual Employee Survey, helping to shape our future approach to employee engagement and building a stronger, more connected organisation.

Each manager has been provided with an employee survey report specific to their own team so that they can consider what local actions may be taken.

An employee engagement plan has been developed to help address specific areas of concern. Improvements will continue to be applied into 2017-18 and beyond.

Our 2016 Employee Survey told us that our staff:

- Know and value what Guinness Care stands for
- Have supportive managers who listen to their views
- Feel comfortable being themselves at work

The survey also highlighted ways in which we could improve:

Our staff said they want to be recognised and rewarded fairly
So... we reviewed and adjusted our pay structure for 2017-18

Our staff said messages need to be more honest and consistent
So... we developed a new communications calendar and a briefing for team meetings to help cascade messages more effectively.

Our staff said they want fewer unnecessary rules and paperwork
So... we launched a 'No More Stupid Rules' initiative to gather specific examples of rules that staff want to simplify or remove.



75%

Overall engagement rate for our staff



90%

Say their job has meaning and a sense of purpose



86%

Say working together brings the best results for Guinness



What our staff say about working at Guinness Care



“I feel I’ve done something worthwhile every shift I work”



“The best thing is being able to help people”



“Training opportunities are fabulous”



“Every day is a learning day”



“I really like the Guinness Values”

“I get accepted for who I am with my disability”



“This is the best job I have ever had”

Learning and Development at Guinness Care

Now in its second year, our Learning Academy has continued to play an integral part in helping us develop and support our staff to deliver amazing service.

Learning Academy delegate feedback*

- **100%** would recommend their course to others
- **96%** agreed the course met its objectives
- **97%** say the trainer was effective



Learning Academy highlights from 2016-17:

- We achieved reaccreditation by Investors in People
- We introduced reward payments to encourage Care Certificate Assessors when new starters complete their Care Certificates within 12-16 weeks
- We modernised and updated our Welcome Session and now involve our Executive Team and Heads of Services in delivering the introductions to new staff
- We introduced a £100 'welcome award' for staff who successfully complete probation
- We improved induction training allowances to help keep new staff motivated

In early 2017, the Learning Academy piloted new update workshops and refresher training.

These allow staff to refresh and develop skills and knowledge, while sharing experiences with peers, and attendance rates have improved.

Delegate feedback has been extremely positive:

“I love the way this course runs, it flows neatly into all topics and allows engagement. I've taken so much from this course that I can put into action in my work”

“I think this is a better way of learning as we have more time for discussion. The three days passed very quickly and I feel I learned more than I thought I would”





CARE CERTIFICATE



This is to certify that

Jamesa Sackley

is awarded the Care Certificate issued on the grounds set by
Health Education England, Skills for Care and Skills for Health

Date of award

19th May 2017

Awarding institution

James Sackley

James Sackley

Signature *James Sackley* Job Role/Title: Registered Manager



CARE CERTIFICATE



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Health Education England, Skills for Care and Skills for Health

Date of award

19th May 2017

Awarding institution

James Sackley

James Sackley

Signature *James Sackley* Job Role/Title: Registered Manager



Celebrating success and achievements



We believe in making our staff feel valued for the great work they do. In 2016-17, we participated in four awards schemes and recognised achievements in learning.

Colleagues from our Floating Support Team (Portsmouth), the Sheffield Foyer and Customer Services were finalists in the Housing Heroes 2017 awards.

Although we didn't win this time, we're delighted to have been able to showcase the great things Guinness does.

- **Annual Star Awards:** The Star Awards recognise staff across Guinness. In 2016, six Guinness Care colleagues were shortlisted for awards, and we were delighted to win three categories: Carer of the Year, Inspirational Colleague of the Year and Outstanding Achievement Outside the Workplace.
- **Quarterly Staff Recognition Awards:** These awards celebrate three Guinness Care staff each quarter. In 2016-17, we have recognised excellence in customer service, quality and efficiency, and inspiring others.
- **Thank You Awards:** These were provided to staff in recognition of ad hoc contributions.
- **Long Service Awards:** These were awarded to staff who reached a milestone anniversary.
- **Certifications:** We congratulated staff who successfully completed their Care Certificate, QCF qualification or who completed update/refresher workshops.

Developing great leaders

We ask our leaders to follow our Guinness Leadership and Management Standard, which we relaunched in 2017. These five key principles include belief in our vision, an understanding of our business, contribution to our future plans, inspiring colleagues and being remarkable.

Guinness Care Leadership events took place in Spring and Autumn, led by our Executive Team. Over 40 managers joined the events in order to discuss our challenges, strategies, and to share knowledge with fellow leaders.

In 2016-17, we launched the pilot for our Tier 2 Leadership training, which aims to shape the mindset of our managers to become great leaders. This includes reflection on management techniques, coaching staff, working with different personality types, and being a successful leader. Plans to expand this training are under development for 2017-18.

Our 2016-17 financial performance

Our Care at Home, Care Homes for older people and Support services have continued to perform as expected during the year due to the difficult environment we are operating in.

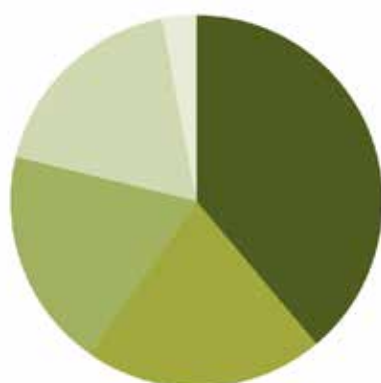
Local Authorities continue to reduce the funding available for the care sector which has meant we have focused on gaining internal efficiencies. The subsidiary of Kylemore was transferred to a third party in August 2016 to allow further focus on the Care at Home delivery in other geographical areas.

The closure programme of the Care Homes for older people has continued but at a slower rate than anticipated, it is expected that the remaining homes will be transferred to other providers during 2017/18 and the capital released will allow investment in other parts of the business.

During the year Guinness Care did not receive any donations from companies within The Guinness Partnership, and there were no non-trading expenses recognised in the accounts.

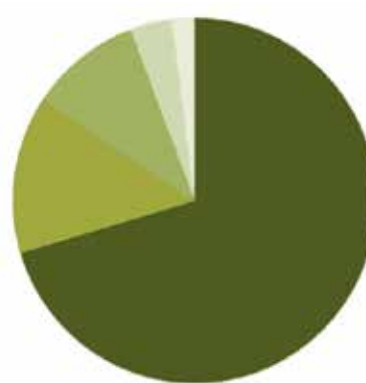
Summary of our finances for the year ended 31 March 2017

Income 2016-17



Income	£m
Care and support services	7.8
Rent and service charges	4.2
Residential care home fees	3.9
Services provided to other Guinness partners	3.7
Other income	0.6
Total income	20.2

Expenditure 2016-17



Expenditure	£m
Staffing costs	14.5
Property costs	2.9
Service costs	2.0
Interest payments	0.8
Other costs	0.4
Total expenditure	20.6
Net Deficit	(0.4)

If you would like a copy of Guinness Care's Financial Statements 2016-17, please visit our website: www.theguinnesspartnership.com/care-and-support

The Guinness Care Executive Team

Our Executive Team is responsible for managing Guinness Care's activities, overseeing our strategies, plans and day-to-day work, making sure we deliver excellent care and support to our customers.



Paul Watson
Managing
Director



Liz Curran
Director of
Finance



Vicky Horsley
Director of
Care at Home



Lynn Lewis
Director of
Independent Living



Sue Lock
Director of
Strategy & Policy



Ann Skipper
Director of
People & Quality

The Guinness Care Board

The Guinness Care Board is responsible for our governance as a charitable organisation. They safeguard our effectiveness, proper running and help to ensure we meet our overall purpose.

- Peter Cotton (Chair)
- Jim Dickson
- Dr Claire Feehily
- Penny Hayes
- Jeremy Robinson
- Linda Sanders
- Mike Petter
- Catriona Simons
- Paul Watson



The Year Ahead

2017-2018



We have a clear plan for 2017-18 as we enter our final year in The Guinness Partnership's Destination 2018 strategy. We will:

- Continue to show passion and care for our customers
- Promote a Strategy for Older People that supports aspirational living
- Better understand our customers and performance to help us deliver quality-assured services
- Recognise and celebrate the differences that expand the potential of our people
- Develop a new service delivery model for our Extra Care services
- Achieve Care at Home growth by attracting privately-funded customers
- Develop new, integrated health-related services
- Develop an active asset management strategy for our housing for older people services
- Improve our technology offering
- Recruit and retain amazing people and develop great leaders
- Inspire our staff to achieve success through learning and development
- Advocate our employer brand as one of the best care providers to work for
- Provide our staff with a safe and happy working environment
- Deliver strong financial performance and value for money

**Great service,
great homes and
a great place to work**



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www.guinnesspartnership.com/care-services

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