

care south  
DELIVERING QUALITY CARE



annual review  
2006/2007



# annual review 2006/2007 contents

<b>Chairman's Statement</b> Felicity Irwin DL	<b>4</b>
<b>Chief Executive's Statement</b> Susan Willoughby	<b>5</b>
<b>Residential Care Services Report</b> Roger Fulcher Director of Care Services	<b>6</b>
<b>Home Care Services Report</b> Carolyn Collins Director of Domiciliary Care & Business Development	<b>8</b>
<b>Human Resources &amp; Training Report</b> Moira Brown Director of Human Resources & Training	<b>10</b>
<b>Financial Report</b> John Wardle Finance Director	<b>12</b>
<b>Board of Directors &amp; Executive Team</b> Company information	<b>14</b>

# Chairman's statement **Felicity Irwin DL**

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This has been a year of much activity with the opening of Maiden Castle House and the acquisition of 'Sussexdown', a charming residential and nursing home in Storrington, West Sussex, which also has a 20 bedded dementia unit to be opened later this year. The integration of the home has taken time and effort by the Care South Team and Laura Bale RGN RM BSc (Hons) the new manager continues to impart the Care South ethos without losing the unique charm of the previously Royal Air Forces Association home.

Notwithstanding these very welcome events there has been considerable pressure on the Company and those within to adjust to the new environment and the changes.

Such change is right for the Company and all staff are to be complimented for responding in whatever way required be it moving home, taking more responsibility or simply accepting change. This highlights the continued need for training and it was good to see so many members of staff receiving NVQs at this year's presentations.

At the heart of this activity is always the welfare of our residents and those into whose homes we go to care for them. We shall continue to be very aware of the pressures that caring for increasingly frail older people bring upon us.

As always I am obliged to mention rent review and whilst we endeavour to reach agreement the process is a lengthy one. Recognising that needs of older people have changed within the Government guidelines it is apparent that some of our homes do not cater well for very dependant people and it is our wish to continue with the strategy of new or rebuild where appropriate to ensure that needs are met. We continue to endeavour to pursue this strategy with our Landlords.

Visiting the homes is by far the most pleasurable part of my role as Chairman and I am always delighted to meet residents and staff and discuss with them their needs and their concerns. I look forward very much to my annual visits to every home with Susan Willoughby, the Chief Executive, before Christmas. Whilst meeting familiar faces it is also noticeable that the dependency of those in the homes is increasing year on year.

I believe the future lies in this area together with increased home care. With an ageing population it is apparent that a strategy of continuing care is more than ever appropriate for the future and it is Care South's intention to provide that facility.

**Visiting the homes is by far the most pleasurable part of my role as Chairman and I am always delighted to meet residents and staff and discuss with them their needs and their concerns.**

# Chief Executive's statement

## Susan Willoughby

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**The Care South Team will continue to respond to the challenges of the care industry in order to meet the ever increasing need – whilst always remembering that the people receiving our care services are individuals.**

The care industry is undergoing a significant period of change. There is much talk about the need for greater integration between social care and health. Demographic projections show an increasing number of older people over the next 25 years – the majority of whom will wish to remain in their own homes for as long as possible with access to a range of care services. The demand for specialist dementia services will continue to increase.

Over recent years Care South has been responding to changing market expectations and needs, believing that it is important to be able to offer a continuum of care services. We have been developing new innovative care services and investing in new facilities whilst continuing to invest in staff, and maintenance and repairs of the original homes which transferred to the Company in 1991.

These activities continued during the year. The new Maiden Castle House in Dorchester was completed on time and opened in January 2007. This 66 bed home designed around two courtyards includes a 10 bed rehabilitation unit (with input from the local Primary Care Trust) and a 31 bed specialist dementia unit.

In February the Company expanded with the purchase of Sussexdown in Storrington, West Sussex, on a long leasehold from the RAF Association. The home, with its RAF focus, is a special care home with nursing which has been much loved by members of the RAF Association. We have been delighted to embrace the home into Care South and

endeavoured to make the transition as easy as possible for the residents and staff. We appreciated the welcome extended to us at Sussexdown and by members of the RAF Association. I am delighted that the 'Friends of Sussexdown' wish to continue with their fund raising activities for the benefit of the residents.

The year saw further expansion of our Home Care (Domiciliary) Division which developed a number of new innovative services to meet the ever increasing need.

As a result of expansion the Company now employs over 1500 staff. We have continued to invest in the training of staff and the NVQ Programme through our Training Department and NVQ Centre. During the year we appointed Moira Brown as Director of HR and Training as a member of the Senior Management Team in order to strengthen the Personnel and Training functions.

The Staff Association continues to play an important role in the development of the Company and in seeking the views of staff. The work undertaken by Staff Association Representatives and their positive contribution are much appreciated.

The success of the year has been due to the hard work and commitment of everyone in the Company for which I am very grateful. I know that the Care South Team will continue to respond to the challenges of the care industry in order to meet the ever increasing need – whilst always remembering that the people receiving our care services are individuals.

# Residential Care Services

## Roger Fulcher Director of Care Services

Climate change exercises the minds of people throughout the country. In the care sector the wind of change is felt in most quarters, as Government policy impacts on choice and funding arrangements. Naturally, people are encouraged to remain in their own homes as long as possible, but circumstances do change and some encounter challenges that make them question the wisdom of clinging to familiar territory. Care South understands these real dilemmas and has maintained the approach in all its care homes that fosters the feelings of being at home. Staff provide the warmth and professional compassion that enables each person to maintain their dignity and find expression for their unique personality.

This year Care South has had good reason to celebrate. In January the new Maiden Castle House opened in Dorchester, and in February Sussexdown, a 57 bed care home with nursing, transferred from the Royal Air Forces Association. Throughout the year a number of residents have achieved 100th birthdays and there have been very special events enjoyed by generations of families and friends.

Sussexdown added new dimensions to the Company, in that it is our first home which provides nursing care and it also has an aviation focus. Care South has undertaken to maintain the Services' traditions as long as the demand exists, and this focus gives the home a special character which harmonises with our ethos of providing quality care services.

An exciting new enterprise at Sussexdown is the purpose built, 20 bed dementia house, which is due to open towards the end of the year. Commissioning of the building and recruitment of staff are well underway. The spacious accommodation, with all en-suite facilities, will provide individualised care giving for people diagnosed with dementia.

The onset of dementia has repercussions for the person concerned and for their nearest and dearest. When residential care becomes necessary and

individuals become increasingly lost in time and space, the Care South philosophy, following the approach taken by Dr Gemma Jones (internationally recognised consultant), provides meaningful care giving. At Sussexdown this specialist dementia development reflects the growing importance of this provision for older people.

Maiden Castle House, a 66 bed care home, opened at the start of 2007 following the long awaited replacement for the old home of the same name. The development was the result of a collaborative approach between Care South, Dorset County Council and the local Primary Care Trust. On the first floor there are two linked areas which accommodate up to 31 people who are living with dementia. The home contains many innovative features which assist the staff in maintaining a balance of calm and stimulation. The climate of change has been experienced by everyone moving to the new home, where the design gives opportunities for enhanced care giving.

Colleagues from the Health Authority work with Care South staff in an intermediate care unit which forms a separate part of the building. Many people who have undergone surgery at the local hospital, have benefited from staying up to six weeks in this part of Maiden Castle House, where they have been encouraged to build their confidence and abilities in order to return to their own homes. This is a much appreciated service to the community.

Care South now provides up to 891 places for older people to live in any one of its 19 care homes. Each resident has journeyed through their own personal change to settle in their new homes. As a developing Company, we are responding to the existing needs and the next generation of care home requirements. Wherever the barometer flexes in future, Care South recognises that each person, comprising body, mind and soul, must be treated with respect and their unique life histories valued to the full.



**At Sussexdown  
this specialist  
dementia  
development  
reflects the  
growing  
importance of  
this provision  
for older  
people.**

# Home Care Services

## Carolyn Collins

### Director of Domiciliary Care and Business Development

The year 2006/2007 was a year of challenges and reward. Over the year the Home Care (Domiciliary) Division experienced steady growth within the existing services plus new services came on line and services that were previously pilot schemes, became firm contracts. The private market became all the more important this year with all our local authorities encouraging clients to take up the Department of Health's Direct Payments Scheme and with the impending launch of the 'Individual Budgets' initiative, both of which focus on providing the client with the funds directly to enable them to arrange and pay for their own care provision. Care South therefore worked hard this year to extend and enhance the services offered to private customers, work which culminated in a new updated Home Care marketing leaflet which was produced in October to advertise the full extent of the services offered.

Financially, for Home Care, the year ended March 2007 was a further improvement on the previous year, due to both the economies of scale provided by further growth and the continued close control of costs.

Two West Dorset pilot schemes, 'Home from Hospital' and the 'Prevention of Admission to Hospital' (PATH) schemes that had started the previous year, were awarded to Care South during this year as firm contracts following tendering processes.

Additionally, the Rapid Response Team pilot scheme that had also started the previous year under trial in Somerset, was hailed a success and additional hours were subsequently contracted to enable the existing Initial Response Team to perform the Rapid Response function also.

Two new pilot schemes also started this year in Somerset:

- A dementia care sitting service to provide respite for family carers, enabling them to have 'me-time' to recuperate, run errands or pursue hobbies that they previously had to abandon, plus it provides an opportunity for the client to benefit from the

cognitive stimulation provided by the dementia trained care and support worker.

- An Overnight Response Service to provide both scheduled night care, to make clients comfortable or prompt medication. In addition the team provide an emergency response service, for example to assist with continence or to pop in on clients who are unwell.

Both of these pilot schemes are proving very successful.

All three of our Domiciliary Care offices in Poole, Crewkerne and Honiton, received CSCI inspections in the year and all three were graded 'green', which means that they are deemed to provide a good service. The inspectors reported on positive comments from the clients they canvassed about care staff being sensitive, kind, flexible and considerate and one report added the following quote from a care professional - 'I find the staff at Care South go out of their way to support the clients I work with. I am including in this everyone from top to bottom of the service!'

The continued success of the Care South Domiciliary Care Service is a reflection of the hard work and dedication of the Home Care teams. Comments received from client families such as 'I want to thank you for your excellent organisation in arranging carers to look after my wife and for so readily agreeing to any requests she made' and 'you did such a good job and helped us keep mum in her own home, which was what she so wanted' are just a couple of the many tributes received over this last year. We plan to continue to expand the department and develop our services even further throughout the year ahead. The Government's drive towards Direct Payments has yet to impact significantly on our services, however we are confident that we are already providing flexible services that meet the individual needs of clients who wish to commission their own care. We will continue to strive to provide a quality service that is value for money.





**“I want to thank you for your excellent organisation in arranging carers to look after my wife and for so readily agreeing to any requests she made.”**

# Human Resources and Training Report

## Moira Brown Director of Human Resources and Training

Last November I joined Care South as Director of Human Resources and Training. For the first time both departments reported into one Director and this facilitated better understanding and planning between these professional teams.

### Personnel

The team provide support to approximately 1500 employees. They advise Managers on Criminal Records Bureau and POVA clearances, policies and employment law; provide contracts of employment; and support employee queries such as payroll. The team also support disciplinary and capability issues.

In the early part of the year a review of all employment policies was undertaken and several, including Maternity, Equal Opportunities, Data Protection, were updated. New policies were created, including one on Smoking, in line with changes to UK employment law.

During the acquisition of Sussexdown the team provided support to the Senior Management Team on the employment aspects of a TUPE transfer including undertaking group and individual consultations and providing clear records of these. The team, jointly with Training, also conducted staff awareness sessions prior to the transfer date. Post transfer there has been further work involving changes to rosters and working hours plus supporting a recruitment drive for staffing the new Dementia Unit.

### Training & NVQ Centre

Care South places a high priority on staff training and qualifications. Training is provided from Head Office in Poole, at the new training suite in Crewkerne, from our offices in Honiton and on site at all residential homes. New starters enjoy a one or three day Induction programme at Head Office which fully meet the requirements of the Care Standards Act. Refresher training takes place at all sites in line with the operational needs.

Throughout the year the Training Team have developed additional training materials and a self development resource library to support all staff.

In collaboration with the Personnel Team a standard Training Record was established following a pilot scheme at Maiden Castle House. This is to make it easier for Managers and the Training Team to determine training needs both for teams, and for individual members of staff.

The Annual Care South NVQ Awards ceremony was held in Poole on 28 June 2007 where the achievements of 184 members of staff were celebrated. Successful candidates, representing Health and Social Care, Business

Administration and Registered Managers awards, all received their Certificates from Des Kelly OBE, Executive Director of The National Care Forum. There was a palpable air of achievement and pride amongst all attendees and staff from Home Care Devon and Sussexdown were particularly welcomed on their first attendance.

A total of 139 employees achieved Health and Social Care Level 2, 23 at Level 3 and a further 11 at Level 4. In addition one Manager achieved the Registered Manager's Award. For Business Administration nine candidates achieved Level 2, with one achieving level 3. We have a further 172 staff currently undertaking their NVQs in Health and Social Care.

In June 2007 a verification visit from the Edexcel awarding body again highlighted the excellent work of the NVQ Centre. The Verifiers report showed that it was an "Excellent Centre which is well managed" staffed by a "Motivated team who welcome personal and professional development" showing a "Clear Audit trail" and the use of "Very good training facilities."



**“Excellent NVQ  
Centre which is  
well managed”  
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facilities.”**

# Financial Report

## John Wardle

### Finance Director

**The summary financial information shown is an extract from the Company's full financial statements and may not contain sufficient information to allow for full understanding of the financial affairs of the Company. The Company's financial statements have been audited by PricewaterhouseCoopers LLP whose report is unqualified.**

Total income for the Company increased by £2.9m (12%) over 2005/06. The increase was due to:

- an 8% increase in residential care services income due to the full year effect of new Buxton House, the opening of the new Maiden Castle House in January 2007 and the purchase of Sussexdown in West Sussex in February 2007. The number of beds increased from 809 to 891.
- a 26% increase in community care services income, substantially due to the new Devon office, but all offices showed an improvement.

Residential Care costs increased by £1.5m to £16.8m due to:

- the addition of new and enlarged homes
- increase in utility costs
- increases in the cost of improving, repairing and maintaining homes
- increases in rent
- increased depreciation due to new homes and improvements.

Expenditure on temporary care staff was unchanged at £1.3m.

Community Care Costs increased by £0.8m to £4.5m primarily due to increased staff hours to reflect the demand for services.

Support costs increased by £0.2m to £1.6m due to improvement and maintenance of office accommodation and the creation of additional posts to reflect the increase in activity.

The improvement in the surplus for the year of £0.7m to £3.3m was due to the increase in activity together with the £0.6m actuarial gain on the defined pension scheme. If the actuarial gain was excluded from both years the year on year improvement would have been £0.3m.

The 2006 balance sheet has been restated to more accurately reflect the repayment terms of the outstanding bank loans. Further details are given in notes 12, 13 and 15 of the financial statements.

The Company is an Admitted Body to the Dorset County Pension Fund. Care South closed admission to new members in May 2006. In the calculation for FRS17 purposes the Actuary estimates that the Care South share of the scheme has a net

pension liability of £4.5m, £0.2m better than the previous year. The scheme is subject to a triennial review during 2007/08.

Reserves, calculated as the surplus of assets over liabilities, are necessary to ensure that the Company is in a financially sound position to make long term contractual commitments with our clients. The reserves of £5.3m (2006 £2.0m) reflect the situation after taking account the effects of FRS17. The reserves represent 2.8 months of total annual expenditure (2006 1.2 months). The objective of the Board of Directors is to have reserves equivalent to six months total annual expenditure which they feel is appropriate for the Company.

The financial statements were approved by the Board of Directors on 18 July 2007 and copies will be sent to the Charities Commission and Registrar of Companies. Copies of the financial statements and the auditors' report can be obtained from the Company Secretary at Care South's Head Office.

This summary of financial information is consistent with the financial statements of the Company.

## Financial summary

Income	2006/2007 £'m	2005/2006 £'m
Residential care services	20.0	18.4
Community care services	5.4	4.3
Voluntary Income	0.2	0.2
Investment Income	0.4	0.2
Other Income	0.2	0.2
<b>Total income</b>	<b>26.2</b>	<b>23.3</b>

### Expenditure

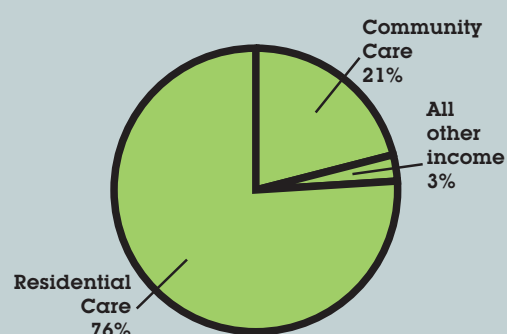
Residential care	16.8	15.3
Community care	4.5	3.7
Support costs	1.6	1.4
Interest payable on bank loans	0.2	0.1
Interest on pension scheme liabilities	0.1	0.1
Other costs	0.3	0.3
Actuarial gain on defined pension scheme	(0.6)	(0.2)
<b>Total expenditure</b>	<b>22.9</b>	<b>20.7</b>

<b>Retained surplus</b>	<b>3.3</b>	<b>2.6</b>
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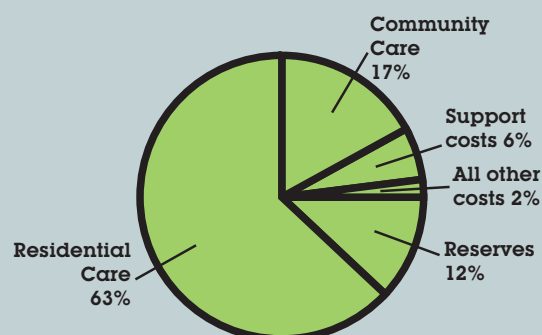
### Balance sheet

	2007 £'m	2006 £'m (restated)
Fixed assets	11.4	4.6
Current assets	10.2	8.0
Current liabilities	(3.9)	(3.4)
Long term liabilities	(7.9)	(2.5)
Defined pension scheme liability	(4.5)	(4.7)
<b>Net assets</b>	<b>5.3</b>	<b>2.0</b>

### Source of income 2006/2007



### How the income was spent 2006/2007



# Board of Directors and Executive Team Company Information

## Board of Directors

Mrs Felicity Irwin DL MCIPR Chairman  
Mr Christopher Kean FCA Vice Chairman  
Mrs Sheila Collins LLB (Hons) TEP Solicitor  
Sir Christopher Coville KCB BA FRAeS FCIPD  
Dr Rosalind Maycock BM DRCOG  
Mr Christopher Panes FRICS (Retd.)  
Miss Alison Pope JP SRN SCM MTD QN (Retd.)  
Mr Christopher Tatham  
Mrs Trish Taylor



### Board of Directors

(standing, l-r): Christopher Kean, Christopher Tatham, Sheila Collins,  
Christopher Panes, Sir Christopher Coville  
(seated, l-r): Alison Pope, Felicity Irwin DL, Dr Rosalind Maycock

## Executive Team

Mrs Susan Willoughby BA (Hons) ACA Chief Executive  
Mrs Penny Sargeant ACIS Company Secretary  
Mr John Wardle MBA FCCA Finance Director  
Mr Roger Fulcher BSc (Hons) Director of Care Services  
Miss Carolyn Collins BA (Hons) Director of Domiciliary Care  
and Business Development  
Ms Moira Brown MSc MCIPD MCMI Director of HR and Training  
(appointed 13/11/06)



### Executive Team

(l-r): John Wardle, Carolyn Collins, Susan Willoughby, Moira Brown,  
Roger Fulcher, Penny Sargeant

## Company information

**Company Secretary**  
Penny Sargeant ACIS

**Registered Office**  
39 Commercial Road, Poole BH14 0HU

**Company No.** 2565033

**Registered Charity No.** 1014697

**Auditors**  
PricewaterhouseCoopers LLP,  
Southampton

**Solicitors**  
Lester Aldridge, Bournemouth

**Bankers**  
The Royal Bank of Scotland plc.,  
Southampton

Alliance & Leicester Commercial Bank plc.,  
Birmingham

# Residential Homes Home Care Offices Training Services

Homes	Address	Tel.
Alexandra House	Alexandra Road, Parkstone, Poole BH14 9EW	01202 746640
Buxton House	423b Radipole Lane, Weymouth DT4 0QE	01305 760834
Castle Dene	Throop Road, Bournemouth BH8 0DB	01202 397929
Dorset House	Coles Avenue, Hamworthy, Poole BH15 4HL	01202 672427
Draper House	Draper Road, Kinson, Bournemouth BH11 8BD	01202 572232
Elizabeth House	Dolbery Road, Parkstone, Poole BH12 4PX	01202 744545
Fairlawn	St Mary's Road, Ferndown BH22 9HB	01202 877277
Heathlands	Constitution Hill Road, Poole BH14 0PZ	01202 676858
James Day Home	Ullwell Road, Swanage BH19 1LQ	01929 422272
Leybourne House	Western Avenue, Northbourne, Bournemouth BH10 6HH	01202 574426
Maiden Castle House	12-14 Gloucester Road, Dorchester DT1 2NJ	01305 251661
Mount Pleasant	21 Mount Pleasant Avenue, Weymouth DT3 5JF	01305 760903
Queensmead	1 Bronte Avenue, Christchurch BH23 2LX	01202 485176
St Martins	Queen Street, Gillingham SP8 4DZ	01747 823221
Sussexdown	Washington Road, Storrington, West Sussex RH20 4DA	01903 744221
Talbot View	66 Ensbury Avenue, Ensbury Park, Bournemouth BH10 4HG	01202 537571
Templeman House	Leedam Road, Northbourne, Bournemouth BH10 6HP	01202 537812
The Feames	26 Knyveton Road, Bournemouth BH1 3QR	01202 296906
Wickmeads	Thornbury Road, Southbourne, Bournemouth BH6 4HR	01202 427144

## Home Care Offices

Poole	39 Commercial Road, Poole BH14 0HU	01202 712430
Crewkerne	4b The Linen Yard, South Street, Crewkerne, Somerset TA18 8AB	01460 270500
Honiton	East Devon Business Centre, Heathpark Way, Heathpark, Honiton, Devon EX14 1SF	01404 548680

## Training Services

Poole	39 Commercial Road, Poole BH14 0HU	01202 712450
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care south  
DELIVERING QUALITY CARE

Care South is one of the South West region's largest and most experienced providers of residential and domiciliary care services.

- We have a choice of 19 care homes for older people including one offering nursing care.
- Long term, short stay and respite care options are available.
- We are specialists in dementia care and rehabilitation services.
- An extensive range of domiciliary care and support services available to all ages and disabilities.
- Our staff are trained to nationally recognised standards with continual professional development offered to all.
- We are a registered charity and not-for-profit company.

Head Office  
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