



annual review  
2005 | 2006



# Care South annual review 2005 | 2006

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

# Chairman's statement

## Felicity Irwin DL



“the new Buxton House was opened by HRH The Princess Royal and I am pleased to report that the building of the new Maiden Castle House is progressing well”

This has been a year of both consolidation and expansion:

Consolidation through a period of financial success due to the tremendous effort by all through good management, administration and team effort.

Expansion through new build and new contracts.

Care South has continued to enjoy the benefit of its new name, new Headquarters and the consequent cohesion of all aspects of the business. This has been reflected in a corporate branding that has now been completed and positions the Company for the future as an increasingly significant provider of quality care services.

Good management and expansion means that the financial position of the Company has improved significantly during the year. This has enabled the reserves to increase to a level that takes account of the pension deficit as well as enabling the Company to increase its investment in repairs, maintenance and capital expenditure in the homes. The Board's policy is to increase reserves to a level which is more appropriate to a charitable company of its size.

As I reported last year, the Board has been concerned at the size of the deficit on the Local Authority Pension Scheme (to which Care South is an Admitted Body). Accordingly, in May 2006, the Board and Senior Management Team closed this Scheme to new entrants from Care South.

Once again, the Company is facing a rent review for the homes owned by Dorset County Council and Bournemouth Borough Council. During the year, the new Buxton House was opened by HRH The Princess Royal and I am pleased to report that the building of the new

Maiden Castle House is progressing well. However, further rebuild and development strategy plans appear to be at a standstill in Dorset and Bournemouth. Care South has continued to express a desire to rebuild homes in both areas within a strategy to meet the identified need for the future by providing further facilities for those with dementia. We continue to hope that the future will bring this strategy to fruition. Dr Gemma Jones has been instrumental in the design of the new dementia unit in the new Maiden Castle House and her enthusiasm and innovation bring much to this investment in expertise both now and for the future. We look forward to the opening of the new home early in 2007.

The Borough of Poole has continued discussions with Care South on a strategy for our homes in Poole, including the building of a new home on the Heathlands site. We look forward to an early and satisfactory agreement.

The Board believes that Care South is well positioned to seek further opportunities to take Care South's Delivery of Quality Care to a wider audience, whilst mindful of maintaining and enhancing its current activities.

The Board congratulates and thanks all staff for their contribution to another successful year. We welcome Carolyn Collins to the Senior Management Team and look forward to an exciting future with confidence and expectation.

# Chief Executive's statement

## Susan Willoughby

During the last year Care South has continued to expand and increase its range of services to meet the ever increasing need.

The new Buxton House, built by Weymouth and Portland Housing Ltd, opened in July 2005. This 64 bed home includes 32 beds for intermediate care – an innovative rehabilitation scheme which is the result of partnership between Care South, Dorset County Council and the local Primary Care Trust. The scheme is proving to be very successful – reducing length of stays in hospital and enabling people to regain their independence and return to their own homes. In April 2006 we were honoured with a visit by HRH The Princess Royal when she officially opened the new Buxton House. This visit was appreciated and enjoyed by all concerned – particularly the residents and staff.

The legal documentation for the replacement of Maiden Castle House was signed in October 2005. The building of the new home in Gloucester Road, Dorchester, commenced in November and is scheduled to be completed by January 2007. This new 66 bed home will include 10 beds for intermediate care and a 31 bed specialist dementia unit. Dr Gemma Jones is advising the Company on the innovative approach to dementia care in this new unit which has included the installation of an Austin Mini.

The year also saw the expansion of the Company's home care service with the award of a home care contract in Devon and the subsequent opening of an office in Honiton. As a result of this continued expansion, Carolyn Collins was promoted to the Senior Management Team on 1 April 2006 as Director of Domiciliary Care and Business Development.

The financial position of the Company improved during the year and, accordingly, there was significant investment in repairs, maintenance and capital expenditure in the homes.

Following the Company's successful change of name in May 2005 we have continued to gradually implement the new corporate identity – including new signage and new uniforms. Staff, residents and home care clients have appreciated the new uniforms – liking the colour and finding them both practical and professional.

The Company has continued to invest in the training of staff and the NVQ programme through our Training Department and NVQ Centre. We believe that the investment in the training and education of staff is essential to our ethos of 'Delivering Quality Care' as well as encouraging career development.

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

The achievements of 2005/06 would not have been possible without the commitment of all staff. I am most grateful to everyone for their commitment and enthusiasm to Delivering Quality Care and to ensuring that the Company goes from strength to strength.



“ the training and education of staff is essential to our ethos of delivering quality care as well as encouraging career development ”

# Residential Care Services

## Roger Fulcher

### Director of Care Services

Care South residential care is both dynamic and reliably consistent. During the year Buxton House, the Company's third home built in the 21st Century, was opened in Weymouth. At the same time, teams of staff each with their specific roles to play, provide residents with sensitive and discreet care on a daily basis.

When HRH The Princess Royal officially opened Buxton House, the residents were delighted that she spent time sharing with them their experiences of this innovative new home. The 64 bed home demonstrates the ongoing evolution of the concept of care homes. Partnerships with Weymouth & Portland Housing, the Primary Care Trust and Dorset Social Care & Health have enabled this development to integrate a range of services on one site.

Adjacent to the home is an extra care housing scheme where tenants can retain their independent living arrangements whilst accessing concentrated home care. Creative building design has linked the two schemes so that Buxton House catering staff can supply fresh meals to the tenants should they wish to take up this service in the future.

The new care home meets the needs of two distinct groups from the local community. On the ground floor, the spacious environment enables the staff to provide ongoing care for the people who live at Buxton House.

On the first floor, the accommodation enables rehabilitation programmes to be provided for people who have undergone surgery at local hospitals. Occupational therapists, physiotherapists and their

assistants employed by the Primary Care Trust work together with the home's staff to build up confidence and the daily living skills of those going through the programme. The aim is to free up expensive hospital beds as soon as patients are clinically ready to move into Buxton House. The teams of staff then provide a quality service which equips each individual to return to their own home and hopefully prevents some from premature admission to long term care.

Buxton House adds another dimension to the range of options for people needing care in the community. Innovation is the constant companion to our deeply ingrained culture of providing care in a reliable and dignified manner on a daily basis. During the year, occupancy has been maintained at a high level and the emphasis has remained on getting to know individual characters and responding to their needs across a broad spectrum.

A significant number of our residents are experiencing various stages of dementia and we continue to explore new ways of meeting their requirements. To be human is to express yourself individually, socially and spiritually. Residents in Care South homes have, over the last year, achieved such expression regardless of chronological age or labels that we all attract.



Innovation  
is the constant  
companion  
to our deeply  
ingrained culture  
of providing  
quality care

# Home Care Services

## Carolyn Collins

### Director of Domiciliary Care and Business Development

2005/2006 was yet another exciting year for the home care service. Over the year the service experienced yet more growth – within the existing business, through expansion into new geographical areas and services, and in personnel in terms of both head count and the development of new posts. This was all in addition to embracing the Company name change.

The name change from The Dorset Trust to Care South was very well received by our home care service users and local authority purchasers. We were genuinely surprised at the overwhelmingly positive response that we received, particularly from our long standing service users who took the name change in their stride. This change has particular resonance in home care as for several years we have provided care throughout South Somerset and across the borders in Hampshire. We were especially pleased with the timing of the name change announcement as it happened just before we were awarded a contract in Devon. New uniforms followed on swiftly, with the home care team now dressed in light aqua polo shirts, navy fleeces and trousers and sporting a roomy navy shoulder bag especially designed to allow their clipboard, circuit breaker and box of gloves to fit snugly inside.

Following notification that we had been awarded a large home care contract in East Devon and north Exeter, we opened a new home care office in Honiton, Devon, in September. We were fortunate in finding our ideal offices including a training suite, both in terms of location (just off the A30), and facilities. Honiton now joins Chard and Poole as a Care South training venue.

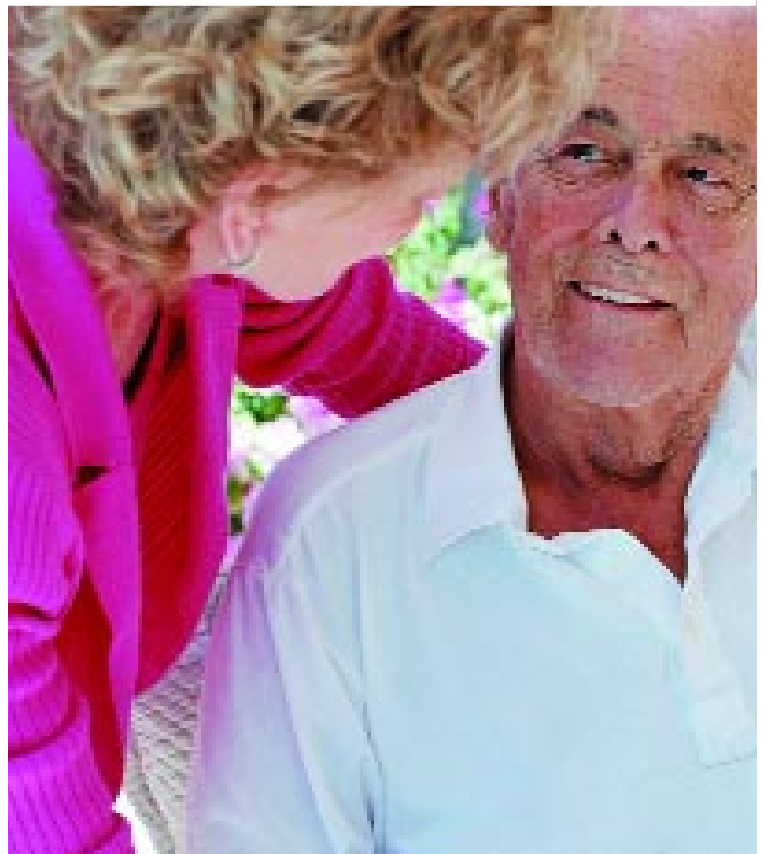
The year saw the start of two new services a 'Prevention of Access to Hospital' service (PATH), and a 'Rapid Response Service'. In June we were awarded the PATH contract by Dorset Social Services to provide a

low-level preventative personal care service in the Dorchester town area. This was a pilot contract which has since been expanded to cover the Weymouth area. In January we began a Rapid Response pilot in South Somerset to assist with hospital discharges. This pilot involves liaising with the hospital teams to ensure that patients are discharged appropriately and to provide the necessary support to ensure that the patient is enabled to recover at home.

As a result of the continuing growth and development of home care, in September we created the new post of Domiciliary Care Operations Manager, to be responsible for ensuring the operational efficiency of our three home care offices and to assist with new and future contracts.

The achievements of the home care service throughout the year was the result of teamwork and the consolidation of our Company expertise. The home care staff and head office support team worked together to ensure that all the Devon staff and clients were transferred to Care South in a considerate manner, that they were all well supported and the staff received appropriate training. Many of our Home Care staff from other offices gave up their free time to help with the launch of the Devon office – providing support and a warm welcome to the new staff and clients.

This is what Care South is about!



# Training

## Roger Fulcher

### Director of Care Services

Care South provides care services to a range of people based in their own homes, extra care housing schemes and in residential care. Adults living with a variety of disabilities or health care needs, families and older people all expect our staff to respond to them as individuals in a respectful, knowledgeable and skilful manner. Maintaining this consistent level of competence is the reason why the Company places a high priority on staff training and qualifications.

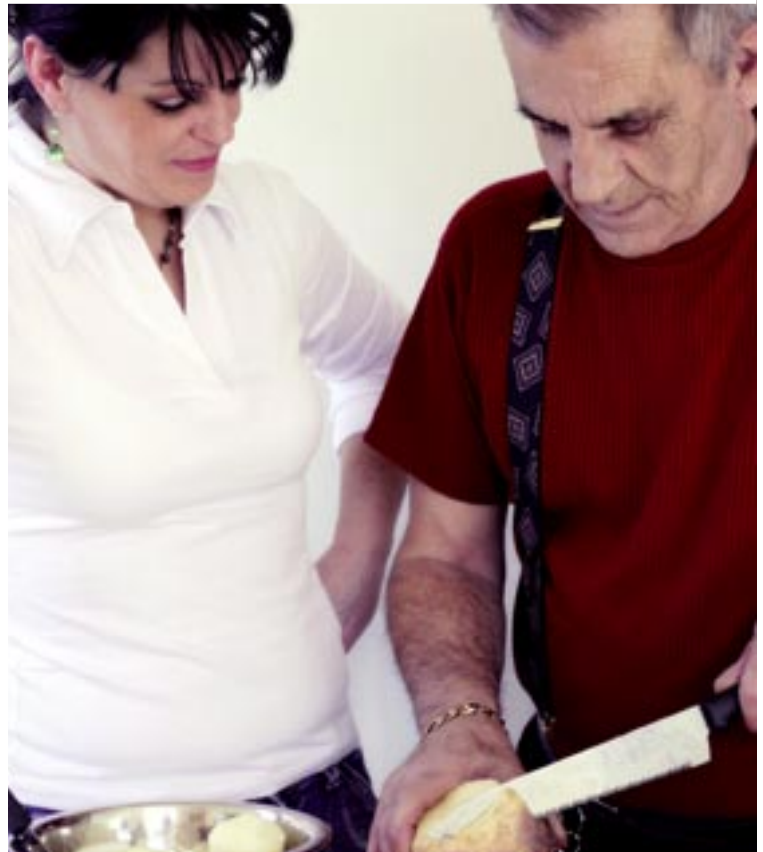
This year Nicky Smith was appointed as Training Manager with responsibilities for both training and the NVQ Centre. Edexcel have assessed the Company's performance in delivering NVQs and the last two assessments have both been at the highest possible level. Four members of the team of assessors have themselves achieved NVQ Mentoring awards at Level 3.

Once again the annual presentation ceremony at Lighthouse, Poole, was a great success in recognising the achievements of a wide range of staff. Nick Johnson, Chief Executive of the Social Care Association, paid tribute in his address to the commitment and professionalism of many Care South staff who had gained NVQ Levels 2 and 3 in Health and Social Care, NVQ 4 in Care and NVQ 3 in Mentoring awards. During the year a total of 82 Level 2 awards and 36 Level 3 awards were gained and many were present at the award ceremony to receive their certificates.

In April this year nine Managers registered for the NVQ Level 4 in Care with three of them simultaneously going for the Registered Manager's award. In addition, seven Administrators registered for NVQ 2 in Business Administration.

Training is now provided from offices in Chard in Somerset, Honiton in Devon, as well as Head Office in Poole. This year the new Company Induction scheme was launched which incorporates the Skills for Care Common Induction Standards. Newly appointed staff now undertake this nationally approved introduction to care work in which the Care South values of Delivering Quality Care are firmly embedded.

Induction is followed by opportunities to register for NVQs. Continuous professional development is encouraged through a comprehensive training programme. The Company has been revising the way training is delivered to ensure an efficient balance between in house courses on subjects such as Moving and Handling, specialist courses by external consultants such as Visual Impairment or Care Giving in Dementia and distance learning courses on subjects such as Care Planning and Infection Control. Training and qualifications underpin the professional approach of Care South staff.



# Financial Report

## John Wardle

### Finance Director

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

Financial summary	2005 / 2006 £'m	2004 / 2005 re-stated £'m
<b>Income</b>		
Residential Care	18.4	15.9
Community care services	4.3	3.1
Exceptional Income	0.0	0.3
Voluntary Income	0.2	0.0
Investment Income	0.2	0.1
Other Income	0.2	0.2
<b>Total income</b>	<b>23.3</b>	<b>19.6</b>
<b>Expenditure</b>		
Care staff costs	14.5	13.0
Rent, Insurance and Council Tax	1.0	0.9
Operating expenses	3.6	3.2
Management and Administration expenses	1.6	1.6
Interest payable	0.2	0.2
Actuarial (gains)/losses on defined pension scheme	(0.2)	1.2
<b>Total expenditure</b>	<b>20.7</b>	<b>20.1</b>
<b>Retained surplus/(deficit)</b>	<b>2.6</b>	<b>(0.5)</b>
<b>Balance sheet</b>		
Fixed assets	4.6	3.6
Current assets	8.0	4.8
Current liabilities	(3.5)	(2.6)
Long term liabilities	(2.4)	(1.7)
Defined Pension Scheme Liability	(4.7)	(4.7)
<b>Net assets/(liabilities)</b>	<b>2.0</b>	<b>(0.6)</b>

Total income for the Company increased by £3.7m (19%) over 2004/05. The increase was primarily due to:

- a 16% increase in residential income. Average occupancy increased from 90% in 2004/05 to 95% in 2005/06.
- a 39% increase in Community Care Income.

Care staff costs increased by £1.7m to £14.7m due to an increase in hourly rates paid, together with an increase in care staff and hours as the Company expanded its services. There was an improvement in the number of staff recruited in 2005/06 and agency costs correspondingly reduced by £0.7m to £1.3m.

Rent, insurance and council tax costs increased by £0.1m to £1.0m due to the opening of the new Buxton House care home in mid 2005.

Operating expenses increased by £0.4m to £3.6m (12%) due primarily to:

- substantial increases in the cost of energy
- home carer travel costs rising in proportion to additional turnover

Management and administration expenses remained at £1.6m.

The surplus for the year of £2.6m was a substantial increase on the restated loss for 2004/05 of £0.5m. The restatement of 2004/05 was due to the adoption of accounting standard FRS17 (Retirement Benefits); if FRS17 had not been adopted the surplus would have been £2.5m in 2005/06 (£1.1m in 2004/05).

The Company is an Admitted Body to the Dorset County Pension Fund. In the calculation for FRS17

purposes the Actuary estimates that the Care South part of the scheme has a net pension liability of £4.7m, £45,000 worse than the previous year. The Board have agreed that admission to the pension scheme should be closed in May 2006.

Reserves are held in case of any sudden decline in income to ensure that commitments to providing services to our clients in the form of contractual commitments to staff, premises and lenders can be made with some confidence. The reserves of £2.0m (2004/05 £0.6m deficit) reflect the situation after taking account the effect of FRS17. If FRS17 had not been adopted reserves would have been £6.7m (2004/05 £4.0m). After taking into account FRS17 the reserves are 1.2 months of our annual expenditure. The goal of the Board is to have reserves of six months' expenditure which they feel is appropriate for the Company.

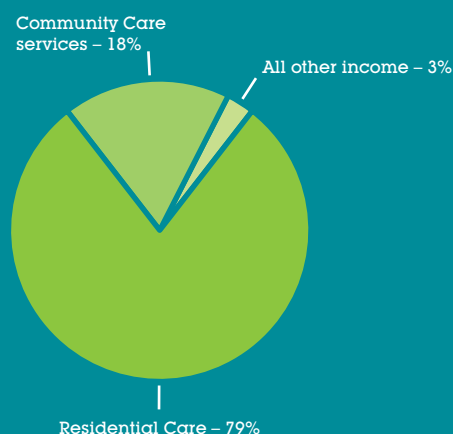
The reported surplus of £2.6m includes an actual gain of £0.2m on the pension fund, ignoring this gain the surplus is 10% of income which is similar to other well managed organisations operating in the care sector and felt to be adequate to achieve the goal of general reserves of six months over a reasonable period of time.

This summary of financial information is consistent with the full accounts of the Company.

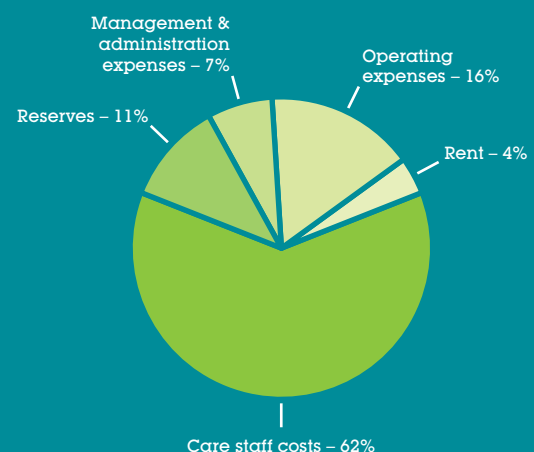
The accounts were approved by the Board of Directors on 19 July 2006 and copies will be sent to the Charities Commission and Registrar of Companies. Copies of full accounts and the auditors' report can be obtained from the Company Secretary at Care South's Head Office.

## Income summary

Source of income 2005/2006



How the income was spent 2005/2006



# Board of Directors and Executive Team

## Company Information



### 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

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

## 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  
Appointed 05/10/05

Mr Hugh Lindsay FCA  
Resigned 20/07/05

Dr Rosalind Maycock BM DRCOG

Mr Neil Meldrum – Solicitor  
Resigned 20/07/05

Mr Christopher Panes FRICS (Retd.)

Miss Alison Pope JP SRN SCM MTD QN (Retd.)

Mr Christopher Tatham

Mrs Trish Taylor

Mr Bill Wretham  
Resigned 20/07/05

## 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**

## 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

Steele Raymond LLP,  
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.	Manager
Alexandra House	Alexandra Road, Parkstone, Poole BH14 9EW	01202 746640	Chris Trinder
Buxton House	423b Radipole Lane, Weymouth DT4 0QE	01305 760834	Jackie Ashe
Castle Dene	Throop Road, Bournemouth BH8 0DB	01202 397929	Janice Turner
Dorset House	Coles Avenue, Hamworthy, Poole BH15 4HL	01202 672427	Joan Nickson
Draper House	Draper Road, Kinson, Bournemouth BH11 8BD	01202 572232	Barbara Trickett
Elizabeth House	Dolbery Road, Parkstone, Poole BH12 4PX	01202 744545	Chris Kerr
Fairlawn	St Mary's Road, Ferndown BH22 9HB	01202 877277	Kim Harding
Heathlands	Constitution Hill Road, Poole BH14 0PZ	01202 676858	Nick Holman
James Day Home	Ulwell Road, Swanage BH19 1LQ	01929 422272	Annie Kerslake
Leybourne House	Western Avenue, Northbourne, Bournemouth BH10 6HH	01202 574426	Gill Blackham
Maiden Castle House	Maiden Castle Road, Dorchester DT1 2ER	01305 251661	Christine Prior
Mount Pleasant	21 Mount Pleasant Avenue, Weymouth DT3 5JF	01305 760903	Mandy Langton
Queensmead	1 Bronte Avenue, Christchurch BH23 2LX	01202 485176	Lee Thornhill
St Martins	Queen Street, Gillingham SP8 4DZ	01747 823221	Sandra Lemon
Talbot View	66 Ensbury Ave, Ensbury Park, Bournemouth BH10 4HG	01202 537571	Anne Lippitt
Templeman House	Leedam Road, Northbourne, Bournemouth BH10 6HP	01202 537812	Iain Slack
The Fearnas	26 Knyveton Road, Bournemouth BH1 3QR	01202 296906	Maggie Tomlin
Wickmeads	Thornbury Road, Southbourne, Bournemouth BH6 4HR	01202 427144	Maureen Anderson

## Home Care Offices

Poole	39 Commercial Road, Poole BH14 0HU	01202 712400	Dawn Palmer
Crewkerne	4b The Linen Yard, South Street, Crewkerne, Somerset TA18 8AB	01460 270500	Gaynor Green
Honiton	East Devon Business Centre, Heathpark Way, Heathpark, Honiton, Devon EX14 1SF	01404 548680	Lesley Morgan

## Training Services

Poole	39 Commercial Road, Poole BH14 0HU	01202 712450
-------	------------------------------------	--------------

Head Office, 39 Commercial Road, Poole, Dorset BH14 0HU  
t. 01202 712400 | f. 01202 712401 | [info@care-south.co.uk](mailto:info@care-south.co.uk) | [www.care-south.co.uk](http://www.care-south.co.uk)

