



# Care South

*Review of the year 2009-2010*





**FELICITY IRWIN DL***Chairman***STATEMENT**

*As always I pay tribute to all staff who show faultless enthusiasm and professionalism at all times and to the Board who give generously of their expertise and time.*



2010 has been a busy year and all staff have responded well to heavy demands on their time and skills. In an ever changing environment when client need continues to increase, both in residential and home care, there is necessity for an ability to adapt and train to respond in a way that provides all that is best for the client.

This also reflects onto our facilities and a need to extend and enhance our estate to be able to deliver the specialist care needed by those who rely on us.

This is both exciting and a little daunting as it is so important, particularly as a charity, that we are mindful of how we administer the funds that we are able to reinvest in the provision of care. Due to economic conditions there have been a considerable number of opportunities available to us and the Trustees and Executive have been careful in their decisions regarding both expansion and acquisition. This has also meant that homes have needed to be closed and, whilst not something we would prefer, is practical and happily we still care for most of the residents involved.

We shall continue to move forward and as always I pay tribute to all staff who show faultless enthusiasm and professionalism at all times and to the Board who give generously of their expertise and time. There is a need for Care South to maintain the quality care that we already deliver, whilst equipping ourselves to continue that care and meet the changing needs of our client group for the future.

It remains a challenge that we meet with enthusiasm.

A handwritten signature in cursive script that reads 'Felicity Irwin'.

**Felicity Irwin DL**  
Chairman

## CARE SOUTH REVIEW OF THE YEAR 2009-2010

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## SUSAN WILLOUGHBY

Chief Executive

# STATEMENT

*I know from letters I receive how much our staff are appreciated by residents, home care clients and relatives. Throughout the year the staff have continued to deliver care with enthusiasm, professionalism and compassion.*



*Susan Willoughby*

Susan Willoughby  
Chief Executive

There were a number of changes and developments within Care South during the year.

In December, we received the outcome of the Rent Review for 2006 from the Independent Expert. The level of rent proposed made it no longer viable to operate James Day Home in Swanage and Draper House in Bournemouth. Discussions were held with Dorset County Council and Bournemouth Borough Council to explore options but it was concluded that the homes should be handed back with vacant possession in accordance with the leases. Accordingly, both homes were closed at the end of March 2010. Residents and staff were supported throughout the closure process. We were delighted that so many residents and staff moved to other Care South homes.

During the year, two additional close care units were built at Beauchamp House and recently work commenced to extend and reconfigure Beauchamp House nursing home to a 50 bed home with more communal facilities. This is a phased development due for completion in December 2011.

We have also started building 11 close care units to be known as Strome Park at

Sussexdown. These should be completed at end of March 2011 and we are already receiving expressions of interest in advance of the launch later this year.

We have continued to see an increase in dependency levels and care needs of people coming in to our care homes and people being cared for in their own homes. As a result, we have been reviewing various aspects of care delivery and staff training.

In June, we celebrated the achievement of staff at the Company's Annual Awards Ceremony. We were also delighted to have finalists in the Caring Times National Awards and Somerset Care Focus Awards.

The Staff Association plays an important role in the development of the Company and the work of the Staff Association representatives is much appreciated.

I know from letters I receive how much our staff are appreciated by residents, home care clients and relatives. Throughout the year the staff have continued to deliver care with enthusiasm, professionalism and compassion.

I should like to thank everyone for their work and commitment which has ensured that the Company has had another successful year and continues to develop to meet the ever increasing need.

**Right:** Building has started on 11 close care units to be known as Strome Park.

**Below left, clockwise:**  
Ceretas National Home Care Awards finalist Karen Hodges with Ruby Wax.  
Receiving Care Ambassadors recognition from Geoff Holt MBE.  
Somerset Home Care celebrate ten years of operation.  
Annual Award Ceremony 2010 at the RNLI College, Poole.  
Liz McSheehy, Director of the National Skills Academy for Social Care visiting Talbot View.



## RICHARD HAWES

*Director of Care Services*

# RESIDENTIAL CARE

*The principles of "personhood" are integral to the management of good care and it is this that we strive to do at Care South.*

Person centred care is a concept that is not new; it is generally accredited to Dr Tom Kitwood (1937–1999). The principles of "personhood" are integral to the management of good care and it is this that we strive to do at Care South.

Real person centred care is not just about caring for people; it is about facilitating life for those who are finding difficulty in doing so independently. The use of the word facilitating is not to be confused with doing 'for'; it is about doing 'with'.

Human beings by our nature need to feel valued, loved and able to exercise choice. When we are unable to experience this we can become upset, frustrated, angry or possibly in extreme situations aggressive. We all need to have a sense of purpose; it is no different for the residents of a care home.

Recognising that feelings matter most in care delivery is important, as is the need for individuals to have control over what happens around them. During the last year our homes have been working closely with residents to encourage them to participate in the running of the homes. Residents have assisted managers with recruitment of staff, have worked with our chef teams to develop menus, and provided ideas for activity. Mealtimes are more relaxed and residents can choose from a selection of meals at the table rather than pre-ordering.

In the coming months Care South will be embarking on fully embracing person centred care within our dementia services. We engaged David Sheard from Dementia Care Matters to provide training for all our managers to use a quality of life assessment tool. This will provide our homes with a real insight into our residents' experience, and identify ways in which we can further enhance the lived life of our residents.





My grandmother was a secretary, and used to work with files and papers. When she developed dementia she needed the services of a care home. On arrival she was quite disruptive, going into the manager's office and 'filing' all the manager's papers. This caused considerable difficulties for the manager as she couldn't find anything, and also often caused friction between Gran and others. The staff then decided to invite my grandmother to sit in the manager's office and provided a pile of papers for her to sort and file. The papers were of course not important, but to my Gran she was helping and making things more organised.

After several weeks, my grandmother became accustomed to coming to 'her office' and settling in for 'work'. It became part of her daily routine. She would arrive for 'work' without prompting, and take her coffee breaks with the staff. This approach gave her a real sense of purpose and value, and for as long as she was able she was happy in her 'job'.





## CAROLYN COLLINS

*Director of Domiciliary Care and Business Development*

# HOME CARE

*Our domiciliary care service has continued to deliver quality care throughout the year*

Initially, at the beginning of this financial year the future of home care appeared very positive; all major political parties had committed to the Personalisation Agenda, and had implied that home care was their future care model of choice. However this positive start was quickly eclipsed by statements stressing the need for local authorities to implement dramatic and comprehensive cost savings over the coming years. Subsequently the subject of cost reduction has dominated our dialogue with our contracting local authorities throughout this year.

Despite the continuing subtext of the need to provide cashable efficiency savings to the local authorities, our domiciliary care service has continued to deliver quality care throughout the year – although not without the additional challenges of an impending swine flu epidemic, snow, and the introduction of call monitoring software.

Early in the year we undertook a 360° review of our disaster contingency plan in light of the extreme weather conditions experienced early in 2009. This review confirmed that our procedures were robust and that our contingency plans had worked effectively. Our procedures were tested once again in early 2010 when snow fell comprehensively throughout our region. The same contingency plan also incorporates our procedures for other eventualities such as an influenza epidemic. These procedures were also put in place in readiness for the swine flu epidemic which thankfully never materialised.

Various significant events occurred in the year. In the summer of 2009 our Poole Home Care office relocated to Bournemouth to provide more space both for head office and the home care office. This move went smoothly and was welcomed by the staff. Our Honiton office began using CM2000 call monitoring software – new to Care South; the Bath office had its first Care Quality Commission inspection and the Crewkerne office assisted in the development, trial and eventual implementation of our new comprehensive, person centred care management documentation.

Overall, this was a good year for home care although external pressures on care rates presented challenges.



Following my call a lady from Care South came to visit me to discuss my needs. She listened to all my concerns and took time to clearly explain to me how Care South could help me. On the first visit I felt a bit awkward and embarrassed but the Care South staff are all cheerful and obviously know what they are doing. I was apprehensive about receiving assistance with the more personal care but they talked me through it and reassured me. I can't tell you what a difference it made.

## MICHAEL PEDEN

*Director of Human Resources and Training*

# HUMAN RESOURCES AND TRAINING



## HUMAN RESOURCES

During the year 2009-10 the HR team continued to provide a wide range of support and advice to managers and staff across Care South.

The department assists at all stages of the employee "life cycle", from recruitment through to appointment, induction and beyond. Employment law and procedure grows ever more complex and it is essential that our managers are guided through the potential pitfalls to ensure that staff are managed in a way that is fully compliant with the law and reflects best employment practices.

For the first time, Care South participated in the Best Companies employee survey, sponsored by The Sunday Times. Although overall

response to the survey was low, it did provide useful information and some causes for celebration. Top scoring category was "My Company" – showing that those who responded were proud to work for Care South and felt that their work made a difference to service users, residents and colleagues. Opportunities for personal growth provided by the Company were also rated very highly. We plan an in-house survey in 2010-11, which it is hoped will achieve a higher level of response and will provide further evidence of staff engagement levels and identify areas for development.

The HR team worked closely with management and staff on the most

challenging projects of the year; the closures of Draper House and James Day Home. This included group and individual staff consultation, and every effort was made to identify suitable alternative employment within Care South for staff affected by the closures. Where this was not possible, staff members were given assistance and support in finding alternative employment.

### Care South staff in 2009-2010

From left: Nicky Smith, Training Manager, with some of the staff who received awards at the Annual Awards Ceremony.

Andrea Moorhouse, Care Team Manager, Dorset House celebrating her nomination in the 'carer' category at the Caring Times National Care Awards.

Home care worker Diana Abel receiving her award for winning the Outstanding Mentor/Buddy category at the Somerset Care Focus Awards.

Training at Head Office, Poole.

Maiden Castle House staff raise money for the amenity fund.

Guest speaker Nick Johnson, Chief Executive of Social Care Association, at this year's Annual Awards Ceremony, held at the RNLI Training College, Poole.



## TRAINING AND NVQ CENTRE

Our commitment to the development of all our staff, and the provision of a wide range of training opportunities, continued throughout the year.

Social care training continued to be the core focus of the training team, which delivered an amazing 730 courses to over 5000 delegates! In addition to the wide number of care-related training courses offered by the training department, external providers offered specialist training in areas such as dementia care, Care Quality Commission inspections, risk management and role acceptance and reward.

Managers and senior staff also benefited from training in general

management skills. This included workshops on Myers Briggs personality profiling and training on disciplinary and grievance and recruitment. The company also provided funding support for members of staff wishing to continue their professional development in such areas as finance and HR.

The NVQ assessment centre continued the excellent work which has resulted in Care South's growing reputation for the quality of its training. The Centre was once again very positively reviewed by Edexcel, the Awarding body.

In the year under review, 96 members of staff completed their NVQ Level 2, and 18 at Level 3 in Health & Social

Care. 10 achieved NVQ Level 4. Individuals also achieved success in Leadership & Management and Registered Manager's Awards.

These achievements were celebrated in another very successful Awards ceremony, held once again at the RNLI training college in Poole, in June 2010.

Under the theme "You're a Star!" achievers were presented with their certificates by Nick Johnson, Chief Executive of the Social Care Association.

## ALAN BULLOCH

Finance Director

# FINANCIAL REPORT

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

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Total income for the Group increased by £1.0m (3%) over 2008/09, reflecting steady growth in both residential and domiciliary care income with year-on-year increases of 3% and 9% respectively. Investment income was again reduced this year due to the lower interest rate environment.

The increase in residential care income was fairly evenly spread across the Care South homes, despite the low incomes and loss-making results at the two homes which were closed at the end of the year: Draper House and James Day Home.

The growth in domiciliary care income reflected the on-going trend of increased demand. The results were encouraging in most areas, but Honiton struggled to break even.

Residential care costs decreased by £0.9m to £22.1m, due largely to a reduction in agency staff costs of approximately 40%. Other costs showed a small saving. The professional fees in connection with the rent review for 2006, which was determined by Independent Expert in December 2009, were an additional cost. These accounted for some of the increase in support costs of £0.3m.

Domiciliary care costs increased by £0.5m to £6.5m, primarily due to increased staff hours resulting from additional demand for services.

The pension scheme recorded an actuarial loss of £2.1m, reflecting changes in the assumptions used by the Actuary to estimate the status of the scheme.

As a result of the pension scheme deficit in the year, Balance Sheet net assets have decreased by £0.3m

The Company is an Admitted Body to the Dorset County Pension Fund. Care South closed admission to new members in May 2006. The triennial review was carried out on 31 March 2007. In the calculation for FRS17 purposes the Actuary estimates that the Care South share of the Fund has a net pension liability of £8.0m, £2.6m more than the previous year. The Fund is subject to its next triennial review in March 2010, with results published later in the year.

Reserves, calculated as the surplus of assets over liabilities after taking into account pension liabilities, are necessary to ensure that the Group is in a financially sound position to make long term contractual commitments with its clients. The reserves represent 2.9 months of total annual operating expenditure (2009: 3.0 months). The Board's policy is to have reserves of six months operating expenditure, which they feel is appropriate for the Group.

The financial statements were approved by the Board of Directors on 21 July 2010 and copies will be sent to the Charity Commission and Companies House. 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.

## CARE SOUTH GROUP FINANCIAL SUMMARY

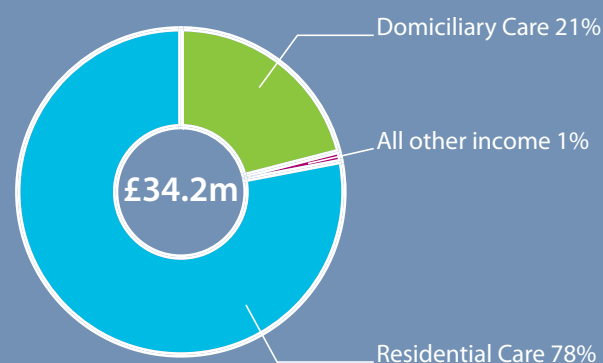
INCOME	2009/10 £'m	2008/09 £'m
Residential care services	26.6	25.9
Domiciliary care services	7.3	6.7
Investment income	0.1	0.5
Other income	0.2	0.1
<b>Total income</b>	<b>34.2</b>	<b>33.2</b>

EXPENDITURE	2009/10 £'m	2008/09 £'m
Residential care	22.1	23.0
Domiciliary care	6.5	6.0
Support costs	2.4	2.1
Interest payable on bank loans	0.6	0.7
Interest on pension scheme liabilities	0.4	0.2
Other costs	0.3	0.2
<b>Total operating expenditure</b>	<b>32.3</b>	<b>32.2</b>
Actuarial loss/(gain) on pension scheme	2.1	2.2
<b>Total expenditure</b>	<b>34.4</b>	<b>34.4</b>

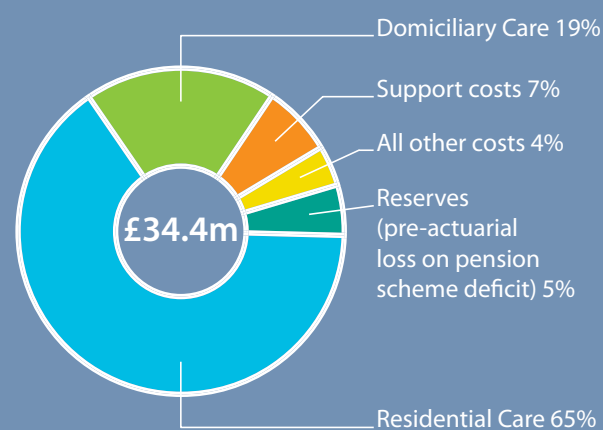
<b>Retained (deficit)/surplus</b>	<b>(0.2)</b>	<b>(1.2)</b>
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BALANCE SHEET	2010 £'m	2009 £'m
Fixed assets	18.0	18.5
Current assets	13.5	12.5
Current liabilities	(5.7)	(6.8)
Long term liabilities	(10.0)	(10.7)
Defined benefit pension scheme liability (8.0)		(5.4)
<b>Net assets</b>	<b>7.8</b>	<b>8.1</b>

### SOURCE OF INCOME 2009/2010



### HOW THE INCOME WAS SPENT 2009/2010



The Board of Directors, the Executive Team  
and Company Details

# COMPANY INFORMATION



## THE BOARD OF DIRECTORS

*Seated, l-r:* Christopher Kean, Felicity Irwin DL ,  
James Webster

*Standing, l-r:* Sheila Collins, Dr Richard Day,  
Richard Dyson, Trish Taylor

*Chairman* Mrs Felicity Irwin DL MCIPR  
*Vice Chairman* Mr Christopher Kean FCA  
Mrs Sheila Collins LLB (Hons) TEP Solicitor  
Dr Richard Day FRCP FRCP(ED)  
Mr Richard Dyson  
Mr Richard Groom FCIB  
(appointed 26/05/10)  
Mrs Trish Taylor  
Mr James Webster BSc FRICS



## THE EXECUTIVE TEAM

*Seated, l-r:* Richard Hawes, Penny Sargeant,  
Alan Bulloch

*Standing, l-r:* Michael Peden, Susan Willoughby,  
Carolyn Collins

*Chief Executive* Mrs Susan Willoughby BA (Hons) ACA  
*Finance Director* Mr Alan Bulloch FCCA  
*Director of Domiciliary Care & Business Development*  
Miss Carolyn Collins BA (Hons)  
*Director of Care Services*  
Mr Richard Hawes RMN MBA DipHS  
*Director of Human Resources and Training*  
Mr Michael Peden LLB (Hons)  
(appointed 10/05/10)  
*Company Secretary* Mrs Penny Sargeant ACIS  
*Director of Human Resources and Training*  
Ms Moira Brown MSc MCIPD MCMI  
(resigned 30/04/10)

## COMPANY DETAILS

**COMPANY SECRETARY**  
Penny Sargeant ACIS

**REGISTERED OFFICE**  
39 Commercial Road, Poole BH14 0HU

**COMPANY NO.**  
2565033

**REGISTERED CHARITY NO.**  
1014697

**AUDITORS**  
PricewaterhouseCoopers LLP

**SOLICITORS**  
Lester Aldridge LLP

**BANKERS**  
The Royal Bank of Scotland plc  
Barclays Bank plc  
Alliance & Leicester  
Commercial Bank plc

Care homes, care homes with nursing, close care,  
home care, training centre and head office

# CARE SOUTH LOCATIONS

## CARE HOMES

NAME	ADDRESS	TELEPHONE
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
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
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
Talbot View	66 Ensbury Avenue, Ensbury Park, Bournemouth BH10 4HG	01202 537571
Templeman House	Leedam Road, Northbourne, Bournemouth BH10 6HP	01202 537812
The Fearnas	26 Knyveton Road, Bournemouth BH1 3QR	01202 296906
Wickmeads	Thornbury Road, Southbourne, Bournemouth BH6 4HR	01202 427144

## CARE HOMES WITH NURSING

Beauchamp House	Hatch Beauchamp, Taunton TA3 6SG	01823 481500
Sussexdown	Washington Road, Storrington, West Sussex RH20 4DA	01903 744221

## CLOSE CARE

Beauchamp Gardens	Hatch Beauchamp, Taunton TA3 6SG	01823 481500
Strome Park*	Washington Road, Storrington, West Sussex RH20 4DA	01903 744221

## HOME CARE OFFICES

Bournemouth	Castle Dene, Throop Road, Bournemouth BH8 0DB	01202 394000
Crewkerne	4a The Linen Yard, South Street, Crewkerne TA18 8AB	01460 270500
Bath	3 The Office Village, Roman Way, Bath Business Park, Peasedown St John, Bath BA2 8SG	01761 422920

## TRAINING CENTRE

Poole	39 Commercial Road, Poole, Dorset BH14 0HU	01202 712450
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## HEAD OFFICE

Poole	39 Commercial Road, Poole, Dorset BH14 0HU	01202 712400
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\* anticipated opening March 2011

# Care South

*Review of the year 2009-2010*

Care South is a registered charity dedicated to meeting the needs of the community

[www.care-south.co.uk](http://www.care-south.co.uk)

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Care South, 39 Commercial Road, Poole BH14 0HU

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