

# Review of the year 2010-2011



# Annual Review

Care South Delivering Quality Care 2010-2011

## The Year in Review 2010-2011

*Throughout the year, Care South continued to develop its range of services and facilities to meet the ever increasing need.*



The past twelve months have been an uneasy time for the world in general with unrest and global economies facing financial crises.

Care is not immune to reflection of this in terms of occupancy, with general concern amongst potential residents about paying for care and local authorities cutting budgets. In spite of this Care South maintained its standards and the period has been one of constancy.

Throughout the year, Care South continued to develop its range of services and facilities to meet the ever increasing need. The development of the close care apartments at Strome Park in Storrington, West Sussex, as well as the development to extend and reconfigure Beauchamp House Nursing Home in South Somerset progressed as planned. In March 2011, we acquired Two Rivers Investments Limited which brought Kenwith Castle Nursing Home, near Bideford, and Fremington Manor Nursing Home, near Barnstaple, into the Care South Group. These well respected homes, which had been under the same ownership for many years, have the same ethos of providing good care and we have been delighted to welcome the staff to Care South.

The levels of dependency of our residents and home care clients, particularly those living with dementia, have increased thus making the maintaining of care standards, and recruitment, training and retention of staff even more important. Accordingly, the Company continues to invest in staff training and development to ensure that our staff are well equipped to deliver quality care in residential and home care settings, allowing the recipients to retain the greatest element of personal independence possible.

The considerable achievements of 2010-11 would not have been possible without the commitment of staff and the 'Care South Team Spirit'. As care needs intensify in the future, we at Care South are prepared to meet those needs and answer the challenges and are fortunate and appreciative of the fact that our staff are prepared to go the 'extra mile' and care with friendly compassion.



## Residential Care

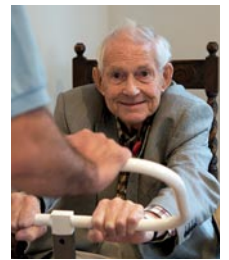
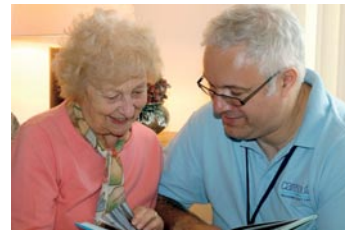
The last year has been a challenging, although a successful, one. Some homes have commenced the Gold Standards Framework to provide quality end of life care.

Five of our dementia units have embarked on a pilot to fully implement the Alzheimers Society's 50-point action checklist, while other homes and units are embracing the principles to provide inspirational person centred care. We also secured Big Lottery funding to provide musical activity for residents in our homes. During the year the Company acquired two nursing and residential care homes in North Devon.

These developments in service provision have all been undertaken against a backdrop of challenges. We have had to embrace a new system of regulation from the Care Quality Commission, together with changes in the style of inspections.

Individuals are staying at home much longer, which means that the care they receive when they take up a residential or nursing care placement is much more complex, and staff continue to develop new ways to stimulate and communicate with residents.

While there is constant change in the health and social care sector, you can be sure the team at Care South will endeavour to continue providing quality care in all our homes.



## Home Care

2010-2011 was another good year for home care, the main event of the year was our re-registration with the Care Quality Commission under the new Health & Social Care Act 2008 (Regulated Activities) Regulations 2010. To ensure compliance with the new Act we began our preparations well in advance, delivering training and amending our recording systems in order that we could evidence our compliance to the 16 key regulations which are most related to the quality and safety of care.

In October we closed our Honiton office as our contract with Devon County Council came to an end. We did have the option to extend this contract however we declined as we felt that a quality service could not be provided for the Local Authority fee rate.

This year we have further developed our services by developing palliative care and 'End of Life' care teams. These specialist teams received a variety of additional training in this area from our in-house training division, local hospices and the Primary Care Trust. The feedback so far from commissioners, clients and families alike has been overwhelmingly complimentary.



## Human Resources and Training

This has been another busy year for HR and Training.

A successful staff survey took place, attracting 50% response, giving useful information on staff opinions and attitudes to be factored into future planning.

Care South Savers was launched, offering staff a wide range of discounts on goods and services and the opportunity to participate in child care vouchers and Bike to Work schemes.

We launched our first Care South Stars Awards, encouraging staff to recognise the work of colleagues, which complemented another celebratory Awards afternoon.

The acquisition of Two Rivers Investments Limited brought another 200 staff into the group and much work has taken place to integrate and welcome them into Care South.

The new Social Care Diplomas, replacing NVQs, were successfully introduced, and a comprehensive suite of on-line training is now available to complement our face-to-face training. Management Development has continued, with all managers being given the opportunity to understand the impact of differing management styles. A series of refreshers on employment law and practices has also been introduced.



## Care South Stars Awards

This was the first year of the Care South Stars Awards which recognise and reward innovation, good practice and achievement among staff across the company who have been nominated by their colleagues and the people who receive their services.

Awards were given in five categories. In presenting the Awards, Felicity Irwin said: "Everyone here today is a star and in particular those receiving a Star Award have inspired colleagues, residents and service users who have nominated them for special recognition. We have had a wonderful response to the launch of the Care South Stars Awards and it is something that we will continue to do in the future". Congratulations to all the winners and finalists – our Stars of 2011!

# Financial Summary

Extracts from the audited financial statements

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 Pricewaterhouse-Coopers LLP, whose report is unqualified.

## Company Details

**Company Secretary**  
Penny Sargeant ACIS

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

**Company No.**  
2565033

**Registered Charity No.**  
1014697

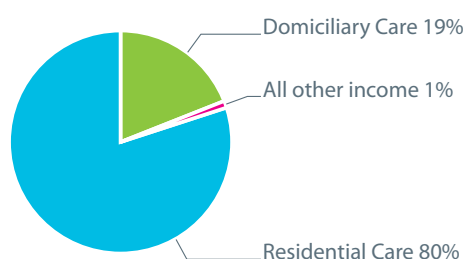
**Auditors**  
Pricewaterhouse -  
Coopers LLP

**Solicitors**  
Lester Aldridge LLP

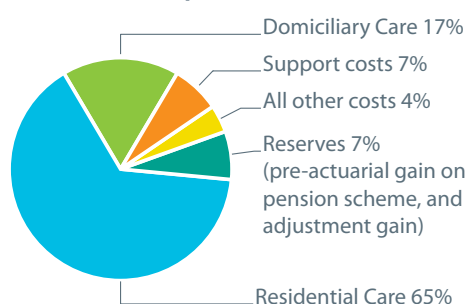
**Bankers**  
Barclays Bank plc,  
The Royal Bank of  
Scotland plc,  
Alliance & Leicester  
Commercial Bank plc.

Income	2010/11	2009/10
	£'m	£'m
Residential care services	26.6	26.6
Domiciliary care services	6.4	7.3
Investment income	0.1	0.1
Other income	0.1	0.2
<b>Total income</b>	<b>33.2</b>	<b>34.2</b>
Expenditure	2010/11	2009/10
	£'m	£'m
Residential care	21.5	22.1
Domiciliary care	5.8	6.5
Support costs	2.2	2.4
Interest payable on bank loans	0.6	0.6
Interest on pension scheme liabilities	0.3	0.4
Other costs	0.3	0.3
<b>Total operating expenditure</b>	<b>30.7</b>	<b>32.3</b>
Exceptional pension scheme adjustment	(2.3)	
Actuarial loss/(gain) on pension scheme	(1.5)	2.1
<b>Total expenditure</b>	<b>26.9</b>	<b>34.4</b>
<b>Retained (deficit)/surplus</b>	<b>6.3</b>	<b>(0.2)</b>
Balance sheet	2011	2010
	£'m	£'m
Fixed assets	25.0	18.0
Current assets	12.7	13.5
Current liabilities	(6.8)	(5.7)
Long term liabilities	(12.2)	(10.0)
Defined benefit pension scheme liability	(4.6)	(8.0)
<b>Net assets</b>	<b>14.1</b>	<b>7.8</b>

## Source of income 2010/2011



## How the income was spent 2010/2011



Total income for the Group decreased by £1.0m (3%) over 2009/10, reflecting the closure of Draper House and James Day Home in March 2010, and the domiciliary office in Honiton in October 2010.

Despite the closures, residential care income remained constant due mainly to improved occupancy levels in the remaining homes. The acquisition of Two Rivers Investments Limited in March 2011 was too late to impact these figures.

The reduction in domiciliary care income reflected the Honiton closure but the results elsewhere were better than anticipated, in a competitive market.

Residential care costs decreased by £0.6m to £21.5m, due largely to the closures. Domiciliary care costs decreased by £0.7m to £5.8m, primarily due to the Honiton closure. Other costs were largely unchanged.

The Company is an Admitted Body to the Dorset County Pension Fund. The pension scheme recorded an actuarial gain of £1.5m, reflecting changes in the assumptions used by the actuary to estimate the status of the scheme. An exceptional scheme adjustment gain of £2.3m was recorded as a result of valuing future pension increases at CPI rather than RPI.

Balance Sheet net assets have increased by £6.3m, largely due to the acquisition of Two Rivers Investments Limited, which operates two care homes.

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 5.5 months of total annual operating expenditure (2009: 2.9 months). The Board's policy is to have reserves of six months operating expenditure, which is felt appropriate for the Group.

The financial statements were approved by the Board of Directors on 20 July 2011 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.

# Company Information

The Board of Directors, Executive Team and company locations

## The Board of Directors



Standing: Sheila Collins, Richard Groom, Richard Dyson, Chris Kean, Trish Taylor  
Seated: Dr Richard Day, Felicity Irwin DL, James Webster

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
	Mrs Trish Taylor
	Mr James Webster BSc FRICS

## The Executive Team



Standing: Penny Sargeant, Simon Bird, Richard Hawes, Carolyn Collins  
Seated: Alan Bulloch, Susan Willoughby, Michael Peden

Chief Executive	Mrs Susan Willoughby BA (Hons) ACA
Finance Director	Mr Alan Bulloch FCCA
Director of Domiciliary Care	Miss Carolyn Collins BA (Hons)
Director of Care Services	Mr Richard Hawes RMN MBA DipHS
Director of HR & Training	Mr Michael Peden LLB (Hons)
Director of Property & Business Development	Mr Simon Bird BSc MRICS MCI Arb (appointed 5/9/11)
Company Secretary	Mrs Penny Sargeant ACIS

## Care South locations

### Care Homes

**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

### Care Homes with Nursing

**Beauchamp House**  
Hatch Beauchamp  
Taunton, Somerset TA3 6SG  
01823 481500

### Close Care

**Beauchamp Gardens**  
Hatch Beauchamp  
Taunton, Somerset TA3 6SG  
01823 481500

### Home Care Offices

**Bournemouth, Poole & Christchurch**  
Castle Dene, Throop Road  
Bournemouth BH8 0DB  
01202 394000

**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

**Fremington Manor**  
Fremington, Barnstaple  
North Devon EX31 2NX  
01271 377990

**Strome Park**  
Washington Road, Storrington  
West Sussex RH20 4DA  
01903 744221

**West Dorset & South Somerset**  
4a The Linen Yard, South Street  
Crewkerne TA18 8AB  
01460 270500

**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

**Kenwith Castle**  
Abbotsham, Bideford  
North Devon EX39 5BE  
01237 470060

**Kenwith Castle Gardens**  
Abbotsham, Bideford  
North Devon EX39 5BE  
01237 470060

**Bath & North East Somerset**  
3 The Office Village, Roman Way  
Peasedown St John, Bath BA2 8SG  
01761 422920

**Talbot View**  
66 Ensbury Avenue, Ensbury Park  
Bournemouth BH10 4HG  
01202 537571

**Templeman House**  
Leedam Road, Northbourne  
Bournemouth BH10 6HP  
01202 537812

**The Fearnes**  
26 Knyveton Road  
Bournemouth BH1 3QR  
01202 296906

**Wickmeads**  
Thornbury Road  
Southbourne BH6 4HR  
01202 427144

**Sussexdown**  
Washington Road, Storrington  
West Sussex RH20 4DA  
01903 744221

### Training

**Training Centre**  
39 Commercial Road  
Poole BH14 0HU  
01202 712450

### Head Office

**Care South**  
39 Commercial Road  
Poole BH14 0HU  
01202 712400