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# ANNUAL REVIEW 2011

# Board Members



**Barrie Dale,**  
Chairman



**Chris Davies CBE DL,**  
Chairman Designate  
(w/e/f 1/1/12)



**Alyson Martin,**  
Chief Executive  
(w/e/f 1/1/12)



**Chris Wall,**  
Group Finance Director



**Jim Iles,**  
Vice Chairman



**Heather Strawbridge,**  
non-executive  
Director



**Dr Jane Townson,**  
non-executive  
Director



**Richard Barnfield,**  
non-executive  
Director



**Eoin Keogh,**  
Director of  
Care Services  
(w/e/f 1/1/12)



**Sue Baverstock,**  
Director (Acacia  
Training and  
Development)



Lavender Court (Taunton), the newest  
addition to the Somerset Care Group

# Chairman and CEO Report

On behalf of the Directors, staff and clients of the Somerset Care Group, we would like to welcome you to our review of 2011.



In difficult trading conditions the company performed outstandingly well and we would like to take this opportunity to pay tribute to the dedicated and highly professional Somerset Care Group workforce who made this possible.

The past 12 months have seen significant changes both to our external commissioning relationships and our internal management. The planned retirement of Group Finance and Development Director John Parrott in September, and the departure of Chief Executive Andrew Larpent to Australia in October, means that the profile of our executive team has changed significantly. However it is testament to the stability of our organisation that we have been able to affect comprehensive handovers to new Finance Director Chris Wall and new Chief Executive Alyson Martin. Both appointments are to highly regarded long-standing staff members, reflecting our commitment to succession planning.

During 2011 we also welcomed two new non-executive Directors to the Group Board. Heather Strawbridge and

## KEY FACTS

- During our first two quality assurance audits we assessed 1,200 Care plans, 1,200 conversations with residents and 900 conversations with staff.
- Over 2/3 of homes and bases audited exceeded what we regard as best practice standards.
- Care home occupancy is almost 94%, exceeding the sector average.
- Somerset Care has a long history of delivering quality services. We believe that quality cannot be provided at the expense of safety, which is why the Board is committed to providing leadership to sustain a strong health and safety culture across the organisation. Health and safety is the responsibility of all staff but begins and ends with the Board of Directors.

**We have secured a reablement  
contract in West Wiltshire**



# Chairman and CEO Report

Dr Jane Townson bring a wealth of knowledge from their different backgrounds which span private and voluntary sectors, statutory bodies, NHS and local government. Their appointments precede the retirements of Audrey Derrick in October of this year and Barrie Dale in October 2012.

As the coalition Government's austerity measures take full effect we have witnessed momentous changes in the way services are commissioned. In Wiltshire a new emphasis on reablement services and personal support presented our community care team with an opportunity to consider our offering in a different way. We were delighted that our tender was successful, and we are now providing comprehensive support to people in West Wiltshire. We continue to develop our specialist learning disability services, which are now firmly embedded as 'Realise', with a dedicated website to support our operations.

Our residential services continue to benefit from significant investment to ensure they are at the forefront of 21st century facilities, offering our residents more choice. In May we opened the new Croft House, a purpose built 67-bed care home in Williton, West Somerset. The new home includes the very best in dementia care design and in October we welcomed HRH the Duke of Kent to perform the opening ceremony.

During the year the pressures caused by the global recession, local government spending reviews and the requirements of regulatory bodies caused a number of competitors to leave the sector. Our reputation has enabled us to assist in local circumstances when required, giving vulnerable clients a smooth transition to their new care providers. In October we took over the Leycroft Care Centre in Taunton on a 28-year lease, a new 69 place home formerly managed by Southern Cross. We renamed it 'Lavender Court' and are now working with existing staff to help ensure that the home makes a valued and important contribution to care and support facilities in Somerset.

We have worked hard over recent years to meet the requirements of the national Gold Standards Framework for end of life care. During 2011 five of our care homes in Somerset have achieved or are working to achieve this award including one which has achieved Beacon status, its highest level.

Quality continues to permeate everything we do, as we strive to offer services of the highest level delivered by well-trained, dedicated staff. During 2011 our quality assurance (QA) programme was amalgamated across residential and community services, enabling us to ensure a consistent

approach across all areas of the business. The programme is led by senior members of our residential and community operations teams. Feedback from managers shows that the QA process allows them to identify gaps and analyse trends in their processes. A QA Newsletter and 'Best Practice' spreadsheet have also been designed to allow managers to share news and developments in their particular location.

During 2010 we were the first organisation to sign up to the National Care Forum's 'Quality First' Framework, and during 2011 we have carried out an audit of our business practices against these requirements. Whilst we comply in all areas we have developed an action plan for continuous improvement, which will be implemented during the next year.

The first group of staff to participate in our 'Rising Stars' scheme, which identifies and nurtures managers of the future, completed their training in February, and a second group commenced the programme in September. To date five of the eleven participants have gained promotion within the Group, with one participant already being promoted to a senior management position. The scheme was the subject of a nomination for the National Training Awards 2011.

Our training company Acacia Training and Development continues to face the challenges of ever-changing education funding streams, but is doing everything it can to stay ahead of the competition and to deliver what the market requires. Its delivery of quality training

has continued, and this year one of its learners again achieved a City and Guilds Gold Medal of Excellence.

During 2012 our residential and community care businesses will unite under the 'Somerset Care' name. This significant development is a reflection of our expansion into different counties across southern England, and will enable us to provide services across the region under one company name.

As we look back at the close of our 20th anniversary year, we have much to be proud of. In addition to the achievements already outlined we have highlighted the very real contribution which our senior generations have made to society through the publication of our book, 'Somerset Centenarians'. The creation of this book was due to the vision of our former Chief Executive Andrew Larpent. Our excellent reputation and stable business are due in part to his guidance, as well as that of John Parrott and Audrey Derrick, who both served over 20 years with the Somerset Care Group. Our thanks are due to them and to our staff, now numbering in excess of 4,500, on whose efforts many thousands of vulnerable people are reliant.



Barrie Dale  
Chairman

Alyson Martin  
Chief Executive  
(w/e/f 1/1/12)

## CARE QUALITY AND FUNDING

As a large care provider with over 20 years experience, we have provided robust and constructive contributions to the debates on both care funding and regulation.

The Care Quality Commission has consulted with providers on its plans to recognise excellence in adult social care, and Somerset Care has offered constructive views on their proposals. In spite of the continued absence of clear guidance, the Somerset Care Group remains committed to maintaining the highest levels of quality.

Care funding has been discussed at the highest levels throughout 2011, as Local Authorities aim to save money across their full range of services. This has created major challenges and indeed difficulties for the social care sector. We have contributed to funding discussions through our membership of the National Care Forum and Registered Care Providers Association, and are working with commissioning partners to reach agreements which we hope will be satisfactory to all.

Our highest priority throughout these challenges is to continue to offer clients a wide range of quality services which meet their personal requirements.



**We provide support for an increasing amount of people with health challenges including chronic conditions and end of life care**



**Photovoltaic roof panels have been tested at Calway House in Taunton**

# Our services for frail, older and vulnerable

## RESIDENTIAL SERVICES

Somerset Care's development programme commenced a decade ago when we extended property leases with Somerset County Council to 99 years. During the intervening period we have invested significantly in our care homes, providing facilities which are state of the art whilst maintaining a focus on quality and personal service.

The latest scheme is the rebuilding of Croft House in Williton, West Somerset, on a new site. The home provides 67 residential and dementia care places and opened in May 2011. We have also obtained planning permission to develop Greenhill House in Cheddar into a new care facility providing residential, dementia and close care apartments on one site, and to extend Calway House in Taunton, which was rebuilt in 2004-6. A number of smaller projects have enabled us to improve and extend facilities at homes such as Sunnymede in Chard.

At the end of October we took over the Leycroft Care Centre (Taunton), which affords 69 places within a nursing, dementia and residential care setting as well as a separate unit of 10 single bedroom apartments. We are confident that this newly built home will

become a popular choice for people in the area. These combined developments have increased our care provision for older people so that we can now look after 1,557 people in our residential care settings.

We are trialling a number of methods of generating or saving energy in our homes. Our initiatives include solar photovoltaic roof panels; rainwater harvesting; and heat recovery ventilation. We are also considering the use of a combined heat and power plant at our next key development.

## COMMUNITY SERVICES

Somerset Care supports people to live independently and safely in their homes and communities. Delivering quality care across the South West of England, we support almost 5,000 people, each with a unique personal story.

In the 21st Century we see an increasing number of people living longer, fuller lives. Building on our excellent domiciliary care services, Somerset Care is investing in and adapting our approach to ensure we offer choice, professionalism, and flexibility to every customer we serve. Key highlights this year include:

# nerable people

**Reablement:** A programme of support to restore people's confidence and skills to live at home, strengthened by community links that support independent living. With this approach, our customers shape their support plan, define the results they want, and are supported by our team to retain or regain their confidence and independence.

Working in partnership with Wiltshire and Somerset County Council, we trialled the reablement approach. To ensure successful delivery of this model, Somerset Care at Home now employs Occupational Therapists and Physiotherapists to help clients back to health and mobility. The approach is delivering impressive results for people with a range of care and support needs, with a high number regaining greater confidence and physical independence.

In this year, Somerset Care were awarded the reablement contract for West Wiltshire.

**Housing Support and Care:** Somerset Care's housing partners help us to support people's independence, delivering quality care and support as efficiently as possible. This includes housing related support, supported living and community care.

As a result of this joined up approach, in 2011-12 we adapted sheltered or extra care communal spaces as open access hubs for community activities and community day care services; we also engaged in a programme to merge the delivery of care, housing support and community engagement across 20 sheltered housing schemes, serving over 500 tenants; we were also able to deliver supported living for our customers with learning and physical disabilities, in their own homes.

**Continuing Health Care:** In 2011 we supported an increasing number of people with health challenges, including chronic conditions and end of life care. Our teams of Health Care Assistants, trained to a high standard by our sister company, Acacia Training & Development, saw continued growth in the numbers receiving support. This is a trend that we expect to continue, and we will work closely with our partners in community health to respond to the changing environment.

## EXTRA CARE HOUSING

Our first extra-care housing scheme, Langham Court on the Isle of Wight, is progressing well and we have secured planning permission to build a second scheme at Greenhill House in Cheddar. Our Joint Venture company with McCarthy & Stone, 'YourLife Management Services' currently has 6 schemes fully or imminently operational and a further 18 in development, which will become operational over the next two years.



**HRH The Duke of Kent meets Home Manager Diane Allen at the opening of Croft House, Williton**

## END OF LIFE CARE

Our main aim when providing palliative care is to ensure the highest quality of life through regular communication, planning in advance and taking a compassionate, holistic view of the client's life and needs.

To support our work in this field many of our services are working towards the National Gold Standards Framework. The Framework improves the quality, co-ordination and organisation of care for people nearing the end of life, aiming to reduce the need for hospitalisation. To date five of our care homes have achieved this standard with one, Calway House in Taunton, achieving the highest level 'Beacon' status.



# 'PETALS' dementia care

Our award-winning dementia care service is available in ten of our care homes and in October we launched a pilot project extending the service to four community care bases, to strengthen and develop our partnership with family carers. Staff providing care for people living with dementia are given additional training to develop their specialist skills. In August we held a series of consultation days to launch the service, to which people living with dementia and their carers, along with commissioners and a variety of other local and national organisations, were invited to share with us their thoughts and suggestions.

The project will offer a unique opportunity to measure the effectiveness of the PETALS in the community pilot. Quantitative data measuring the frequency of falls, infections, and emergency admissions into hospital and residential care will be collected on the individuals taking part, along with a similar number of people in four control groups. These statistics will be collected at the beginning and end of the pilot. The Dementia Care

Mapping Supportive Living tool will provide the format for the qualitative data collection, which will measure individual well-being. We have been supported in this project by Bradford University, who have offered free training and technical support. The results to date are impressive and a programme of research and audit by the University on the pilot work will report in early 2012. Somerset Care intends to offer this approach as standard across all of our services in 2012.

## PETALS

The Somerset Care Group's dementia care service was renamed 'PETALS' in 2008. 'PETALS' is an acronym of the main tenets of dementia care, namely: Person-centred; Empowerment; Trust; Activities; Life History; Stimulation.

## NATIONAL DEMENTIA STRATEGY

The National Dementia Strategy contains a number of objectives which are met by Somerset Care's PETALS service.

The requirement for 'improved community personal support services' is met through the community pilot project described. A key aim of the Strategy relates to 'Living well with dementia in care homes' and we address this through actions such as trained dementia leads in our care homes; a corporate dementia lead; regular review of the use of anti-psychotic medication; and the use of life stories and visual histories. Finally the need for 'an informed and effective workforce for people with dementia' is met through our 'I can make a difference' training programme, which puts the needs of the person with dementia at the heart of our care, and challenges previous task-based approaches.





In October we launched a pilot extending our PETALS service to four community care bases

# Realise - learning disability and autism service

Our services for people with learning disabilities and autism, which cover 8 counties and 3 unitary authorities, have developed significantly during 2011. In January our specialist website was launched, which features easy-read symbols and information on our services.

We have appointed two dedicated Operations Managers for the 'Realise' service, to cover the South West and South East regions. The company has conducted a full review of our learning disability services, using the REACH standards, and a report and recommendations have been presented to the Board.

## REACH STANDARDS

REACH is the name for 11 standards which people with learning disabilities can expect in a supported living environment. The Standards include: giving people a choice about where they live and who they live with; who supports them and how; and the relationships they form and how they participate in the community.

## PERSONALISATION

The Somerset Care Group is providing services in a new way to meet the requirements of the personalisation agenda. Commissioners are emphasising the need for outcome based approaches from providers and less reliance on traditional residential care, with greater requirements for independence and community access for people using our services.

In addition to the service review previously mentioned, we actively seek the views of individuals and their families through forums. We encourage service users to access employment and educational opportunities wherever possible, and to participate in social events.



# Training services

Our training organisation, Acacia Training and Development, has been dealing with the challenges of funding cutbacks throughout the year. It has worked hard to ensure use of all funding streams are maximised and is an active member of both the Association of Learning Providers and the local Training Provider Networks, keeping up to date with the latest opportunities.

In January it was among the group of Somerset training providers that launched '100 in 100', an initiative which aimed to recruit 100 apprentices in 100 days. The initiative proved so successful that the target was reached well before its deadline, and was then re-named '100+100'. By its conclusion 515 learners had begun apprenticeship training.

For the third year running one of our learners has achieved a City & Guilds Gold Medal of Excellence. Paula Hames, a Level 3 Childcare learner at Heathfield, received her award in the summer.

In August, Acacia Training was inspected by Ofsted and this resulted in increased grades for two vocational areas. The whole provision is now matching

the overall Grade 2 – GOOD. Acacia Training was also re-accredited with the Matrix standard for advice and guidance. Acacia Training is also 'Recognised' by the National Skills Academy for Adult Care and holds the CTQ status (Committed to Quality) from Investors in Excellence.



**Paula Hames (left), winner of a City & Guilds Gold Medal of Excellence**

## DWP 'GET BRITAIN WORKING' POLICY

'Get Britain Working' is one of the major welfare to work reforms introduced by the Department for Work and Pensions. In July Acacia Training's Plymouth centre launched a Work Club for 16 – 24 year olds, which contributes to 'Get Britain Working' and helps to meet local demand from the increasing number of NEETs (Not in Education, Employment or Training). Young jobseekers are able to get advice and support on finding work, and the club gives them the chance to meet others in a similar situation, build new contacts, share job-hunting experiences, and get advice on interview techniques, CV building and volunteering opportunities.

Acacia Training pioneered the new Government funded programme for jobseekers by launching a Care Sector Work Academy in Plymouth on the very first day on 1st August 2011. Working closely with Jobcentre Plus, and in line with local employer demand, Acacia Training provides QCF qualifications to help willing unemployed local people prepare to work in a chosen sector. This provision has been expanded and is available across the South West region in response to local demand.

# Technology

Somerset Care embraces technology and innovation which enhances the lives of our clients. Our 'Easy PC' service, which has been developed in-house, enables clients in our homes and in the community to access the internet and games, as well as to communicate with relatives via SKYPE. The service has been promoted at a number of events during 2011 and we provide a setup and maintenance package for new users.

We have been working for some time on the development and piloting of a medication management system. The system reduces the risk of medication errors in care homes and will be in place in all of our homes by the end of 2011. It also enables us to provide personalised distribution of medication as it can be securely stored within each resident's room rather than within a centralised trolley system, and can therefore be administered privately in their rooms.

## Celebrating success

In the past 12 months individuals and homes within the Somerset Care Group have received a number of awards.



**Care Focus Awards** - Winner of the Outstanding Learner Award (Yvonne Rodber, Grovelands); Finalists in Outstanding Volunteer (Friends of Greenhill House); Outstanding Ancillary Worker (Phillip Chandler, Grovelands); Outstanding Contribution (Grovelands staff team).

**Great South West Care Awards** - Winner of the Awards for: Best Newcomer (Kelly Chilcott, Somerset Care at Home, Minehead); Care Trainer (Nicola Whitworth, Acacia Training & Development, Taunton); Putting People First (Russell Summersgill, Somerset Care at Home, Minehead).

**City & Guilds Medal of Excellence** - Paula Hames, Learner (Acacia Training & Development, Heathfield).

**Gold Standards Framework achieved at:** Calway House (Taunton); Cary Brook (Castle Cary); Critchill Court (Frome); Croft House (Williton); Milton House (Bridgwater).



## Looking forward to 2012

In 2012 we celebrate our 21st birthday, which in many cultures is considered a rite of passage into adulthood. During the coming year our efforts will be focused on our responsibilities as a mature organisation, as we continue to improve the quality and efficiency of our services and to support and listen to our staff.

We want our services to evolve into the personalised services which our clients deserve, and to do this we will listen to their views. This process has already begun through the consultation days held for our 'PETALS' community service, and our learning disability client forums.

We begin 2012 with a new executive team and a new Chairman, but the values which have led us so well for the past 21 years will remain. We look forward to the coming year with confidence.

**We hope you have enjoyed reading the 2011 Annual Review. Feedback will be valued and any enquiries you may have should be addressed as follows.**

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**Email: [enquiries@somersetcare.co.uk](mailto:enquiries@somersetcare.co.uk)**

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# Financial review 2010/11



## Where Residential Income is re-invested

Staffing costs	72%
Buildings & grounds	7%
Food & drink (provisions)	6%
Property rental & development	4%
Heat & light	3%
Cleaning supplies & materials	2%
Management & support services	6%



## Where Community Income is re-invested

Wages	76%
Office/Support	12%
Travel	6%
Social Security	6%

The costs of providing our community care services are primarily staffing and travel (88%).

## Group Turnover

In a challenging funding climate financial performance remained solid. Increased income and surpluses arose.



Residential Care Domiciliary Care Training/Other

The Group is committed to continuous improvement in all its care and training services, re-investing subject to appraisal and funding availability.

The balance sheet continues to recognise Somerset Care's share of the Local Government Pension Scheme deficit, closed to new employees since 1996.

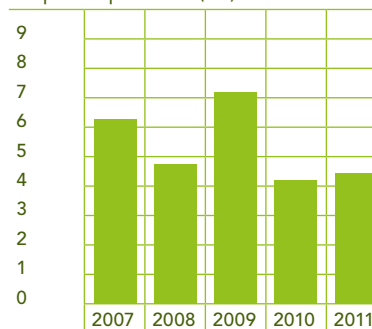
The Group achieved a cash inflow of £1.0m after £4.4m long term capital investment plus higher staffing costs as shown. Operational cash inflow rose 31% to £7.1m. Our new 67 bed care home in Williton, Somerset, opened April 2011 after a £3.5m 12 month building scheme.

1. Profit and Loss Account		
	2011	2010
	£'000	£'000
<b>Income</b>		
Residential Care	39,174	37,167
Domiciliary Care	32,762	30,844
Training and Other Services	3,225	3,154
<b>Total income</b>	<b>75,161</b>	<b>71,165</b>
<b>Expenditure</b>		
Staff costs	(51,807)	(49,662)
Other costs	(18,475)	(18,350)
<b>Total expenditure</b>	<b>(70,282)</b>	<b>(68,012)</b>
<b>Operating profit</b>	<b>4,879</b>	<b>3,153</b>
Interest payable	(1,094)	(1,332)
Taxation	(1,350)	(828)
<b>Surplus for re-investment</b>	<b>2,435</b>	<b>993</b>

2. Balance Sheet		
	2011	2010
	£'000	£'000
Fixed assets	40,758	38,875
Current assets	7,519	7,232
Creditors (due within one year)	(10,574)	(9,950)
Creditors (due after more than one year)	(22,140)	(23,185)
Pension / Other liabilities	(6,409)	(4,758)
<b>Net assets</b>	<b>9,154</b>	<b>8,214</b>

3. Consolidated Cash Flow		
	2011	2010
	£'000	£'000
Operational cash flow	7,094	5,426
Interest and other financing costs	(991)	(918)
Taxation payable	(631)	(469)
Capital expenditure	(4,440)	(4,333)
<b>Net cash inflow/(outflow)</b>	<b>1,032</b>	<b>(294)</b>
<b>Net debt</b>	<b>(22,001)</b>	<b>(23,033)</b>

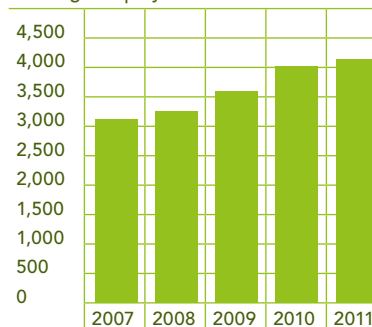
Capital Expenditure (£m)



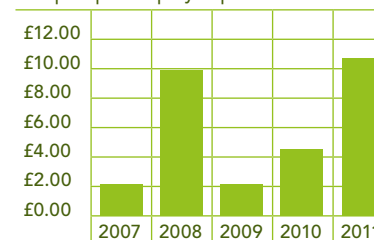
Expenditure Split (£m)



Average employee numbers



Surplus per employee per week



The number of staff employed by Somerset Care across Southern England rose to over 4,200 in the year. This links to continuing demand for quality services. The Group has created employment for an extra 1,021 people over 5 years. Investment will be required into pensions for the care workforce from 2013.

Social Care remains a low margin sector with Somerset Care's post tax margin only 3.2%. Whilst the surplus per employee week rose to £11, the Board recognise that with on-going public sector austerity measures, the Group will need to continue to make positive service and staff investment within these surplus levels.

Note the figures shown here have been extracted from the audited financial statements but do not constitute statutory financial statements.

# Somerset where?

## CARE HOMES

### **Bembridge, Isle of Wight**

Inver House

### **Bridgwater**

Milton House

Oak Trees

Sydenham House

### **Burnham-on-Sea**

Frith House

### **Castle Cary**

Cary Brook

### **Chard**

Sunnymeade

### **Cheddar**

Greenhill House

### **East Cowes, Isle of Wight**

Osborne Cottage

### **Frome**

Critchill Court

Rowden House

### **Langport**

Portcullis House

### **Minehead**

Wyndham House

### **Newport, Isle of Wight**

Polars

### **Shepton Mallet**

Field House

### **Somerton**

Wessex House

### **South Petherton**

Burnworthy House

### **Street**

Southlawns

### **Taunton**

Calway House

Halcon House

Lavender Court

Moorhaven

### **Tetbury**

The Priory

### **Ventnor, Isle of Wight**

Steephill

### **Wellington**

Popham Court

### **Wells**

Fletcher House

### **Williton**

Croft House

### **Wincanton**

Carrington House

### **Wiveliscombe**

Pulsford Lodge

### **Yeovil**

Grovelands

Preston Park House

Sunningdale Lodge

## COMMUNITY CARE

Andover

Basingstoke

Bridgwater

Chard

Egham

Frome

Gloucester

Hart & Rushmoor

Havant

Minehead

Melksham

Taunton

Torbay

Yeovil

## LEARNING DISABILITY SERVICES

Bournemouth

Bridgwater

Cowes

Freshwater

Highbridge

Newport

Poole

Ryde

Sandown

Shanklin

Southampton

Wootton

## ACACIA TRAINING & DEVELOPMENT

Newton Abbot Centre

Plymouth Centre

Taunton Centre





GLoucestershire  
Gloucester  
Stroud

BATH & NE SOMERSET  
Bristol  
Chippenham  
Bath  
Trowbridge  
Frome

SOMERSET  
Highbridge  
Wells  
Minehead  
Bridgwater  
Taunton  
Yeovil

WILTSHIRE

HAMPSHIRE  
Basingstoke  
Andover  
Fleet

SURREY  
Egham  
Woking  
Guildford

DEVON  
Exeter  
Newton Abbot

DORSET  
Poole  
Bournemouth

WEST SUSSEX  
Chichester

CORNWALL

Plymouth

IOW

ISLE OF WIGHT  
Cowes  
East Cowes  
Newport  
Bembridge  
Shanklin  
Ventnor