2018–19

Annual review

Improving people’s lives and creating possibilities for them
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Introduction

Last year was one of positive change in line with our new Guinness 2023 strategy, as we continued to transform our business to build a sustainable future.

We launched the first of a brand new Care at Home service in Cheshire, offering care and support services to privately funded customers and have moved to an electronic care planning system with modern technological devices to improve efficiency. While we said farewell to the last of our residential care homes (as part of our long term plan to exit this market), we brought others closer to the Guinness family, when Devon Sheltered Homes Trust (DSHT) was transferred into Guinness Care earlier this year.

We also consulted with our customers on our Housing for Older People offer – asking what customers want from the design, technology and the services our Independent Living teams provide. Pilot refurbishments of communal areas are now underway in three schemes in Hampshire. Our Day Service in Devon has already undergone a full refurbishment.

We were delighted when our groundbreaking work on Housing and Dementia was commended by Homes England and The Alzheimer’s Society, when we launched the evaluation of our work to make Guinness a dementia-friendly organisation.

As always, people are at the core of our social purpose

Our customers determine what we do every day, and our priority is keeping them safe, healthy and happy. We were delighted to have achieved an overall customer satisfaction rating of 93% in 2019 as well as being rated ‘Outstanding’ for caring at Quayside, our flagship Extra Care scheme in Totnes, Devon. We also want to invest in our workforce; empowering them to succeed, and of course, inspiring them to continue delivering great service.

As the new business year started, Chris Wilson was appointed as the new Chair for Guinness Care’s Board, following on from Peter Cotton, who has now stood down from the Board after a commendable 9 years in position.

Peter’s leadership and guidance have always been held in the highest regard and we’d like to extend our appreciation for his strong support over the years, alongside Jim Dickson and Dr. Claire Feehily who also stood down during the year.

Now, as we move into 2019/20, we are developing our services to build a more sustainable business, keeping our focus on doing our best in continuing to improve our customers’ lives and creating possibilities, recognising and responding to the many challenges and opportunities in the care and support sector.

Paul Watson
Managing Director

Chris Wilson
Chair
In 2005, Guinness Care and Support Limited (now operating as Guinness Care) was founded as a charitable organisation, and is a subsidiary of The Guinness Partnership, one of the leading housing and care providers in England.

Today, we have around 800 members of staff and over 10,000 customers. We support older people living in their own homes, as well as those living in specialised housing including Extra Care schemes. We also support adults with learning and physical disabilities in our Supported Living homes, and young people at our Sheffield Foyer service. Our high quality care and support services include personal, complex and dementia care, domestic help, companionship, enablement and assistive technology.

At Guinness Care, we make a difference by listening and responding to our customers’ needs, helping them to live as independently, happily and healthily as possible, and encouraging social connections.

We strive to be a great place to work, with employees who are passionate about what they do. We believe that care is a service as well as a response to a need, and our five values are at the core of our social purpose:

**Caring**
Putting individual wellbeing at the heart of what we do.

**Accountable**
For the services we provide, and responsible for ourselves.

**Respectful**
Of individuality, privacy and dignity.

**Ethical and professional**
Our reputation is key.

**Dedicated**
We want to exceed expectations.

Our vision is to **improve** people’s lives and **create possibilities** for them.
What our customers say

Our customers’ feedback is invaluable: it tells us what we’re doing well, and what improvements they’d like to see. In 2019, we conducted our fifth independent survey and will use the results to shape positive changes to our services.

### Our service
- **93%** are happy with the service they receive.
- **89%** would recommend the service to friends and family.

### Our staff
- **95%** feel our staff are caring.
- **91%** agree that our staff have the right skills to support them.

### Safeguarding
- **96%** agree that staff think about their privacy.
- **95%** feel safe with the service they receive.

### Responsiveness
- **90%** are happy with how staff respond to changing needs.
- **92%** are happy with how our staff listen and address concerns.

### Value
- **94%** think their service is good value for money.

### Things we can improve:
- **23%** want more say in how the service is run and improved.
- **23%** would like more staff available to assist them.
- **16%** said they’d like more help accessing healthcare.

Survey response rate: 38% of our customers responded.

*Their care and concern is number one. They're very loving. They do listen and they want only the best for the residents.*

Care at Home customer Gloucester
Becoming dementia-friendly, five years on

In 2014, we made a commitment to be a dementia-friendly organisation. Five years on, following our Housing and Dementia Project initiative, we’ve significantly improved our knowledge around which of our customers are living with dementia and how best to support them.

Tailoring our services and creating dementia-friendly environments is now part of our day-to-day approach.

In November 2018, we published the Independent Evaluation by the Housing Learning and Improvement Network of The Guinness Partnership’s Dementia Project. The report, launched at the ‘Housing – rising to the dementia challenge’ conference, assesses Guinness’ work to prepare for a future with more people living with dementia. This work includes:

Sharing best practice
Through professional memberships such as the National Dementia Action Alliance and the Housing and Dementia Research Consortium. Our work has been cited in leading industry reports, including HousingLIN’s ‘Going the Extra Step: a compendium of best practices in dementia care’ and the All-Party Parliamentary Group’s ‘Hidden No More: Dementia and Disability’ report.

Raising awareness
We advocate the Dementia Friends programme, as well as providing our employees with at least three hours’ training and access to eLearning modules. We support national awareness campaigns such as Dementia Action Week and Cupcake Day, and over the past year alone, our colleagues have fundraised over £1,300 in support of dementia causes.

Dementia-friendly design
Quayside, our flagship Extra Care scheme in Devon, has been rated ‘Outstanding’ for caring by the Care Quality Commission (CQC) alongside a number of awards including ‘Best Specialist Residential (Devon Building Control Partnership Building Excellence Awards 2018). Refurbishment pilots were launched within Housing for Older People schemes in Hampshire, including Jubilee House, Brooke House and Arthur Kille House.

It’s great to see Guinness lead the way in terms of dementia friendly housing, which will improve the lives of many people living with dementia.

The Alzheimer's Society

In numbers:

£1,300 raised by our colleagues for dementia charities

1,550 Dementia Friends

11 Dementia Champions
Across Guinness Care, we celebrate diversity and individuality, and encourage activities and events which bring our colleagues and customers together. In 2018-19:

• Our colleagues fundraised over £11,000 for charitable causes, including The Alzheimer’s Society and Macmillan Cancer Research, and donated to local foodbank appeals.

• Our services supported a variety of health and wellbeing initiatives, including seated vitality, bowling, animal interactions, social events and gardening projects (see page 13).

• We trained staff as Mental Health First Aiders, supported campaigns such as World Mental Health Day and MIND’s Crafternoon, and hosted relaxation sessions in offices.

• We supported our customers to live well with dementia by offering a variety of reminiscence and sensory activities in our schemes (see page 9).

• We recognised important milestones in people’s lives – from celebrating our customers’ 100th birthdays, to rewarding colleagues for their long service with Guinness.

• Our Portsmouth Floating Support team hold free welfare clinics at their local Trussell Trust foodbank offering vulnerable people housing related advice and support.
Focus on: Creating possibilities for our Supported Living customers

Our Bramley Barn Community Day Service at Bicton College, Devon, provides opportunities for customers to experience meaningful work activities. It’s a supportive and equal environment, as everyone has a part to play – from collecting eggs to growing vegetables.

In August 2018, Katie cycled over 2 miles around Exeter, with the support of her carer Aubone Braddon and members of the local community cheering her on. Her challenge raised over £2,100 for the charity Dream-a-Way.

In January 2019, we successfully welcomed our customers and colleagues from Devon Sheltered Homes Trust (DSHT) to Guinness Care, due to the transfer of services and staffing between the two organisations. This enables us to continue delivering high quality, integrated services for people with learning disabilities across Devon.

Angela, from Exmouth, gained her first swimming badge for 200m, plays football regularly and completed the Royal Marine Commando Challenge. These achievements are the result of her leading a healthier lifestyle with the support of our Supported Living team.
Health & Wellbeing

A Health and Wellbeing customer survey conducted across 10 Independent Living services (with 103 responses) showed that customers relate good health and wellbeing to social contact, diet and nutrition, and being active.

60% use their communal spaces, with half attending onsite activities; the most popular are social, seasonal or games related. However, some customers need support to overcome health barriers when attending these activities.

62% are interested in accessing more health promotion, wellbeing and community safety information.

These findings reinforce the work our Independent Living team is already doing:

Health & Wellbeing Fund
In 2018-19, we supported 60 projects, including gardening, wildlife, exercise, sports, and games.

Over £6,500 was awarded, and every £1 spent generated 34p in match funding.

Digital Champion and Inclusion Pilot
23 employees were trained to become Digital Champions, and have supported 47 customers across private and group digital inclusion sessions. As a result, five services have become Wi-Fi enabled, and one customer purchased a tablet to stay connected with her family.
Focus on: Our Independent Living services

An intergenerational parent and toddler play session was set up at Gilbert Court, Sheffield, with support from local charity, Manor and Castle Development Trust. It has led to customers staying in the communal lounge for longer.

At The Grange, Oldham, customers benefited from new exercise equipment for weekly ‘Fit for Life’ sessions. A local Tesco donates fruit for the sessions, which enable customers to talk about health conditions in a supportive environment.

New electronic bingo machines in Hampshire’s Millennium Court and Friendship House have made the games more accessible, and customers say this helps to keep their mind active.

Two Boost courses were delivered in Manchester’s Broadoak Court and Tarnside House, helping customers learn ways to improve health and wellbeing. Participants were supported to set up a weekly walking group to help them stay connected after the course.

Through a partnership with Just Bowl, seven Independent Living schemes and two Day Services in the South West have taken part in weekly bowls sessions. It was the first time many customers had taken part in a scheme activity and they made new friends in the process.

The Jubilee Centre, Waterlooville, held a community ‘Donkey Day’ event, with a visit from Hayling Island Donkeys. The event brought together 50 customers and local residents, helping to reduce social isolation.

To help customers connect with nature, we’ve supported over 15 gardening projects with grants for plants, flowers, vegetables, and herbs and raised planters. Getting involved in gardening has encouraged customers at St. Mary’s Court, Oldham, to interact more often, while a new sensory garden at Anchor House, Bristol, has enabled new reminiscence sessions.
Housing for Older People – our service offer

Guinness Care’s Independent Living teams provide services to over 200 properties designated for customers aged 55 years and over. In 2018-19, we launched a pilot consultation with our customers to help us shape what this service will look like in the future.

The consultation covers three distinct areas around our Housing for Older People offer:

Technology
Providing futureproof, integrated technology that our customers can use to talk to us or call in the event of an emergency, which is compatible with other technology such as fall detectors or door entry systems. We want to install state-of-the-art digital systems that reassure our customers on safety, while allowing them to live independently.

Design
The decoration of the communal areas in the properties where our customers live. We want to offer contemporary buildings in which they are proud to live, and which align with core design principles around colour, flooring, lighting, signage, furniture and accessories. Pilot refurbishments have commenced in Hampshire, including Jubilee House (Emsworth), Brooke House (Havant) and Arthur Kille House (Waterlooville).

Service offer
The scope of service our Independent Living teams will provide. We want to deliver an even better customer experience, and one where our Independent Living Advisors are a single point of contact wherever possible, whether it’s for sharing feedback on the quality of our service, accessing local community groups, or settling into a new tenancy.

Refreshing our Day Services

In 2018-19 our Day Service in Kingsteignton, Devon, was renamed The Old Farmhouse and saw some exciting changes.

The building has undergone a full refurbishment internally and externally to provide a fresh, modern and dementia-friendly environment.

New catering facilities have been installed, enabling customers to enjoy hot meals and snacks on site.

The team have received additional training in order to expand the activities that can be offered to customers, including digital inclusion, dementia awareness, bowling, and seated vitality.

Additional use of Guinness vehicles enables the team to offer day trips, as well as providing transport for customers from other Guinness properties who wish to visit.

Our Day Services team also provide support at two other locations in Ivybridge and Chudleigh in Devon. The team works closely with other Guinness services in the area (such as Care at Home and our telecare service) to ensure customers are able to access a wide range of services to support their needs.

We also provide Day Services for people with learning disabilities in conjunction with Bicton College (see page 11).

Leaving the residential care home market

At the end of 2018, we reached the conclusion of our care home transformation project, and Guinness Care no longer operates any services in the residential care home market. In line with our Guinness 2023 strategy, we are now placing our focus on developing our services for older people, including Extra Care housing and Care at Home services.
We launched a new strategy to expand our Care at Home services to include supporting privately funded customers. We aim to grow the number of care hours delivered each week by offering choice to customers whether they are funded by the Local Authority or themselves. By diversifying in this way, we’re able to support customers whose needs and/or income don’t qualify them for Local Authority funding.

In 2018, we progressed this strategy with the launch of Guinness Care at Home Cheshire – the first of a new model of Care at Home services for privately funded customers. Privately funded customers are able to specifically tailor their care package to their needs, with full flexibility over the length and frequency of their visit, and a choice of services from personal care and shopping, to telecare and companionship.

Working with Guinness Property, Guinness Care at Home Cheshire is also our first service to offer a new Handyperson Service, making it easier for customers to get DIY jobs done around their home, from fixing lightbulbs to installing key safes or assembling furniture.

Guinness Care at Home Cheshire was officially launched in November 2018, with an event in Crewe attended by Laura Smith (MP for Crewe and Nantwich), Councillor Lesley Smetham (Mayor of Cheshire East), local NHS workers, charity representatives and our new care team and customers.

Nothing could be more important than providing good quality care that allows people to remain in their homes.

Laura Smith MP

In numbers:

9/10 review score on homecare.co.uk

100% customer satisfaction
Improving efficiency and safety through technology

Electronic care planning
In 2018-19, our Care at Home services transitioned to a new electronic care planning system. The PASS system is a digital care management platform that provides a single view of care records, including customer enquiries, medication updates, task changes and reviews. It automates the process of customer assessments, resulting in less time printing, disseminating, duplicating notes and other general administration.

In order to access the new PASS system, all Care at Home colleagues have been supplied with new smartphones. This now enables frontline staff – who do not have regular access to a computer – the ability to access Guinness emails and intranet systems while working remotely, helping to improve connectivity and communication across the business.

The PASS system will also ensure and tighten our responsibility towards GDPR. Customer data will be stored electronically, with no daily record notes being kept at our customers’ homes. Only authorised people, based on each individual customer’s consent, will have permission to access this information.

Independent Living on-the-go
Our Independent Living teams have been provided with the latest smartphone and tablet technology, making it easier for them to access information and to connect with other Guinness housing management systems on-the-go. Independent Living Advisors will be able to review and update customers’ records, submit and review repairs requests, or even flag a customer’s record in the event they might be living with dementia but are not yet diagnosed.

Personal safety for our teams
Alertcom is a smart ID Device which will raise an alarm if a button is pressed by the wearer, or if the device detects a fall. The use of Alertcom has been made mandatory for all employees who work alone, bringing technology to the forefront of our Personal Protective Equipment (PPE). This includes colleagues who work in the community, as well as those who work in Extra Care but still enter customers’ properties alone.

All Care at Home colleagues and Independent Living staff have been provided with the latest smartphone and tablet technology
At the end of last year, Sheffield City Council (SCC) requested tenders for all housing and support services for younger people as part of an initiative to formalise contracts with providers.

Our Sheffield Foyer was successful in winning the 18-month contract (April 2019 to September 2020) in order to continue delivering our services for homeless and unemployed younger people aged 16-25 in Sheffield.

In 2018, a new relaxation room was opened in collaboration with medical students from Sheffield University. The room provides a calm and therapeutic environment for the residents, and space for activities such as meditation and yoga.

Success in Sheffield

In numbers:

113 new residents in 2018-19
274 tenancy support sessions delivered
71% completed in-house training
191 social activities
71% successfully moved on
To be a great business and deliver excellent care and support to our customers, we must continue to transform and grow our services. With passion and care, we’ll focus on services that meet customers’ needs – from Care at Home to Extra Care – while making the most of new technology and marketing opportunities.

Our digital footprint
In 2018-19 we continued to promote our services, support recruitment campaigns, and share good news stories from our colleagues and customers via our social media channels: Facebook, Twitter and Instagram.

We also launched a new website aimed at privately funded customers (www.guinnesscareathome.org.uk) which provides information on our Care at Home services, funding, and links to our careers website. It also features a dedicated blog section with informative articles that we share across our social media channels.

New marketing materials
We have published a fresh suite of marketing materials to promote our services consistently across the country. This includes full-colour glossy brochures, 3-fold information leaflets, A4 posters, A6 postcards, pull-up banners and branded merchandise.

Making a difference: Independent Living

Every month, a Monitoring Form used by our Independent Living services teams collects data on the service we deliver to our customers. The results show that, on average, every day for 2018-19, we:

- Provided support to our customers 23 times, directly helping to reduce the pressure on health and social care services.
- Assisted customers 26 times, making things easier for them and preventing the need for them to call our Guinness customer service team.
- Delivered support 23 times to customers and their friends or family, in relation to bereavement, end of life, dementia, long term conditions and/or diseases, loneliness, poor mental health, money management, and addictions.
- Hosted 32 activities across our Housing for Older People and Extra Care schemes, helping to improve our customers’ health and wellbeing.
- Supported at least one customer to return home from hospital, helping to free up much needed beds in hospitals around the country.

Making growth happen

In numbers:

- **1,700+** unique visitors to our website
- **850+** followers on Twitter
- **1,100+** fans on Facebook
- **50,000+** monthly impressions
- **7%** engagement rate on Facebook posts
Progressing our people plan

A great place to work is one where people share a vision, have a real sense of purpose and feel really valued. It’s a place where people are proud to work.

We listen

In 2018-19, we focused on listening to our employees, using their feedback to help shape the environment in which they work. We conducted 10 focus groups, ran team-based consultations, and continued to promote our Staff Forum as a means of two-way dialogue. Our colleagues’ views have helped to inform a variety of decisions, such as:

• Introducing automatic pay advances for new starters while they undergo training
• Increasing on call payments
• Choices around uniforms and whether to adopt Guinness Work Wear
• The new name for our refurbished Day Service – The Old Farmhouse
• Our Independent Living offer and the basis for operational plans

We appreciate

We encourage our colleagues to recognise when someone has gone above and beyond. From simply saying ‘thank you’ to nominating someone for an award (see page 25), we recognise the value in making sure someone knows they are appreciated.

We also share good news stories from our teams – from blogs on our intranet, to photos on our social media, we share the great things our people are doing every day.

We’re resourceful

The role of our Resourcing Officers has been enhanced to improve consistent and timely recruitment, and their work alongside our Care at Home teams has resulted in our use of agency workers reducing by over 75%.

We’ve actively managed recruitment plans to match our employee capacity to customer demand. We’ve introduced new techniques, such as telephone interviews, in order to improve speed and success in hard-to-recruit areas.

Roles have been designed to help employees develop the skills they need for future progression.

We empower

Our policies, procedures and role profiles support employees to make decisions and take action as needed by their role, and our Induction Programme reinforces this through specialised training in Safeguarding, Health & Safety and Medication, amongst others.

Roles have been designed to help employees develop the skills needed for future progression, including a restructure within Supported Living to create more Senior roles, and a new Junior HR Advisor role. Individuals in regulated services are encouraged to complete professional qualifications to further their career development.
Updates from our Learning Academy

In 2018-19 our Learning Academy continued to deliver successful Induction, Update and Refresher Programmes, and set up a new training location in Crewe to support our new Care at Home Cheshire service in the North.

In addition, the Learning Academy provided in-house professional development on a range of specialist Adult Social Care subjects to meet the varying needs of operational teams.

This includes the Mental Capacity Act, Diabetes, Autism, Parkinsons, Epilepsy, Tissue Viability and Mangar Elk equipment.

2,890 Evaluation Questionnaires were completed by staff attending training in 2018-19. Results are on the right:

I couldn't recommend the training enough... I have really enjoyed my weeks' training and can't wait to get started in my new job.

Lauren Reid, Care & Support Enabler February 2019

In the years I have had in care, and other training I have had, this is by far the best and in depth with information.

Tom Salem, Care & Support Enabler October 2018

In numbers:

100% of delegates would recommend their course to others
99% said their trainer was effective
99% agree the course met its objectives
130 Care Certificates were completed
35 active Care Certificate Assessors are in post
56% of eligible staff hold or are working towards RQF in Health and Social Care
Celebrating success

Recognising our colleagues

Our Staff Award schemes enable us to say ‘thank you’ and show our appreciation for the great work our people do every day. In 2018-19, our colleagues were awarded:

260+ Thank You Awards, recognising colleagues on an ad hoc basis.

12 Quarterly Staff Recognition Awards, across three ‘excellence’ categories: customer service, quality and efficiency, and inspiring others.

46 Long Service Awards, celebrating milestones with Guinness Care.

3 Guinness Behaviour Awards, for employees who exemplify our Guinness Behaviours.

Carer of the Year and Team of the Year at our annual Employee Star Awards.

External accolades

Our Learning Academy was a finalist at the 2018 Housing Heroes Awards, and our Health & Safety Team won a Royal Society for the Prevention of Accidents (RoSPA) Gold Award for maintaining excellent health and safety standards in the workplace.

Quayside, our new Extra Care scheme in Totnes, Devon, has been rated Outstanding for caring in its recent Care Quality Commission (CQC) inspection. The flagship scheme was also recognised at a number of industry awards, including:

Highly Commended, Innovation of the Year category - 24 Housing Bronze Award, Best Retirement Development category – WhatHouse?

Shortlisted for Retirement Living Operator of the Year – RESI 2019

Shortlisted for Best Older People’s Housing Development (<70 homes) - Inside Housing

In addition

Three of our Housing for Older People schemes (and one non-Guinness scheme where we deliver care services) won awards at the Elderly Accommodation Counsel (EAC) awards:

Hanover Court, Cinderford Gold, ‘Housing with Care’ (South West)

Anderton Place, Northwich Silver, ‘Housing with Care’ (North West)

Fitzwilliam Court, Barnsley Bronze, ‘Housing with Care’ (Yorkshire and The Humber)

Outwood Park Court, Wakefield Bronze, ‘Retirement Housing’ (Yorkshire and The Humber).
Cost and quality – how did we do?

We want to be one of the best service providers in the housing and care sectors, be one of the best employers in the country, and be a strong and efficient business that does things well. To help us achieve our goals, we measure our performance against targets relating to cost and quality.

In 2018-19, our key business targets were:
- 92%+ customer satisfaction – target exceeded
- 24% Care at Home private payers’ income – target not met
- 75% employee engagement – target exceeded
- 6% operating margin before property costs – target not met

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<th>Our performance</th>
<th>Key performance indicator</th>
<th>Target</th>
<th>Actual</th>
<th>Commentary</th>
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<tbody>
<tr>
<td>Great service and homes</td>
<td>Customer satisfaction</td>
<td>92%</td>
<td>93%</td>
<td>Customer satisfaction has increased from 17/18 and is ahead of our annual target.</td>
</tr>
<tr>
<td></td>
<td>Emergency repairs completed on time</td>
<td>100%</td>
<td>98.9%</td>
<td>At year end, we had completed 742 out of 750 repairs within the allotted timescale.</td>
</tr>
<tr>
<td>Great place to work</td>
<td>Employee engagement</td>
<td>75%</td>
<td>77%</td>
<td>Care recruitment and retention remains highly competitive across the sector. We have improved our recruitment processes to attract a greater number and higher quality of candidate to boost recruitment activity.</td>
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<td>Agency staff use (percentage of total staff costs)</td>
<td>5%</td>
<td>10%</td>
<td></td>
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<tr>
<td></td>
<td>Percentage of our staff who have been with us longer than a year</td>
<td>75%</td>
<td>71%</td>
<td></td>
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<tr>
<td>Great business</td>
<td>Operating margin before property costs</td>
<td>6%</td>
<td>1%</td>
<td>The delay in care homes divestment and increased agency costs meant the target wasn’t met.</td>
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<td></td>
<td>Percentage of rent lost due to empty properties</td>
<td>1%</td>
<td>0.3%</td>
<td>Performance has further improved following a reduction in how long properties are left empty between tenants.</td>
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<td></td>
<td>Private Payers’ Income per month</td>
<td>£185,909</td>
<td>£84,733</td>
<td>Our new start up location in Cheshire was delayed in being registered and the service has now been established.</td>
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<tr>
<td></td>
<td>Percentage of care at home private payers’ income</td>
<td>24%</td>
<td>11%</td>
<td>New service had a delayed start.</td>
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<tr>
<td>Quality Assurance and Compliance</td>
<td>Overall compliance with Care Quality Commission Standards</td>
<td>100%</td>
<td>82%</td>
<td>For continuing services, most are rated “good”, two locations required improvement. Our Quayside Extra Care service has received ‘Outstanding’ in caring.</td>
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<tr>
<td></td>
<td>Complaints responded to on time</td>
<td>100%</td>
<td>100%</td>
<td>We continue to carefully manage complaints in order to ensure response times are met.</td>
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<td></td>
<td>Quality Assurance visits completed by our staff (for regulated services)</td>
<td>100%</td>
<td>100%</td>
<td>Regular visits are made by our Quality Assurance team in order to ensure services are compliant with CQC regulations.</td>
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Summary of our finances for the year ended 31 March 2019

Income

- Care and support services: £8.4m
- Rents and service charges: £4.7m
- Services provided to others: £3.5m
- Donations: £2.4m
- Residential care home fees: £0.5m
- Other income: £0.3m

**Total income**: £19.8m

Expenditure

- Frontline staffing costs: £13.5m
- Property costs: £3.0m
- Business overheads: £3.0m
- Pension adjustments: £2.8m
- Service costs: £0.9m
- Staff training costs: £0.5m
- Interest payments: £0.3m
- Other costs: £0.3m

**Total expenditure**: £24.3m

**Total deficit**: (£4.5m)

In 2018-19

Total deficit for the year amounted to £4.5m. £2.8m is explained by pension adjustments following changed accounting arrangements in the social housing sector. £1.4m is explained by net costs associated with the Company’s exit from the residential care market.
Our Board

The Guinness Care Board is responsible for our governance as a charitable organisation. They safeguard our effectiveness, proper running and help to ensure we meet our overall purpose.

Chris Wilson, Chair
Appointed: March 2018
Chris is also a member of The Guinness Partnership Board and is a retired professional services partner with KPMG with extensive audit and advisory experience in the public sector, ranging from local/central government to housing, education and health. Chris is a Board member and Chair of the Audit and Assurance Committee for Curo Housing Association and Board and Audit and Risk Committee member of White Horse Housing Association.

Nick Apetroaie
Appointed: February 2018
Until November 2017, Nick was the Deputy CEO of Optivo, a large housing association, managing 44,000 homes across the Midlands and South-East. Nick, having worked as a Housing Association CEO, Property Director and Director of Care Services, is experienced in building and managing diverse teams, implementing performance and competency management systems and delivering cultural change.

Amanda Carey-McDermott
Appointed: February 2018
Amanda is the New Services Director for Care UK. As an experienced Director, Amanda has an excellent track record of delivering transformational change and creative customer service solutions across a wide range of sectors.

Shena Winning
Appointed: February 2018
Shena is an experienced Board member, Chair – Executive and non-Executive. Shena is the former Chair of Medway NHS Trust and has held several other non-Executive directorships. She is a finance professional with a passion for organisational performance and growth.

Linda Sanders
Appointed: December 2014
Linda is also a member of The Guinness Partnership Board. She was a Local Authority Corporate Director in the West Midlands and London for 15 years holding Statutory Adults, Children’s Social Care and Housing responsibilities. Formerly, the ADASS Vice President and was Co-chair of the ADASS disability network, Linda is currently an ADASS associate. Linda has undertaken consultancy for Coventry City Council where she chaired the Better Care Programme Board and led the creation of an all age disability service.

Mike Petter
Appointed: November 2014
Mike is also Deputy Chair of The Guinness Partnership Board, the Group Audit and Risk Committee, Chair of the Remuneration and Nominations Committee and Chair of the Guinness Health and Safety Committee. He is a Chartered Engineer who spent 25 years in the construction industry before setting up his own consultancy delivering business improvement support to a broad range of clients.

Paul Watson
Paul joined Guinness Care and Support Limited in December 2007. He was a member of the Homes and Communities Agency Advisory Group on Older and Vulnerable People, and was Group Director of Hanover Housing Association. Between 2003 and 2005 he advised the Department of Health on policies for older people and people with learning disabilities. He received an MBE for his work as Chief Executive of a homelessness organisation.

Catriona Simons
Catriona is the Chief Executive of The Guinness Partnership Limited and an executive Board Member. She is also a Board Member for Guinness Homes Limited, The Guinness Housing Association Limited, City Response Limited and Guinness Developments Limited.
Our Executive Team

Our Executive Team is responsible for managing Guinness Care’s activities, overseeing our strategies, plans and day-to-day work, and making sure we deliver excellent care and support to our customers.

Paul Watson
Managing Director

Lynn Lewis
Director of Independent Living

Ally Coles
Assistant Director of Care at Home

Paul Love
Director of Finance

Sharon Ault
Interim Director of People and Quality

David Rice
Director of Business Development
As we continue to align to the Guinness 2023 strategy, we will maintain a clear focus on our social purpose and what we need to do in order to achieve our vision and plans for growth. In 2019/20, we will:

**Deliver great service:**
- Listen to our customers, and review our customer engagement strategy.
- Uphold exemplary quality assurance and compliance across all of our services, and make sure our policies are easy to read and use.
- Complete the roll-out of the PASS electronic care planning system, and provide access for customers and next of kin to view real-time updates.
- Further embed our Health & Wellbeing programme, including digital inclusion, strengthening community links, intergenerational activities, and facilitating grants to support health and wellbeing projects.

**Deliver great homes and growth:**
- Continue to grow our privately-funded care hours with the launch of a new Care at Home service in Stockport, supported by developments in our digital marketing offer.
- Refine our Housing for Older People offer, consulting with customers on their views to help us shape our future service.
- Develop one new Extra Care opportunity.
- Roll-out a communal refurbishment programme for existing Housing for Older People schemes.
- Expand our Assistive Technology offer.

**Be a great place to work:**
- Implement a new volunteer pilot programme as part of our health and wellbeing initiative.
- Develop and promote our Diversity and Inclusion Plan.
- Recruit, develop and retain great people through effective communications, inspirational leaders and recognising achievements.
- Launch a wellbeing strategy that ensures staff are healthy and happy at work.

**Be a great business:**
- Ensure our financial health through privately funded care hours and maintaining our Local Authority hours, and the implementation of a Value for Money plan.
- Be responsive to external changes, such as growth opportunities, or challenges such as Brexit.
- Improve business processes, ensuring our systems are robust and personal information is protected.