

Annual review





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Introduction

This year we celebrate the 130th Anniversary of The Guinness Partnership. Throughout our history, our abiding vision continues to be improving lives and creating possibilities. With our clear social purpose, we have developed and grown our services without compromising on quality and safety.

We've made real headway this year. We've consulted with customers about our Housing for Older People offer, including proposed refurbishments of communal areas – and we've joined forces with innovators at the Royal College of Art to explore how design intervention can improve customer experiences. We've also continued to invest in technology, installing new digital alarms in our schemes and expanding our new care planning system into more Care at Home services. We've piloted a new telecare offer and have helped customers harness the digital world to support their own wellbeing and social connections.

Our commitment to great service is clear, with 93% customer satisfaction. We were delighted to receive an 'Outstanding' rating by the CQC for our Supported Living service in Devon, alongside 'Good' ratings for six Care at Home services during the year.

Our social value work has gained momentum, through partnerships including Binti, Bring Dementia Out and Friends Against Scams. We were proud to be a Dementia Friendly Awards Finalist and for our Dementia-Friendly Design Guide to be commended as 'best practice' by the All-Party Parliamentary Group. We've supported customers' wellbeing through volunteering, physical activities, and projects

that bring younger and older communities together. We also launched two new publications: a new Independent Living Handbook and our Customer Engagement Strategy, which explains how we'll engage and communicate in ways that acknowledge the diversity of our customer base – something we continue to improve through awareness campaigns, training and external accreditation.

Our commitment to great service is clear, with 93% customer satisfaction

The key to success is our people. We've continued to invest in wellbeing and inclusion initiatives, learning and development and recruiting great people who share our values. We want to ensure everyone feels they belong and have brought teams closer together with a new mobile, social intranet. Our efforts were recognised with the Investors in People Silver Award and accreditation as a Top 20 Silver Employer.

As 2019/20 ended, the coronavirus outbreak brought unsettling times for our customers, colleagues and communities. We have seen extraordinary efforts and innovations by our teams, who have responded and adapted quickly to new ways of working to protect the safety and wellbeing of our customers, and each other. Their work – alongside the NHS, Police, and other Key Workers - has never been more valuable and together we clapped

in solidarity and appreciation. As we look ahead to better times, our thoughts are with those who have been affected by the pandemic.

While many care sector pressures have been exacerbated by the pandemic, there are opportunities on the horizon. We're looking forward to the Government's new proposals for social care and our business plan will drive us forward to deliver safety, quality, growth and financial sustainability.

Above all, we are reminded that what we're here for has not changed. Our social purpose is stronger than ever and we look forward to continuing our founding vision over the years ahead.



Paul Watson
Managing Director



Chris Wilson
Chair

About us

Our vision

Guinness Care (founded in 2005 as Guinness Care and Support Ltd) is a charitable organisation and a subsidiary of The Guinness Partnership, one of the leading housing and care providers in England. Our vision is to improve people's lives and create possibilities for them.

We want to be one of the best service providers in the housing and care sectors, one of the best employers in the country, and a strong and efficient business that does things well. We want to create and sustain services that help people live as independently, happily and healthily as possible, and to encourage social connections in our communities.

Our services

We employ around 800 colleagues who are passionate about what they do, and provide services to over 10,000 customers. This includes older people living in their own homes, as well as those living in specialised and Extra Care housing.

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.

Our values

We make a difference by listening and responding to our customers' needs, 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.

We believe
that care is a
service as well
as a response
to a need





Together we care

Year after year, we maintain excellent employee and customer satisfaction by listening, responding to people's needs, and creating communities where everyone can feel they belong.

Customer engagement

In 2020, we launched our Customer Engagement Strategy, 'Together We Care', setting out how we engage with our customers now and in the future. We will engage around safety, services, homes and communities, introducing new mechanisms and measures to ensure we can deliver this.

Diversity and Inclusion

Our colleagues and customers have diverse needs and personalities, and by bringing together individual perspectives, we can do more for people and their communities. In 2019/20, we:

- Supported campaigns, such as Black History Month, Pride, and Mental Health Awareness Week,
- to start conversations, overcome issues, and encourage belonging.
- Harnessed our colleagues' energy and ideas with regular Steering Group meetings that bring our Diversity & Inclusion strategy to life.
- Encouraged colleagues and customers to share their diversity data with us, to help us better understand and support individual circumstances.
- As a Disability Confident Employer, welcomed Scope to deliver disability awareness training and talks to colleagues during National Inclusion Week and Purple Light Up Day.
- Trained managers in Unconscious Bias, helping our teams to prevent automatic thinking and discriminatory behaviour.
- Ensured our suppliers, contractors and consultants comply with the Equality Act 2010.

93% 

customer satisfaction

95% 

feel our staff are caring

89% 

of customers would recommend us

92%

are happy with how our staff listen

Our social purpose

We believe in creating possibilities for our customers and the wider community, investing in activities and partnerships to make this happen. 2019/20 highlights include:

- A new partnership with Friends Against Scams, a National Trading Standards initiative. We've pledged to train 500 people by December 2020.
- Supporting 16 Days of Action Against Domestic Abuse, training colleagues to support victims, and raising funds for local crisis charities.
- Continuing our long-standing support for people in food poverty, including donating hundreds of items for the Trussell Trust's Easter and Christmas Appeals.
- Addressing period poverty through talks, fundraising, and donations of sanitary products in support of our new partnership with Binti.
- Colleagues volunteering for worthy causes, from joining GoodGym, to knitting blankets for animal charities.
- Fundraising for Residents' Funds, Alzheimer's Society, Macmillan, AHOY, and many more. Activities included baking, runs and walks, coffee mornings, summer fetes, and rowing 8.5 miles across the Thames.

250 

Friends Against Scams

£15k+

raised for worthy causes



*Survey results taken from our 2019 Customer Satisfaction survey

Our dementia-friendly organisation



Our work to be dementia-friendly is now ‘business as usual’, and in 2019/20, we continued our focus on raising awareness and shaping a better future for our customers and communities.

Raising awareness

In May 2019, we supported the Alzheimer’s Society’s Dementia Action Week, with colleagues and customers taking part in various fundraising activities – from knitting forget-me-knots to baking cupcakes – raising over £1,700 in the process.

We continued to use the Dementia Friends programme throughout the year, sharing colleagues’ Pledges to spread awareness and change people’s perceptions of dementia.

Dementia support networks, including one long-running group which meets regularly at The Jubilee Centre, Waterloooville, have connected people to share information, start conversations, and support one another.

Shaping the future

In 2018, we were invited to contribute to the All-Party Parliamentary Group’s inquiry into dementia and disability. The report, Hidden No More, was launched in June 2019, and we’re proud that our Dementia-Friendly Design Guide was cited in

the report as best practice to support those living with dementia.

We launched a new partnership with the LGBT Foundation, supporting the Bring Dementia Out campaign, developed through the Alzheimer’s Society. The project aims to improve the experiences of LGBT people living with dementia, to ensure their voices are heard, their needs are met, and to provide them with better access to advice services.

Our achievements

In October 2019, we celebrated our success as a finalist in the Alzheimer’s Society’s Dementia Friendly Awards, in the ‘Large Organisation of the Year’ category. Being shortlisted in this prestigious award recognises the steps we’ve taken to become a dementia-friendly organisation, and the positive impact this has had on our customers living with dementia.



Our target:

2,000

Dementia Friends by
end April 2021

“**We’re incredibly proud to be partnering for this new initiative. We know that LGBT people’s experiences of dementia are under-recognised and often totally overlooked.**”

LGBT Foundation

Health & Wellbeing



Digital inclusion

30 Digital Champions in partnership with Digital Unite



200

learners supported via 1:1 and group sessions



Intergenerational work

13 active projects



Volunteering



recruited our first round of volunteers

Community

Our community hubs host **10 different** interactive sessions



Investment

£10k budget

supporting our key objectives and 5 Ways to Wellbeing projects

£2.5k of additional match funding secured

90% of applications to the Health & Wellbeing budget were successful

Project themes

Reminiscence & wellbeing
Games and exercise
Arts & crafts **Gardening**
Digital inclusion
Music



Customer engagement

30 gardening and allotment projects were supported

8,600+ activities on site

18% attendees from wider community

Partnerships



40

stakeholders/partners we are involved with



What we're working on



Developing measuring tools that capture more detail around customer engagement and investment.

Expanding **volunteering offer**

Training **500 colleagues** and customers as **Friends Against Scams** by December 2020

A new **Health & Wellbeing Best Practice Forum**

Widening our digital inclusion programme

Focus on: Our customers' health and wellbeing



GoodGym volunteers with residents at Margaret Matthews Court



Enjoying the outdoors

Throughout the year, our customers took part in various horticultural activities. Many residents took pride in their own 'patches', with mushrooms, vegetables, and flowers bringing people together to enjoy shared outdoor spaces.

For National Allotments Week, 19 schemes were gifted vouchers or 'starter kits' to support their new hobby. Residents at The Ridings, Swindon, and Anchor House, Bristol, took part in our social media video series to share tips and tell others about the benefits of allotments.

Women's wellness

Holding regular coffee mornings at Broadoak Court, Manchester, the North Manchester Sisters group empowers women of different ages and backgrounds to share activities together in a safe, non-judgmental space.

For International Women's Day, Ola Fagbohun (Wellbeing Coach) ran two workshops for our customers and members of the community, as part of a project to improve women's wellness and perceptions

of ageing. The group created thought-provoking vision boards which they used as a reminder of their aspirations and how to achieve them.

Keeping active

Our partnership with JustBowl has continued to be successful. A portable indoor bowling kit is set up for customers to replicate the game of outdoor bowls. 96 sessions across eight services were completed in 2019/20, with residents from neighbouring schemes even competing in friendly tournaments.

Weekly seated exercise sessions proved so popular at Coverdale, Paignton and Quayside, Totnes, that members of the public joined in, and sessions were recommended by local social prescribing partners.

Bridging the age gap

Our Health and Wellbeing team completed Together Old and Young: An Intergenerational Approach training, enabling them to help our services create possibilities for older and younger generations to learn together and





benefit from each other's company. In 2019/20, 13 projects covered reminiscence, reading, play sessions, and gardening.

In December 2019, members of Woodthorpe Youth Club, run by Sheffield Futures, gifted customers at Gilbert Court, Sheffield with four handmade Christmas Hampers.

Avondown Court, Bristol, received funding for gardening equipment and welcomed pupils from a local school (which supports children with complex needs and disabilities) to help residents as part of their Duke of Edinburgh Award.

GoodGym is a local running and volunteering initiative. The group regularly visited customers in Prince Rupert Court and Margaret Matthews Court, Swindon, helping residents with allotments and joining in with JustBowl, pool and darts sessions on rainy days.

Bringing people together

Across the country, our customers enjoyed a vibrant mix of trips and entertainment, including fetes and markets, pantomimes and theatre, seaside walks, and trips to historical and cultural attractions.

Phoenix House opened its doors to 200 visitors during Frome's 'Hidden Gardens festival', raising £650 for the Residents' Fund and building community awareness in the process.

At Primrose Court, Derbyshire, reminiscence events included topics from decades to dogs, while a Positivity Event brought customers together to share

words, items, poems and stories that brought them joy. High Peak Community Arts celebrated its 40th Anniversary by exhibiting willow sculptures of Alice in Wonderland characters at a themed tea party.

Customers at Mill House, Nantwich, hosted a community Remembrance Day event and street party. Alongside music from the George Formby Society Band, 25 local schoolchildren dressed up, recited poems and chatted with customers about wartime memories.

Local councils, the police, and Age UK also delivered talks to encourage safety and wellbeing, including sustainability, bills, preventing scams, writing wills, and healthy eating.





We're outstanding!

Our Supported Living service supports adults with learning disabilities to live independently with their own tenancies in a shared house. We operate 11 services across Devon, as well as Bramley Barn, our community-based Day Service at Bicton College, Exmouth.

In December 2019, the service was rated Outstanding by the Care Quality Commission (CQC). This is the highest CQC rating available for regulated services, awarded for exceptional performance across five Key Lines of Enquiry: Safe, Effective, Caring, Responsive and Well-led.

The CQC inspector commended our tailored approach to making sure customers can live their lives the way they choose. This approach, combined with our Day Service and a new Community Connector role, means customers can look forward to volunteering and employment opportunities in the local community. The CQC report highlighted the way in which we empower customers to learn new skills and become independent, as well as the passion, empathy and sensitivity of our colleagues.

Each person led active and fulfilling lives. They were supported by staff who knew them well and understood the things they wanted to do.

CQC Report, December 2019



Focus on: Bramley Barn

Bramley Barn offers a supportive environment where customers can gain new life skills and participate in meaningful work activities in outdoor, open surroundings. This includes horticulture and small animal care, with a new polytunnel and additional plot of land for 2019/20 providing a dedicated space to grow seedlings, flowers, and vegetables. Produce is sold at Bicton College and Bramley Barn's own café, and our customers benefit from increased confidence, self-esteem, fitness, and independence.

Shaping Housing for Older People

2,000 

customers
consulted with

21 

schemes with
new digital
alarms

3 

dementia-friendly
refurbishments

We want to invest in our homes and services to ensure they continue to meet the changing and multi-faceted needs of our customers over time. So, in 2019/20, we continued to consult on, and develop, our service offer for customers aged 55 years and over.

Listening to customers

We expanded our consultation project to invite more customers to share their views on how we might deliver our service to them in the future. We asked about the support they'd like to see from our on-site teams, and how to improve their living environment - including proposed dementia-friendly refurbishment plans and a modern digital alarm system to keep them safe.

Innovations in housing design

We launched a new one-year project alongside the Helen Hamlyn Centre for Design (HHCD), part of the Royal College of Art, to understand how older people's experience of housing can be improved through design innovation and appropriate technology.

Imran Nazerali, Research Associate, conducted a number of one-to-one sessions, workshops and

communal activities across a number of schemes. His insights have highlighted two areas of focus: building strong communities and strengthening residents' voices. In the next phase of the project, potential solutions will be designed in conjunction with Guinness, the HHCD and our customers.

Showcasing our service

We published a new Independent Living Customer Handbook for both existing residents and prospective customers. The Handbook showcases our service offer, and is an essential reference point for all new residents.

Recognising our impact

Our colleagues attended a ceremony in Manchester to celebrate the winners of the 2019 Elderly Accommodation Counsel (EAC) Housing for Older People awards, in which four of our services won Regional, Gold, Silver and Bronze Awards.

We also joined the rest of the housing sector to celebrate Starts at Home Day and the positive impact we make on thousands of people living in supported housing.



“ It is imperative that customers are involved as they are the ones who will have to use and live with the outcomes. ”

Imran Nazerali

Providing peace of mind

Our personal alarm service, Lifeline, provides peace of mind and independence, connecting customers to a 24/7 support centre in an emergency. In 2019/20, we introduced two new elements to our existing service offer:

Lifeline+

We successfully piloted a new tiered package in Hampshire, combining our trusted alarm service with the additional reassurance of regular support and guidance from our team. From accessing local services to companionship, customers can now choose weekly, monthly or less frequent visits to suit their needs.

Hospital to Home

Our new Hospital to Home initiative provides a 6-week free trial of our Lifeline service to people living in Cheshire and Hampshire who are being discharged from hospital. As well as helping to reduce the pressure on NHS beds, the initiative helps to give patients extra reassurance to come home safely after time in hospital. Our very first referral was so happy with the trial that they signed up for the full service straight away.

“Having (my Support Worker’s) support has greatly improved my wellbeing during the toughest times we have ever faced. I can only thank her for her diligence and understanding through a difficult time.”

Lifeline Customer

Focus on: Our Day Services



The Old Farmhouse and Orchard House, our Day Services in Devon, provide a safe and friendly setting in which our customers can connect and share activities with others.

MS & Me: Jayne’s story

In 2001, after noticing differences in her ability to walk, Jayne Steer

was referred to a neurologist. An MRI scan confirmed her diagnosis of Multiple Sclerosis (MS), a lifelong condition that affects the brain and spinal cord.

“I cried all the way home – it was the fear of the unknown. But I thought about what I did have: my husband, my son, and my job – so I needed to get on with it,” she recalled.

In 2015, Jayne experienced a relapse, and could no longer drive. After feeling as though she’d lost her freedom and independence, she was introduced to a local MS support group that met regularly at Orchard House Day Service. After some initial apprehension about what to expect, Jayne soon settled right in.

“I’ve made new friends and take part in a range of activities and

games, from skittles to a pub quiz, and from physio to crafts”.

Orchard House continues to support Jayne and others living with MS, with the opportunity to make new friends, gain support and remain active.

“Our day is spent talking and laughing - the team are great, down to earth, and you’re treated like a real person.”

Jayne Steer,
Orchard House customer

Sheffield Foyer



128



young people supported to obtain identification documents

We moved in

99



young people who have been affected by homelessness

Activities offered

Cookery evenings Music group
Resident meetings Quiz nights
Pool tournaments Conversation groups Arts & crafts

84



residents supported into college or training

89



residents helped to open a bank account



377



tenancy support sessions delivered by our team

873



benefits sessions

52

residents supported into work



103



young people registered with a GP

128



social activities

End of Year Report 2019/20

Supporting younger people

Our Sheffield Foyer provides accommodation, training and support to help young people aged 17-25 who have been homeless, move on to their own tenancies and employment. In 2019/20 a number of successes were achieved (see Page 16), with highlights including:

Music therapy

As part of a four-week placement, University of Sheffield medical students created a music room using instruments donated by local shops, allowing residents to experiment and use sound as a form of therapeutic exercise. Hidden talents have been discovered, with one resident finding a new life purpose by creating music every day and writing her own songs.

Legal advice

Placements were offered to two University of Sheffield law students, Katherine and Nesta. Both ex-Foyer residents, they have provided free advice sessions for residents on claiming benefits, dealing with debt, and UK residency. Having secured funding to springboard their own education, they hope to inspire achievement in other young people.

Olympic ambition

Ahmed, a Foyer resident, has been studying at college while training for a future on the British Olympic athletics team. He received funding

from Guinness' Aspire Awards towards his running kit, and has already achieved first place with a personal best at the British Milers Club Grand Prix - only 3 seconds away from a professional contract.

Wellbeing in the woods

A year-long programme alongside the International Tree Foundation and other supported accommodation providers has significantly improved residents' wellbeing through woodland workshops. Seasonal activities have included fire-making, cooking, coppicing, carving, print-making, drawing and photography. Residents exhibited their creations at South Yorkshire Artspace in December, with a well-attended event that featured on Radio Sheffield.

Accredited training

Our bespoke Move-On (Tenancy-Ready) Training, developed over 15 years, teaches residents the skills needed to live independently, such as money management, personal wellbeing and housekeeping. In 2019, after being refined and standardised, the course achieved accreditation by the Northern College of Further Education (NCFE).



“**At the Foyer, we support our residents by giving them a safe place to live, and time to grow and gain confidence.**”

Jil Deeley-Noades,
Lead Support Worker

Developing our technology



Following previous successes - such as piloting PASS (our new electronic care planning system) and providing wider mobile functionality for our teams - we continued to develop the way we use our technology in 2019/20.

Compliments and complaints

Our Customer Relationship Management (CRM) system was expanded with a new Complaints Case Management module, improving the way in which we log compliments and complaints from our customers. The module was further enhanced using user feedback from teams to ensure it is as effective and user-friendly as possible.

Supported by face-to-face training in complaints handling, this is a huge step forward which has helped to improve visibility and accountability for effective complaints management, as well as enabling additional reporting functionality.

Keeping customers safe

We introduced a new process to anonymise customers' details in emails, letters and other correspondence: using 'unique identifiers' enables us to refer to an individual without using personal data – meaning we maintain full compliance with GDPR. We completed reviews of safeguarding policies and procedures, and developed a new safeguarding system to improve monitoring and learning.

Championing the digital world

30 
digital champions

200+ 
customers supported

People without basic digital skills are excluded from the things many of us take for granted.

Mitch Williams,
Health and Wellbeing
Coordinator

In partnership with Digital Unite's Digital Champions Network, and as part of our Digital Champion and Inclusion Project, we have trained colleagues as Digital Champions to help our customers overcome fear of technology, learn skills to get online, and reduce digital exclusion.

Customers have received support with basics like Wi-Fi and hardware (such as tablets and mobile devices) to help develop their knowledge of how accessing the online world can enhance their lives and wellbeing.

In 2019/20, our Digital Champions offered a variety of ways for customers to learn and practise digital skills:

- Five schemes in the South trialled weekly drop-in sessions.
- 20 sessions were held with customers in the High Peaks.
- An eight-week 'Get Online' course at our Extra Care scheme, Quayside, saw excellent attendance.

- Themed digital sessions took place for Digital Inclusion Week and Get Online Week.
- Local community grants, supported by our Health and Wellbeing budget (see page 9), have been used to purchase equipment for use in digital learning sessions.
- Wi-Fi access has been provided in a number of communal lounges, Day Services and community centres.
- Two free tablets were donated by Huawei as part of their commitment to help older people stay digitally connected to family and friends while self-isolating.

The project has been a huge success, with our customers seeing several benefits, from sharing photos and connecting with family using social media, to job searches and saving money by switching utility suppliers online.

Growing Care at Home services

To achieve our vision, we know we must continue to develop and grow our services. In 2019/20, we continued to focus on quality and growth whilst making the most of new technology and marketing opportunities:

Growing, diversifying, streamlining

- In order to deliver more effective services, we amalgamated selected Care at Home offices. This includes two offices in Gloucestershire, and two offices in Cheshire.
- 16 new colleagues were welcomed from Side by Side who transferred into our Care at Home Cheshire service following a successful acquisition.
- We successfully tendered to join two Local Authority frameworks in Bristol: Care at Home (providing domiciliary care) and Help When You Need it (supporting tenants in sheltered housing schemes).
- We were awarded the contract to deliver the 24/7 emergency response service at Pickmere Extra Care, Crewe.
- Four new 'pathways flats' were introduced at Lincoln Gardens Extra Care, Bristol, supporting people who are leaving hospital but who need extra support before being ready to live independently at home again.

Raising awareness in our communities

- We expanded our digital marketing with organic and paid social media, a wealth of new website content, and word-of-mouth through online reviews.
- A new branded pool car was piloted in Cheshire for our care teams to use while visiting customers in the community.

- We advertised in hospitals, surgeries, local media, and hosted events including 'fun days' and markets featuring items handmade by our customers.

Delivering amazing service

We brought together 50 members of our Leadership Team to share insights on improving and growing our services in the context of our business plan and wider sector. Working closely with our Quality Assurance team, we achieved excellent Care Quality Commission (CQC) ratings in 2019/20:

- Quayside Extra Care, Totnes - Outstanding in Care, and Good overall.
- Care at Home Gloucester - Good across all five domains, with written commendation received from Richard Graham, MP for Gloucester.
- Care at Home Cheshire – Good, following its first-ever inspection.
- Care at Home Devon, Care at Home Cornwall, and Lincoln Gardens, Bristol – also achieved Good overall.

1,400



social media followers

1.2m



social media impressions

9,000



new website visitors

9.6/10



Homecare.co.uk review score

we achieved excellent CQC ratings in 2019/20





Guinness Care – a Top 20 Employer

Being a great place to work is one of our core objectives. In 2019/20, our commitment to excellent people practice and a positive, engaging culture was recognised with the Investors in People Silver Award and accreditation as a 'Top 20 Investors in People Silver Organisation (250+ employees)'.

Keeping colleagues safe and well

Our HR and Health & Safety teams have worked tirelessly to keep our people safe and well, from PPE and infection control, to fire safety, free flu vaccines, and mandatory Alertcom security devices for lone workers.

As a Mindful Employer, we promoted wellbeing campaigns such as Time to Talk Day and World Mental Health Day, and signposted advice through our internal channels, Employee Assistance Programme, and trained Mental Health First Aiders.

Recruiting great people

Streamlining our recruitment and onboarding processes has allowed us to better recruit candidates who support our values and growth plans. As well as re-launching our employee referral scheme, we've transformed our digital recruitment with excellent results.

We also welcomed colleagues that were transferring from other organisations, supported work

experience placements at the Sheffield Foyer, and developed volunteering initiatives in our Independent Living services.

Reward and recognition

Our Staff Award schemes continued to reward our most outstanding colleagues; from on-the-spot 'thank you' vouchers and Long Service Awards, to our annual Star Awards.

As well as reviewing rates of pay, we expanded employee benefits to include £100 towards personal learning each year, free Blue Light Card discount cards, and increased mileage rates.

Talking and listening

From long-term business change and service improvements, to topical concerns such as Brexit and Covid-19, we've kept colleagues informed with open, clear and honest communications, and coached our managers to do the same. Our Staff Forum has continued to facilitate two-way feedback between frontline staff and our Leadership Team.

In September 2019, we upgraded our employee intranet, which now includes social media functionality, improved search, and a dedicated Policy Centre. With mobile compatibility, field-based colleagues can now access essential content anytime, anywhere.

11 Mental Health First Aiders

180
carers recruited



120
staff awards presented



I have never felt so supported in my role anywhere. I can approach my manager if there is a problem and she is always so helpful. It inspires you to go the extra mile.

Investors in People Survey response



Learning and development

In 2019/20, our Learning Academy continued to design, deliver, and support the learning and development of our colleagues through Induction, Update, and Refresher Programmes, and expanded to provide in-house support to our Care at Home Cheshire service.

We developed new courses and expanded our training library, including a new Guinness Care Management Development Programme, a technical Health & Safety Programme, and training on Person-centred Fire Risk Assessments. In addition, some colleagues undertook extra-curricular qualifications in subjects such as technology, mental health, and advocacy.

Our Learning Academy quickly responded to the changing needs of our services and the challenges that 2020 has brought. New ways of working include live webinars, distance learning and eLearning, and continuing face-to-face training with new safety measures.

I felt the training was extremely helpful and informative, I hope to do Guinness proud with my new skills.

Endymion Beer
Care & Support Enabler



100%

of delegates would recommend their course to others

98%



said their trainer was effective

98%



agree the course met its objectives

114



Care Certificates were awarded

35



active Care Certificate Assessors

53%

of eligible staff hold or are working towards an Adult Social Care qualification



In this together

At the end of 2019/20, the coronavirus outbreak brought unprecedented change to the lives of our customers, colleagues, and our wider communities. We maintained our essential services by reviewing our ways of working and redeploying resources in line with Government guidance, minimising the spread of infection while prioritising safety and wellbeing of our customers and colleagues.

Keeping customers safe, and combating loneliness

- We prevented infection through PPE, increased cleaning regimes, closure of communal facilities, emergency-only repairs, and limiting routine visits to essential health and safety checks.
- Our colleagues went above and beyond to help with food shopping, collecting medication and managing deliveries while families were unable to visit.
- Thousands of welfare calls were made to customers, providing updates and a friendly voice to chat with. Free tablet loans enabled customers to pass time and connect with family.
- We encouraged wellbeing through newsletters, activities, pen-pal schemes, outdoor exercises, and dance shows for Extra Care customers to watch from their windows.

Supporting colleagues at home, and in the field

- A dedicated hub, email address and newsletters provided regular updates and reassurance, including PPE, delivering care in customers' homes, testing, and wellbeing tips.
- We made things easier, especially for those with caring responsibilities, by offering more flexible working and leave, and pay assurance during sickness or self-isolation.

- We switched to eLearning training where possible, postponing non-essential updates. Mandatory face-to-face modules adhered to strict social distancing and hygiene protocols.
- We supplied Key Worker letters to ensure colleagues could travel for work unimpeded. We also funded Blue Light Card discount cards, enabling care staff priority alongside the NHS for shopping slots while supporting customers.

Appreciating acts of kindness

- Supermarkets, charities, local businesses and members of the community made kind donations including food and sundries for customers, and wash bags and mask comforters for our care teams.
- Schoolchildren, the GoodGym, and other community volunteers shared drawings, letters and poems to help brighten up customers' days.
- Letters, cards, flowers, and 'thank you' notes were shared in appreciation of our colleagues, and we 'clapped for carers' every Thursday in support of Key Workers.
- Customers supported their neighbours too, from sharing home delivery slots and donating everyday essentials, to looking after allotments.



“ They never moan, they just go about their duties with a smile, working long hours to ensure the residents are looked after. ”

Sue and Pam, resident's family members

Cost and quality – how did we do?

We strive to be one of the best service providers in the housing and care sector, be a great place to work - where employees love what they do - 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 2019/20, our key business targets were:

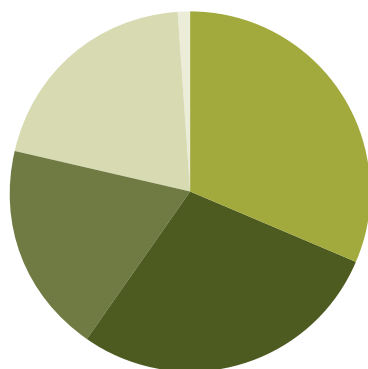
- 92% customer satisfaction – target exceeded
- 37.6% Care at Home private payers' income – target not met
- 3.9% operating margin before property costs – target not met
- 77% employee engagement – target exceeded

Our performance

Key performance indicator	Target	Actual	Commentary
Great service and homes			
Customer satisfaction	92%	93%	Although we've exceeded our target, the figure is the same as 2018/19
Emergency repairs completed on time	100%	99.6%	At year end, 718 of 721 repairs were completed on time
Great place to work			
Employee engagement	77%	83%	We continue to exceed our target and received our Investors in People 'Silver' Award
Agency staff use (percentage of total staff costs)	7.5%	6.3%	Significantly decreased agency usage by 3.7 percentage points since 2018/19
Percentage of our staff who have been with us longer than a year	75%	74.9%	We missed our target by just 0.1%. We expect by Q1 of 2020/21 this will increase
Great business			
Operating margin before property costs	3.9%	3.3%	Shortfall in Care at Home financial target, and two planned property disposals did not materialise
Percentage of rent lost due to empty properties	1%	1.3%	Empty properties increased in Q2 and Q3, but reduced significantly by the end of the year
Percentage of Care at Home private payers' income	37.6%	18.3%	Private payers did not grow as quickly as forecasted and were significantly affected by Covid-19
Quality Assurance and Compliance			
Overall compliance with Care Quality Commission Standards	100%	92%	Our Supported Living services were rated 'outstanding', 9 services are rated 'good' and 1 was rated 'requires improvement'
Complaints responded to on time	100%	100%	We continue to manage complaints in order to ensure response times are met
Quality Assurance visits completed by our staff (for regulated services)	100%	92.5%	Due to Covid-19 restrictions, only 25% of visits were carried out in Q4. The rest of the year averaged 92.5%

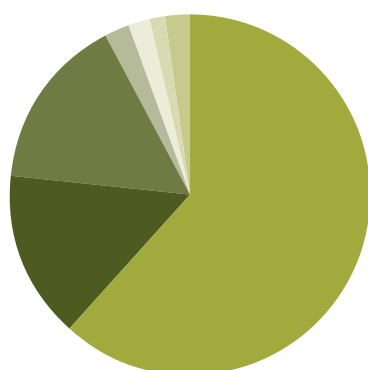
Summary of our finances for the year ended 31 March 2020

Income



Income	£m
Care and support services	7.1
Rents and service charges	6.4
Services to other Guinness housing	4.3
Pension scheme adjustments	2.6
Other income	0.2
Total income	20.6

Expenditure



Expenditure	£m
Frontline staffing costs	12.3
Property costs	3.0
Business overheads	3.1
Service costs	0.4
Staff training costs	0.4
Interest payments	0.3
Other costs	0.4

Total expenditure	19.9
Total surplus	0.7



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 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.



Linda Sanders

Appointed: **December 2014**

Linda is also a member of the Guinness Partnership Limited. 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.



Shena Winning

Appointed: **February 2018**

Shena is an experienced Board member, Chair – Executive and non-Executive. She 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.



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.

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



Paul Love
Director of Finance



Lynn Lewis
Director of
Independent Living



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 is 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.



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.



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.

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We invest in people Silver



Barbara Hunt

**Director of
Care at Home**



David Rice

**Director of
Business Development**



Sharon Ault

**Director of People and
Quality (left 31 March 2020)**



The year ahead – 2020/21

Throughout the coronavirus pandemic, we have continued to maintain vital services

Our business plan for 2020/21 responds to the challenges and opportunities of the environment in which we are working, with the vision of keeping our customers safe by providing good quality services, growing our customer base, investing in our people, and achieving financial sustainability. In 2020/21, we will:

Deliver great service

- Listen, consult and respond to customers and their families, improve complaints handling and responsiveness, and achieve at least 92% in our Customer Satisfaction survey.
- Implement our Diversity and Inclusion Strategy and Customer Engagement Strategy, with an action plan to provide communication tools tailored to customers' preferences.
- Uphold exemplary quality assurance, achieving 'good' or 'outstanding' in our CQC inspections and exceeding expectations in 75% of our Independent Living schemes.
- Modernise our technology to provide electronic, secure and real-time customer updates. This includes a review of the PASS care planning system, and a new rostering system.
- Improve customer safeguarding through awareness campaigns, training, and by utilising a new safeguarding system (RADAR) to improve monitoring and learning.
- Better understand and respond to the needs of customers living with disabilities through additional colleague training and improved information management.

- Develop our Health & Wellbeing offer, including intergenerational projects, volunteering, digital inclusion, community hubs, and the launch of a new Best Practice Forum.
- Roll out Friends Against Scams and Dementia Friends training to colleagues and customers in order to achieve our end of year targets.

Deliver great homes and growth

- Ensure our homes and services are safe and sound, embedding health and safety policies and completing planned improvement works.
- Grow our Care at Home service, increasing profitable care hours to achieve 1,900 new hours per week by the end of the financial year.
- Consult with customers on communal refurbishments and our Housing for Older People service offer, working with the Royal College of Art to bring forward design innovation.
- Improve our technology offer, with new digital alarm monitoring services, wider implementation of Wi-Fi in schemes, and expansion of our Lifeline+ telecare service.
- Explore options for new Extra Care housing developments, and consider opportunities to merge, acquire or transfer housing and services.
- Develop and improve our Supported Living services for people with learning disabilities, ensuring our customers' homes are futureproof.
- Grow our Bramley Barn Day Service to enable education and employment for customers with learning disabilities, and increase attendance in our Day Services for older people.

Be a great place to work

- Implement strategies to encourage wellbeing, diversity and inclusion in the workplace, and continue to champion

disability equality, maintaining our Disability Confident status.

- Embed Workforce and Investors in People plans to recruit and retain great people who share our values and support growth, and to achieve 75% staff stability by year end.
- Improve learning and development by expanding our eLearning suite, collaborating with other training providers, and rolling out leadership and management training.
- Provide colleagues with the relevant technology and equipment to deliver effective and efficient customer service whether working at home or in the field.
- Continue to embed our Staff Forum and learnings from our annual employee engagement survey as a means of sharing feedback and driving improvements.

Be a great business

- Develop our digital marketing and management intelligence, including relevance, measurement and timeliness, to ensure alignment with customer and recruitment plans.
- Improve business processes and ensure financial health, through Care at Home service growth and productivity.
- Respond to an environmental agenda, using technology to reduce unnecessary travel, improving PPE purchases, and reviewing procurement processes.
- Improve stakeholder engagement and strategic partnerships, fostering relationships with other agencies and commissioners, particularly in support of technological innovation.

Throughout the coronavirus pandemic, we have continued to maintain vital services. Our objectives remain relevant, and we will continue to review and re-prioritise as we navigate the year ahead.



great service
great homes
a great place to work
and a great business

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www.guinnesspartnership.com/care-services
www.guinnesscareathome.org.uk

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