

The image features a background photograph of a caregiver in a blue uniform pushing a wheelchair with an elderly woman. The woman is wearing a white hat and a patterned top. In the background, another woman is visible, and there is a dog. The overall scene is outdoors and bright.

greensleeves
care

You're among friends

Social Impact Report
2017-2018

Chairman's and Chief Executive's Report



Chris Shaw, Chairman



Paul Newman, Chief Executive

Once again, it has been an exceptionally busy year for everyone at Greensleeves Care. The entire team has continued to focus on achieving the dual long-term goals of continuous quality improvement and sustainable development.

Sustainable development –

Investing in our homes and staff 2017/18 witnessed another step change in our charitable impact. The charity increased the number of older people to whom it provides direct support by over 10%. At the end of March 2018, Greensleeves Care was able to care for 872 older people across 22 nursing, residential and dementia homes. This represents an increase of 82 residents and two additional care homes compared to the previous year.

In 2017/18 the two new homes to join the Greensleeves Care portfolio were the Glebelands Estate in Berkshire and Rose Cottage in Cambridgeshire.

The Glebelands Estate was acquired on 15 June 2017. The nine-acre Estate in Wokingham was purchased from The Cinema and Television Benevolent Fund and includes a nursing home providing care for up to 41 residents. In addition, there is a variety of other buildings including a 27-unit apartment

block, a three-unit stable block and a three-bedroom cottage which are largely let on shorthold tenancies.

Rose Cottage in Broughton, near Huntingdon, was acquired on 16 February 2018. It is an operating home providing residential care for up to 38 residents.

As a result of the acquisition and development activity, the total number of staff rose to almost 1,200. Greensleeves Care has increased its investment in training and development to ensure the workforce is trained to deliver exceptional care. More staff than ever before are gaining externally recognised and accredited qualifications and training which assists them in their career development.

Continuous quality improvement continues to be our guiding light

The Briars, our home in Sandown on the Isle of Wight, achieved a rating of Outstanding from our regulator the Care Quality Commission (CQC). This is the second of the Trust's homes to receive an Outstanding rating with the other one being Broadlands in Oulton Broad, Suffolk.

Following an independent review of the care sector, in the February 2018 edition of *Which?* Consumer

Magazine Greensleeves Care was named the country's top third sector care provider. In addition, we were named Best Care Provider in two specific regions – the East of England and the South East. The findings were based on the independent inspection ratings of the CQC as at December 2017.

We continued to be highly rated on the leading online care directory www.carehome.co.uk, having achieved an overall group score of nine out of ten on 31 March 2018 and been rated as a Top 20 Recommended Care Home Group in the United Kingdom in 2018.

We achieved a higher than average score in the Your Care Rating Resident's Survey conducted by Ipsos MORI which measures the quality of care across care homes. Our Overall Performance Score was 896 out of 1,000 which compares favourably with the sector average of 878. Specifically in the Quality of Life category, we achieved 937 out of 1,000 which is the highest of all providers included in the survey. Individual homes also scored particularly highly with Broadlands in Oulton Broad, Suffolk, Harleston House in Lowestoft, Suffolk, Mount Ephraim House in Tunbridge Wells, Kent, Torkington House in London and The Briars in Sandown on the Isle of Wight all scoring over 900.



Glebelands, our home in Wokingham

Strong operating performance

We increased occupancy in our homes to 93.5% (2016/17: 93.2%) which compares favourably with the sector average which was slightly below 90% in 2017/2018. This strong performance helps to sustain our programme of investment in our future development plans and stay clear of the financial challenges faced by many care operators.

Total income increased by £5.8 million (20%) from the previous year, reflecting the improvement in occupancy, average weekly fee and bed capacity. Our total operating costs increased by £5.3 million (18.8%). Any surplus generated by

the charity is reinvested back into our care homes to provide and maintain the highest quality of environment and service for our residents.

The pace of growth has continued in 2018/19 with an active pipeline of new homes to support older people around the country. In July, Greensleeves Care took possession of Lavender Fields in Seal, Kent. This brand new state of the art home will provide residential and dementia care to more than 70 older people. In addition a small boutique home near Hastings in Sussex is due to join the Greensleeves family in Summer. We have also continued to invest

in our existing estate and both Mount Ephraim House and Croxley House are being redeveloped to ensure they remain fit for purpose and able to care for their local communities. We have also achieved planning approval to re-provide our popular home, Thornbank, in Ipswich and to open brand new homes in Rye in Sussex and Ely in Cambridgeshire.

We would like to thank all of our committed staff and volunteers, including our Board of Trustees, for their continuing hard work and dedication. We are exceptionally fortunate that we have so many loyal and talented employees and supporters without whom our work would not be possible.

How we work

As we continue to develop and grow and help even more older people it is vital that we maintain our values and a sense of who we are at Greensleeves Care.

Our motto is 'You're among friends' and that is evident in each of our homes every day.

Our core values are:

▶ Respect

- We treat residents and colleagues with dignity and value their unique life experiences and personal contributions

▶ Openness

- We act with candour and build confidence in our intentions, behaviour and actions
- We choose words and actions that are sincere, not misleading

▶ Responsibility

- We are committed to meet the needs of others and behave responsibly towards residents and colleagues at all times
- We empower individuals and encourage each other to take ownership of our duties while being aware and careful of the choices we make

How we fund our work

• Income from care fees

Like all charities, we need to fund the good work we do. We receive no government grants or donations from large bodies, instead most of our income comes from the weekly fees that our residents pay. We strive to provide the best possible value to our residents and minimise the fees that they pay, which is largely achieved because we have no shareholders or investors.

• Investments

We also receive some income from financial investments that we have made which provide an ongoing passive income to the Trust. Although considerably less significant than our care fees, this income provides an important contribution to our mission to help older people.

• Donations

We also receive some of our revenue from donations, either from current residents, their families and friends, or through legacy donations made in people's wills.

Our aims

* Objective 1

Provide residents with a better quality of care. Our charity was founded on the principle of helping older people to live better lives and we still hold true to that today.

* Outcome 1

Greensleeves Care residents are receiving an enhanced quality of care

* Objective 2

Create increased engagement with residents' relatives and friends through Greensleeves Care's work. We don't just care for our residents, we also look after their families. Our motto is 'You're among friends' and families are just as much a part of our communities as our residents.

* Outcome 2

Relatives are closely engaged with Greensleeves Care and value the support they receive

* Objective 3

Empower Greensleeves Care's staff to perform to the best of their abilities. Great care starts with great people and we strive to employ the very best staff, retain them and allow them to do a fantastic job.

* Outcome 3

Staff are engaged with Greensleeves Care and are empowered to perform their jobs to the best of their abilities

* Objective 4

Implement excellence and innovation at Greensleeves Care's homes. The world is changing in so many ways and if we are to continue to provide the best possible care, and to be at the forefront of care, we need to change ourselves continuously.

* Outcome 4

Greensleeves Care homes are recognised for excellence and innovation

* Objective 5

Increase our positive impact on local communities. Helping older people is not limited to those residents we care for. We are also committed to having a positive impact within the communities where we live.

* Outcome 5

Greensleeves Care has a wider impact on local communities

Outcome one: Residents are receiving an enhanced quality of care



Time for a laugh at The Briars

The Care Quality Commission (CQC) is the independent regulator of health and adult social care services in England. Its purpose is to make sure health and social care services provide people with safe, effective, compassionate, high-quality care, and it encourages care services to improve. Greensleeves Care achieves significantly higher results than the industry average where less than 75% of care services are rated as Good or Outstanding.

- 90% (19 out of 21 CQC rated homes) of our care homes were rated Good or Outstanding by the care regulator Care Quality Commission (CQC) as at 31.03.2018.

- Greensleeves Care homes had 7 Outstanding ratings in individual categories as at 31.03.2018.
- Two Greensleeves care homes were rated Outstanding by Care Quality Commission: The Briars in Sandown on the Isle of Wight and Broadlands residential home in Oulton Broad, Suffolk. This is an Outstanding rate of 10% at Greensleeves Care compared to 1% across the rest of the industry.
- Harleston House care home in Lowestoft, Suffolk received one Outstanding CQC rating in the Caring category.
- Greensleeves Care was named Best Care Charity in England out of

a total of 4,242 providers reviewed by *Which? Consumer Magazine* in their report *Finding a way through the broken system*, published in February 2018. Greensleeves Care was also named the Best Overall Care Provider in the East of England and the South East regions.

- Greensleeves Care achieved an overall group score of 9.0 (out of 10) on leading online care directory website carehome.co.uk as at 31.03.2018

Carehome.co.uk is the equivalent of TripAdvisor within the care home industry. It is without doubt the most important and revealing online care home directory in the UK. With more than 16 million

visits per year, more than 18,000 care homes listed and almost 100,000 reviews of care homes provided by residents or their families, it gives a unique and vital perspective for anybody looking for care for themselves or a loved one.

- Greensleeves Care was named Top 20 Recommended Care Home Group in the UK 2018 by carehome.co.uk based on reviews from residents and their relatives/friends. There are more than 2,300 care home groups listed on carehome.co.uk, therefore a top 20 result is a significant achievement for the Trust.
- De Lucy House was named Top 20 Recommended Care Home in East of England 2018 by carehome.co.uk. There were 1,720 homes considered for this award.

Your Care Rating is the number one independent, confidential and standardised survey of social care in the UK. It was established to allow all residents living within a care home

setting to be given the opportunity to provide views and feedback via an independent research provider. The survey is conducted by the highly respected survey company Ipsos MORI.

- Greensleeves Care's Overall Performance Score (OPR) was 896 out of 1,000 versus Your Care Rating Average of 878.
- Greensleeves Care homes achieved their highest rating in the Quality of Life category, scoring 937 out of 1,000.
- 96% of the residents living in Greensleeves Care homes stated that they were satisfied or very satisfied with the overall standards of their care home.
- A number of Greensleeves Care homes scored particularly highly in the Your Care Rating Residents Survey. These homes were:

Broadlands (965)

Mount Ephraim House (964)

Harleston House (949)

Torkington House (937)

The Briars (935)

- Greensleeves Care is proud to have again been re-awarded the coveted Quality First kitemark by the National Care Forum (NCF). This is an important benchmark that proves that Greensleeves is operating at a really high standard, not just against our legal requirements but also across a range of other quality standards as set by the NCF.
- 18 out of 22 Greensleeves Care homes achieved Eden Alternative accreditation (as at 31.03.2018). The Eden principles provide a framework to transform traditional approaches to care into communities where life is worth living and where older people can thrive.
- In excess of £3 million was spent on improving and maintaining our care homes during 2017/18. Major refurbishment works were undertaken at Gloucester House and Viera Gray House with many smaller projects completed in our other homes.

Feedback from carehome.co.uk

"The saying is 'there's no place like home' and I agree but De Lucy House is the next best thing. I have now been here for 18 months and apart from the initial trauma of leaving my home, I have enjoyed every day. Because it is a new build, we have every facility i.e hair salon, cinema room and library. Our excellent team of activities ladies keep us on our toes with chair exercises, film shows and trips out in the recently acquired minibus, even a day on the Norfolk Broads."

"I stayed at the home after a hip replacement operation and I was met and cared for throughout beyond my expectations in that at all times staff supported me with encouragement, humour and friendliness. I was invited to

treat my stay as if I was at home and my friends and relatives were unfailingly welcomed. I witnessed the staff regarding all residents in a similarly positive way. Nothing was too much trouble and time given to each of us to ensure we were happy. My rapid recovery in regaining physical and mental positivity was due to their care. I can recommend without reservation anyone wishing to stay. A splendid experience, fabulous and a privilege."

"My mother moved in distressed, confused and confined to her chair, having lost her husband and carer, then having tried home care and two other residential homes, without success. In the six weeks that she has been in the home, however, we have seen a gradual, yet huge improvement in her mood and mobility. She is also eating well, having her hair done and for

an 81-year-old, with her medical condition, she is now remarkably bright, compos mentis and newly sociable."

"The residents are able to stroll in the gardens, take part in the many activities organised for them and social events. The communication with the staff is excellent. Although my mother in law is entering into the dementia stage, the staff are very understanding and kind. She has made friends and really enjoys the contact with others on a daily basis."

"Care staff who go the extra mile and are so kind and cheerful make this a special place. The philosophy of engaging residents in meaningful activities each day provides enjoyment and stimulation for my mother."

CQC had this to say about The Briars in the recent report:

“People were supported by staff who were highly caring and compassionate. Staff knew people and their backgrounds well and used this knowledge to communicate effectively with people and reassure them when they became anxious.

Staff worked tirelessly to meet people’s holistic needs, including supporting people in their own time with particular activities that were important to them.

People were treated with the utmost respect at all times.

Staff protected their privacy, involved them in decisions about their care and promoted their independence. They also supported people to build and maintain relationships with one another and with those important to them.”



The Briars staff



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TOGETHER
WE CAN
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Outcome two: Relatives are closely engaged with Greensleeves Care and value the support they receive

Greensleeves Care homes achieved the highest Overall Performance Rating (OPR) score from all care providers who took part in the Your Care Rating 'Family and Friends' survey.

Greensleeves Care is proud to score much higher results in the Your Care Rating survey than the average across the sector.

- Greensleeves Care homes achieved 877 against an average score of 836
- Overall satisfaction across all Greensleeves Care homes was 98%
- 'Residents enjoy a high quality of life' scored 927 compared to an average of 898

- 'The care home staff team are of a high standard' had a score of 862 compared to an average of 836
- 94% of friends and families said their Greensleeves Care home was a happy place to live for their loved ones
- 99% of families said the staff treated residents with kindness, dignity and respect.

Carehome.co.uk is the leading care directory in the UK and we are proud of the comments that

our residents' families have shared about us.

"A truly lovely home. Wonderful caring staff who go to great lengths to meet the needs of residents which included my dad in the last weeks of his life. He was made as comfortable as possible and we confidently left him after every visit knowing that his needs would be met. We were dealt with in a caring sensitive way throughout dad's stay until he passed away."

"Set in beautiful grounds overlooking Oulton Broad, mum was cared for, pampered and magnificently looked after by an exceptionally dedicated and professional team of lovely



people. Whenever my wife and I visited mum, we were greeted like old friends and treated the same as mum.”

“On my weekly visits, I’m always welcome to treat the home as my mum’s home, in a happy and comfortable environment where all the staff are always friendly and look after my anxieties too.”

“I would just like to say, after reading so much bad press about some care homes, I was concerned when my mum had to go into one. But my worries were taken away. The staff are wonderful, caring and take time with everyone including family. They listen, they smile, laugh, it is just what residents and family need to put minds at rest.”

“She is always clean and smiling. I cannot fault the outstanding care all staff give and knowing this allows me to sleep in my bed at night. Thank you to the staff.”



“My initial positive feelings have only been reinforced by witnessing the most amazing team who work there. The level of care and kindness they show to all residents, not just my mother, is nothing short of brilliant.

I live a short walk from the house and tend to pop in regularly, I have always found staff on hand with residents and they are happy to give me their time if I need anything or am worried about my mother.”



Mrs McLachlan Reid (left) kindly gave a cheque for £7,500 to Torkington House as a ‘Thank you’ for taking such good care of her late father Peter. The donation will be used by the home to buy garden furniture and ornaments according to the wishes of the family of Peter who loved sitting in the garden when the weather was warm.

Outcome three: Staff are engaged with Greensleeves Care and are empowered to perform their jobs to the best of their abilities

- The Greensleeves Care training team delivered over 580 face to face training sessions to 1,417 members of staff across 2017/18.
- Over 2017/18, home management teams at Greensleeves Care homes have participated in over 60 hours of specialist management training.
- Activity Coordinators participated in four meetings of the activities working group across the year and a further two full activity coordinator workshops.



Arden House staff

- Home Managers and Deputy Managers from each of the Greensleeves Care homes participated in four Quarterly Business Briefings in 2017/18.
- Facebook for Business training: Staff from 21 out of 22 care homes have been trained in how to use Facebook for Business.
- Sara Herman, senior care assistant at The Briars care home in Sandown said: “The Briars has provided me with all my training, actively encouraging and supporting me to develop, resulting in me now being a senior care assistant and team leader.” Now Sara is enjoying passing on the experience she has gained to colleagues. “I enjoy mentoring staff and encouraging them to develop their own skills. There are always new things to learn and new ladders to climb. This is not a dead-end job – we are encouraged to grow and flourish.”

- Two Greensleeves Care homes (Mount Ephraim House and Broadlands) achieved Gold standard Investors in People accreditation, while Greensleeves Care achieved accredited status.
- Two Greensleeves Care Home Managers participated in the ‘Rising Stars’ programme. This is a National Care Forum initiative that provides opportunities for care industry stars of the future to develop leadership skills through mentoring by industry leaders.
- Greensleeves Care is really proud of the exceptional support that we now enjoy from our three highly experienced and caring Peripatetic Managers who provide support and assistance to managers and care homes across the Trust.

According to the latest Staff Satisfaction Survey conducted in December 2017 across all Greensleeves Care homes:

- 94% of respondents feel the Trust gives a good standard of care to its residents
- 94% of respondents feel the residents are treated with dignity at all times
- 93% of respondents feel the home in which they work delivers a high quality standard of care to the residents they support
- 92% of respondents feel the work they do gives them a feeling of personal achievement
- 91% of respondents enjoy their jobs
- 91% feel the training they receive is appropriate for their job
- Greensleeves Care pays all its staff above the National Living Wage



Outcome four: Greensleeves Care homes are recognised for excellence and innovation

Innovation in care is absolutely crucial to meeting the needs of a changing world, an ageing population and the unknown impact of leaving the European Union. Even without all of this uncertainty it is still important to innovate in social care so that we can just get better.

At Greensleeves Care we take this need to innovate extremely seriously which is why we engage in a number of external groups to look for ways of doing things better, but we also have a number of internal think tanks with the same challenge.

Greensleeves Quality Improvement Groups

Activities We work tirelessly to enhance the delivery of meaningful activities and events and to build strong, lasting links with local communities. We look to take the resident's day and make it better, take their expectations for activities and exceed them and take what the rest of the world thinks is achievable and surpass it.

Nutrition and Hydration We aim to improve upon the provision of a healthy and nutritionally balanced diet but also to improve upon the dining experience.

Dementia We strive to join those living with dementia on their journey in their reality so we can maximise the quality of their life whilst keeping them safe. We also support families and friends to better understand the condition so they too can join and be part of their loved one's journey.

End of Life Care We focus on improving, the already excellent end-of-life care that our residents receive, so that their final chapter is more positive, more dignified and more respectful and, as far as possible, free from pain and suffering. We also aim to make the experience as positive as possible for their loved ones so their memories of the final days are filled with joy and love, not regret and sorrow.

Care Workers Charity Greensleeves Care is a proud supporter of the Care Workers Charity (CWC) and we will continue to do all we can to assist them in their vital mission. The Care Workers Charity is a fabulous organisation that provides financial assistance to care workers both past and present, who have fallen on hard times.

Greensleeves Care is regarded by many within the care community as being an innovative and forward thinking organisation. This reputation has been forged over 20 years of trying to make the lives of the older people better. Many of our fellow care charities and companies are also innovating and harnessing new concepts and technologies. But we feel really proud that Greensleeves marries new ideas with traditional values ensuring we retain what made us good while continuously striving to get better.

Virtual Dementia Tour

The most innovative dementia training available today is the Virtual Dementia Tour. This is a stunning experience-based session providing candidates a genuine insight into what living with dementia is really like. Many

organisations dabble with this training and provide it to a very limited number of their senior team. Greensleeves Care is one of the only organisations that commits to delivering it to all resident-facing staff.

Some people describe this training as life changing and they always say they wish they had done it years ago. The Virtual Dementia Tour is one of the things that sets us apart when supporting people living with dementia.

Admiral Nurse

Greensleeves Care is incredibly proud to be one of the very first care providers to employ an Admiral Nurse. Our Admiral Nurse has two main objectives:

- Improve the quality of the dementia care within our care homes
- Support the communities in which we live to ensure the provision of dementia care outside of care home environments is improved.

Admiral Nurses are gifted and skilled professionals that help when things get challenging or difficult with an individual's personal dementia journey. They provide expert guidance, support and assistance that carers can actually implement as practical solutions, making genuinely positive impacts on lives. Their unique dementia expertise and experience means contact with an Admiral Nurse can improve the life of the individual. They ensure carers are empowered to support the residents with dementia with more confidence and less fear.

Residents and relatives recruit new managers

Most people would agree that you need to ensure you get the right manager in the right home. What is right for one home may not be for another and who knows the homes best? Our residents of course!

That is why during our Home Manager recruitment procedure the residents and relatives of our care

homes are actively involved in that process. They are given plenty of time to get to know the candidates, question them and feedback their views to the Greensleeves Care's management team.

Residents and relatives helping design our homes

We believe in involving residents and their families in the key decisions made in our care homes. This is not a

clever marketing line which we put on our website – it is a way of life to us. Our residents help decide what refurbished parts of the home will be used for and what they will look like.

We have brought forward refurbishments, changed the very essence of the proposed refurbishment and even delayed or cancelled projects following feedback from the residents and their families.



Care Professional of the Year nominees gather at the podium

Greensleeves Care Awards

Winners of Greensleeves Care Awards 2018:

Provision of an Outstanding Activities Programme Award
Tania Amies, De Lucy House

Dining Experience Award
Catering Team, Borovere

Fundraising Initiative Award
Friends of Broadlands Fundraising Committee

Gardens and Grounds Award
Broadlands

Excellence in Resident Experience Award
Care Team, De Lucy House

Innovation Award
Anita Creaser, Borovere

Volunteer of the Year Award
Lady Chrissy Blake, Speirs House

Excellence in the Provision of Dementia Care Award
Lauren Tubby, De Lucy House

Living our Values Award
De Lucy House

Unsung Hero Award
Charlie Ruddy, De Lucy House

Most Improved Home Award
Gloucester House

Colleague of the Year Award
Sam Allen, Arden House

Eden Home of the Year Award
Pelsall Hall

Care Professional of the Year Award
Myra McDonough, Pelsall Hall

Manager of the Year Award
Margaret Siriwardena, Torkington House

Home of the Year Award
Broadlands

What our residents and relatives say about the high quality care provided at Greensleeves Care homes:

“My wife and I have been regular visitors and have always been made welcome, kept informed and had time made for us, whenever we needed it. I have had absolute confidence in the care provided and would not hesitate to strongly recommend this home to others.”

“All the carers were incredibly kind and attentive to her needs and supported her deterioration with dignity and respect. It is a lovely place, with a wonderful relaxed atmosphere but great attention to detail and totally professional in all respects.”

“The care provided has always been for the whole family and the residents of Thornbank. We are indebted to the home in response to the outstanding care mum received.”

“During this time, I have spent countless hours in the home and I never cease to be amazed by the patience, dedication and kindness shown by the staff to all the residents regardless of the circumstances. Any problems that arise are always dealt with competently, immediately and willingly.”



David Baddiel (left) and Chai Patel of HC-One (right) presenting the Dignity & Respect Care Home of the Year Award at the National Care Awards to Broadlands Home Manager, Anne Maas (centre left) and Sally Stoakley, Deputy Manager

19th National Care Awards

CHRISTIE & CO 2017



External Awards

Award Winners

The Dignity and Respect Care Home of the Year Award at the National Care Awards

Anne Maas and Sally Stoakley, Broadlands

Care Nutrition Award at the Kent Care Awards

Michelle Bryant and Amanda Hodge, Mount Ephraim House

Best Residential Care Home at Sandown in Bloom

The Briars

Registered Manager of the Year at the Isle of Wight Care Awards

Nicky Shepherd, The Briars

Hero of the Year at the Isle of Wight Care Awards

Bill Wyke, The Briars

Growing Old Disgracefully Award from NAPA

Mary Clark resident at Thornbank

19th National Care Awards

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CARINGTIMES



CHRISTIE & CO

2017

Outcome five: Wider impact on local communities

Good causes

Kingston House make fortnightly trips to a local Memory Club. It is run by a group of volunteers (retired doctors, social workers etc) all of whom are Dementia Friends.

All the residents who attend the Memory Club are made to feel very welcome and have a sense of belonging to something worthwhile.

When Kingston House was fundraising for a new minibus the Memory Club held a coffee morning to raise some funds for the home, even though as an organisation they have to do all their own fundraising to continue to run.

In return, some of the residents at Kingston House decided they would like to repay the favour and help raise funds for the Memory Club. At one of the recent functions one of the residents organised and ran a tombola and raised a total of £129 to go towards the cost of running the club. This led to

a unanimous decision from staff, visitors, residents and local health professionals that the care home's next bingo night in May would be in aid of the Memory Club and all money raised would be donated to the good work that they do.

A new local football team called Walsall Wood Avengers Under 7s, got kitted out with brand new football shirts thanks to the sponsorship from **Pelsall Hall**.

The football team was formed this year by Manager Lee Stretton to encourage more youngsters into the sport.

The Manager at Pelsall Hall said: "We are happy to support the team and help them with sponsorship. Part of our Eden Alternative culture is to include children into the lives of our residents. The residents at Pelsall Hall are delighted to support and follow the growth and the achievements of the team through the football season."

The team trains twice per week and has matches against other local teams most weekends. Pelsall Hall residents are looking forward to watching matches and tournaments of Walsall Wood Avengers.

Sharnbrook House has become an integral part of the village of Sharnbrook in Bedfordshire.

Local schools, community groups, shops, retailers and businesses have all had involvement with the home and have given their support on the home's Eden Journey.

The local Primary School invited the residents and staff to visit and give a talk on what it was like to live and work at Sharnbrook House. There was a question and answer session where the children were able to interact with the residents and staff and obtain a different perspective on how they saw life in a care home. Everyone had a thoroughly lovely afternoon.

Pelsall Hall sponsored football team Walsall Wood Avengers Under 7s





Thornbank supporting Alzheimer's Society on Elf Day

Staff and residents at Thornbank care home in Ipswich, Suffolk, have unleashed their inner cheeky Elves in aid of Alzheimer's Society for Elf Day 2017.

It has been a day of fun and laughter all around the home.



Support for Care Workers Charity

Residents and staff at Arden House care home in Leamington Spa, Warwickshire, were delighted to welcome cyclists taking part in the The Care Workers Charity Cycle Challenge and to offer the cyclists much needed refreshments to help raise their energy levels for the next stage of the 75-mile cycle challenge.



Care Home Open Day 2018

All Greensleeves Care homes prepared something special for visitors on the National Care Home Open Day.

Broadlands care home on The Norfolk Broads invited the Mighty Zulu Warriors to perform a dance in the grounds of the care home. The residents, staff and visitors greatly enjoyed this performance.

Admiral Nurse Service for the local community

Greensleeves Care, working in partnership with Dementia UK, welcomed Steve Mason who joined the team as the charity's first Greensleeves Care Admiral Nurse.

Admiral Nurses give one-to-one

support to the local community, giving guidance and practical solutions people need, which can be hard to find elsewhere. Admiral Nurses are continually trained, developed and supported by Dementia UK. Families that have

their support have someone truly expert and caring by their side – helping them to live more positively with dementia in the present, and to face the challenges of tomorrow with more confidence and less fear.

New Care Homes

During 2017/18, Greensleeves Care continued to achieve one of the charity's core aims of expanding our charitable impact in an enduring and affordable manner through our strategy of sustainable development. We seek to achieve this through the acquisition of existing operating homes, building new homes and, where appropriate, the renovation and extension of our existing homes.

New Operating Homes

Two operating homes were acquired during 2017/18:

- The acquisition of the Glebelands estate in Wokingham, Berkshire was completed in June 2017 and the home's integration into the Trust is continuing well.
- The acquisition of Rose Cottage was completed in February 2018. The home was acquired from a private operator and is a largely purpose built residential care home located in the attractive village of Broughton, six miles north of Huntingdon, Cambridgeshire.

The home has 38 bedrooms and sits in attractive landscaped gardens including an enclosed pond and separate courtyard garden and overlooks open fields to the rear. The property has a particularly homely feel and configuration is good with wide corridors and all rooms located at ground floor level.



Building New Homes

- Construction of our new home, Lavender Fields, in Seal near Sevenoaks, Kent, was completed in June 2018. The home has 75 spacious bedrooms and generous communal space all sited within beautifully landscaped grounds near to the historic village of Seal. Lavender Fields is within a five-minute drive of Gloucester House, our nursing home in Sevenoaks, and we have already established close links between the two homes.
- We are due to relocate our residents and staff from Mount Ephraim House in nearby Tunbridge Wells in July 2018, ahead of commencement of a major refurbishment and extension project there. This will keep the Mount Ephraim House community together and



minimise the potentially disruptive impact of the development activity on our residents and staff.

We also plan to move some of

our residents from Gloucester House while a wing of the nursing home is closed for a major upgrade to improve the quality of accommodation for our residents.





Planning approval was granted in April 2018 to allow us to build a new home adjacent to the **Rye & Winchelsea Memorial Hospital in Rye, Sussex**. Our innovative partnership with the local hospital charitable Trust will see us adding

a care home with 60 bedrooms on an attractive site overlooking the historic Cinque Ports town of Rye. The care home will complement the existing facilities at the hospital site that include an intermediate care hospital, extra care accommodation,

a GP's surgery and a soon to be completed day centre.

Advanced discussions are underway with a number of developers to ensure our pipeline of new build projects is maintained.

Renovation and Extension of Our Existing Homes

Major works at **Mount Ephraim House, our home in Tunbridge Wells**, are scheduled to commence soon following the relocation of residents and staff to Lavender Fields in July 2018. This exciting project involves complete replacement of the existing extension together with respectful renovation of the elegant and characterful main house. The completed work will give us a stunning new home incorporating 57 spacious en-suite bedrooms with a significant increase and improvement to the residents' communal facilities. The upgrade project is expected to take approximately 12 months to complete allowing residents and

staff to return from Lavender Fields during the summer of 2019.

Initial works have commenced to refurbish and extend **Croxley House, our home in Croxley Green, near Rickmansworth in Hertfordshire**. The project involves building a spectacular new 40-bed home in the nursery garden of the estate together with major refurbishment and reconfiguration of the existing home to provide 24 bedrooms with full en-suite facilities and stunning communal areas. The project is structured on a two phase basis to minimise the impact on our residents and staff. Each phase is expected to take approximately 12 months to complete.

In addition to the large development projects underway at Mount Ephraim House and Croxley House, we have also completed significant upgrades to our other homes including **Viera Gray House in Barnes, South West London, Gloucester House in Sevenoaks and Arden House in Leamington Spa**. Improvement works centred on the provision of improved bedroom facilities, upgrades and reconfiguration of communal areas and external repair and decoration.

We have many more smaller projects underway across the rest of our homes designed to enhance the comfort, safety and enjoyment of our residents.



Artist's impression of the Croxley House extension

Delivering growth – our financial performance

Income increased by £5.8 million to £34.6 million and was made up as follows:

- £33.6 million related to income produced by our core activity of providing residential, dementia and nursing care. This represents an increase of almost £5.3 million of which:
 - * £1.7 million relates to two homes which were not at full capacity at the beginning of the year and so income has increased in line with the phased build-up of residents.
 - * £1.8 million relates to the two new homes added over the course of the year namely Glebelands in Wokingham, Berkshire in June 2017 and Rose Cottage in Broughton, Cambridgeshire in February 2018.
 - * £1.8 million is due to the annual fee increase (which was impacted by the increase in the National Living Wage and higher inflation), stable occupancy and the rising care needs of our residents.
- £269,000 was for the recharge of incidentals incurred on behalf of our residents.
- £346,000 was income generated by independent rented accommodation which has increased this year due to the June 2017 acquisition of various properties connected to Glebelands.
- £82,000 came from donations and fundraising.
- £125,000 represents investment income generated by our investment portfolio and cash reserves.
- £226,000 is the surplus produced by the disposal of a rental property on the Wirral.
- £28,000 relates to other miscellaneous income.

Expenditure increased by £5.4 million to £33.9 million and was made up as follows:

- £31.8 million related to residents' care costs representing an increase of £5.6 million of which:
 - * £2.2 million was a result of the two new homes added in the year.
 - * £845,000 was in respect of increased loan interest related to the £33 million loan from Retail Charity Bonds Plc drawn down in March 2017.
 - * £2.6 million is due to increasing resident numbers at the two homes which were not at full capacity, inflationary cost pressures, the annual increase in the National Living Wage, increased investment in the upkeep of our homes and the rising care needs of our residents.
- £1.8 million was attributable to the cost of Head Office which includes costs directly related to the London office plus professional fees in respect of expansion plans, HR, energy & safety consultancy, Trust-wide computer services and those in respect of governance such as financial auditing.
- £139,000 was for costs relating to the various independent accommodations owned by the Trust including those acquired at Glebelands.
- £4,000 was for management fees in respect of our investment portfolio.
- £91,000 was the amortisation of arrangement fees in respect of the loan from Retail Charity Bonds Plc.

Our investment portfolio produced realised gains of £1,000 and unrealised losses of £46,000 leading to net losses overall of £45,000. The unrealised losses represent the difference between the portfolio's fair value and its carrying value on the last day of the year. They are due to the general downturn in Stock Market

which happened in the last quarter of the year.

Overall in 2017/2018, net income of £722,000 was produced.

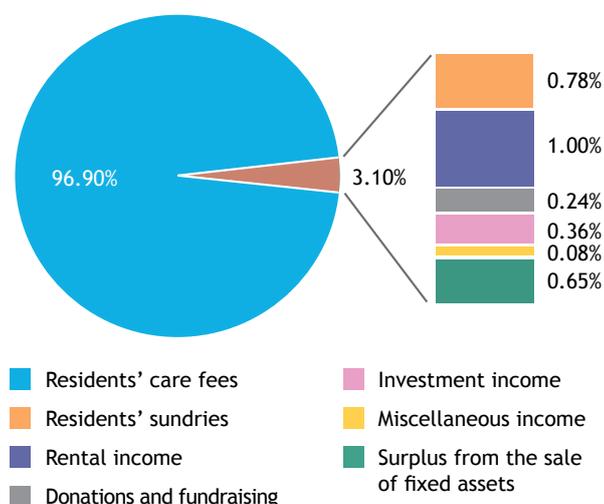
Our balance sheet shows that at 31 March 2018, the Trust's total funds were £33.6 million represented by fixed assets of £54.8 million, net

current assets of £12.9 million (including investments of £1.7 million) less long-term liabilities of £34.1 million. Unrestricted funds of £33.5 million represent the reserves available to the Trust to fulfil its current operations and existing financial commitments over the long term and also to finance the growth in activity envisaged in future plans.

Financial activities for year ended 31 March 2018

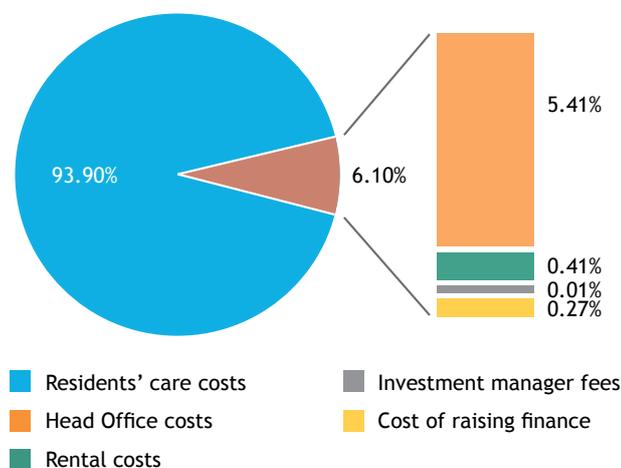
Income from day-to-day operations

Income	%	2018	2017
Residents' care fees	96.90	£33,569,989	£28,304,919
Residents' sundries	0.78	£269,394	£246,379
Rental income	1.00	£345,741	£91,030
Donations and fundraising	0.24	£81,848	£80,840
Investment income	0.36	£124,758	£62,658
Miscellaneous income	0.08	£28,268	£19,933
Surplus from the sale of fixed assets	0.65	£225,579	N/A
Total	100.00	£34,645,577	£28,805,759



Expenditure from day-to-day operations

Expenditure	%	2018	2017
Residents' care costs	93.90	£31,813,220	£26,220,626
Head Office costs	5.41	£1,831,201	£1,366,613
Rental costs	0.41	£139,218	£37,422
Investment manager fees	0.01	£4,084	£3,596
Cost of raising finance	0.27	£90,692	£893,472
Total	100.00	£33,878,415	£28,521,729



Investments	2018	2017
(Losses) / gains from investment	(£45,434)	£190,643
Net income	£721,728	£474,673

Trustee Board 2017/18



Chris Shaw
Chairman of Trustees



Rob Strange OBE
Deputy Chairman



Richard Costella
Trustee



Kim Davies
Trustee



Kathryn Gray
Trustee



Leila Harris-Ryberg
Trustee



Des Kelly OBE
Trustee



Rama Krishnan
Trustee



Liz Marsh
Trustee



Dallas Pounds
Trustee



Mike Girling
Trustee (retired
May 2017)



Paul Rees
Trustee (retired
November 2017)



Paul Varney
Trustee (retired
May 2017)

Executive Team 2017/18



(Left to right) Andrew Mangion, Chief Operating Officer; Paul Newman, Chief Executive; Geraint Williams, Director of Business Development; Chris Doherty, Chief Financial Officer.

Our homes



- 1 Arden House (Leamington Spa)
- 2 Borovere (Alton)
- 3 The Briars (Sandown, Isle of Wight)
- 4 Broadlands (Oulton Broad)
- 5 Croxley House (Rickmansworth)
- 6 De Lucy House (Diss)
- 7 Glebelands (Wokingham)
- 8 Gloucester House (Sevenoaks)
- 9 Grosvenor House (St Leonards on Sea)
- 10 Harleston House (Lowestoft)
- 11 Kingston House (Calne)
- 12 Lavender Fields (Sevenoaks)
- 13 Mount Ephraim House (Tunbridge Wells)
- 14 Pelsall Hall (Walsall)
- 15 Queen Elizabeth House (Bromley)
- 16 Rose Cottage (Huntingdon)
- 17 St Cross Grange (Winchester)
- 18 Sharnbrook House (Sharnbrook)
- 19 Speirs House (New Malden)
- 20 Thornbank (Ipswich)
- 21 Tickford Abbey (Newport Pagnell)
- 22 Torkington House (Acton)
- 23 Viera Gray House (Barnes)



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W: www.greensleeves.org.uk

T: 020 7793 1122

E: headoffice@greensleeves.org.uk



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