



greensleeves
care
You're among friends

Social Impact Report

2019-2020

Chairman and Chief Executive's Report 2020

It has been a successful year of growth and transition for Greensleeves Care, having achieved significant progress against our strategic plans. During the past year, we welcomed 574 new residents and cared for 1,388 people across our 25 homes. We also employed and developed over 1,500 staff this year; our social impact has never been higher.

Strong performance

At the end of March 2020, we were registered to care for 1,037 residents. Continuing to outperform the sector, we achieved average annual occupancy in excess of 92%.

Total income increased by £14.6m (37%) from the previous year, reflecting improvements in bed capacity, average weekly fee and the sale of land which generated a windfall gain of £9.7m. Our total operating costs increased by £7.2m (18%). Any surplus generated by the charity is reinvested in our homes to maintain the highest quality of care and support for our residents.

Quality Improvement

Quality remains at the core of our mission. Broadlands and Harleston House in Suffolk remain CQC-rated outstanding homes delivering exceptional care to their residents. The Briars on the Isle of Wight and De Lucy House in Norfolk have both been recognised with outstanding traits.

We continue to be highly rated on the leading care directory carehome.co.uk, having achieved an overall group score of 9.6 out of 10. We received a Top 20 Recommended Care Home Group Award and, individually, Broadlands and Speirs House were winners in their respective regions. We also outperformed the sector in the independent Your Care Rating surveys of residents and relatives.

The Greensleeves Centre for Quality has continued to go from strength to strength. Our unique approach allows best practice to be shared across homes, as well as the formation of future priorities to advance Greensleeves Care as a sector innovator.

Knowledge and skills around health and safety have been significantly strengthened with considerable investment in bespoke training and development, and the appointment of our first in-house Health & Safety Manager.

Investment

The level of investment in the existing estate by way of extensions and renovations remains considerable and is necessary to ensure that we remain competitive in the long-term. During the year, major works have been undertaken at Borovere, Croxley House and Mount Ephraim House.

We remain committed to expand and modernise the care and support we offer. In late 2020, we will replace Thornbank in Ipswich with Henley House, a nearby, brand new state-of-the art dementia home for 66 people.

Growth

In September 2019, we welcomed residents to our brand new home, The Orchards, in Ely. The opening of the home was a significant milestone for us as we exceeded our original long-term goal of supporting over 1,000 older people.

In 2021, we will open Buckler's Lodge, a new residential and dementia home for 80 residents in Crowthorne in Berkshire. We also plan to commence work on a new nursing home for 60 residents on a pioneering health and wellbeing campus in Rye.

People

As the financial year drew to a close, the coronavirus pandemic arrived in the United Kingdom. We commend and thank the Greensleeves Care team for the valiant job they did to safeguard our residents and their colleagues. We also pay tribute to the residents we sadly lost. We continue to maintain the highest level of vigilance and follow all government guidance.

We are indebted to our excellent staff and many volunteers for their continuing hard work and dedication. We also acknowledge and thank the board of trustees for giving their time and expertise to help set the strategic direction of our charity. The trustees' support in helping the executive team to achieve their objectives continues to reap success.



Paul Newman
Chief Executive



Chris Shaw
Chairman

How we work

As we continue to develop, 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.

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.

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 4

Implement excellence and innovation at Greensleeves Care 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 2

Empower Greensleeves Care 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 support them to do a fantastic job.

Outcome 2

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

Objective 3

Create increased engagement with relatives and friends. 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 3

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

Objective 5

Increase our positive impact on local communities. Helping older people is not limited to those residents for whom we care. 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 receive a better quality of care



Greensleeves Care rated highly by Residents

According to the latest Your Care Rating Residents Survey, based on responses from 7,633 care home residents:

- Greensleeves Care is the UK's fourth best care provider as rated by Residents, and
- The (joint) No.1 medium-sized care provider
- The No.1 medium-sized provider for Home Comforts
- The No.1 medium-sized provider for Quality of Life

Investment in technology

Greensleeves Care understands how important it is for the care home residents to have contact with their family and friends. In order to facilitate a better contact with relatives, the charity has purchased tablets for each Greensleeves Care home.

Access to tablets enabled Activity Coordinators to arrange video calls for residents with their families and friends, which became particularly valuable during government imposed lock down due to COVID-19 when relatives were not able to physically visit their loved ones at a care home. Activity Coordinators were able to live-stream events and share photos of activities taking place at the care home.



Increased investment in health and safety

Greensleeves Care invested £600,000 in health and safety during 2019/20. These projects included:

1. Setting up a health & safety and facilities management system – the new system will increase consistency and efficiency in how these areas are managed across our care homes which in turn will create a safer and improved environment for our residents and staff.
2. Fire management and auditing - all our care homes have been audited and a number of physical improvements have been undertaken across the estate which have been highlighted by the fire risk assessment, for example fire door work or alarm systems.
3. Electrical safety inspections were conducted across all our care homes and a number of upgrades and improvements were made to both mechanical (boilers and lifts) and electrical systems. The residents will benefit from these improvements by having a safer environment within the home, well-functioning heating and hot water systems, and fewer issues with the passenger lifts.
4. Risk assessments were undertaken at each care home which highlighted works relating to health & safety such as uneven pathways, CCTV installation, external lighting and access control. These improvements will increase the residents' safety and security.



Outcome two: **Dedicated staff are highly trained and engaged**



Greensleeves Care invests in its staff

The biggest social impact for Greensleeves Care staff is the improved skills they received from our learning and development programmes. In 2019/20, Greensleeves Care invested £282,000 in staff training across the Trust and our staff undertook a total of 12,230 staff hours of face-to-face training across all of the homes in the course of the year. Additionally, our staff completed 6,301 hours of e-learning.

A number of our staff progressed from working as a Carer to becoming Deputy Manager or Home Manager. An example of such career progression is Sandeep Rajendran, Deputy Manager at Torkington House in Acton, who prior to becoming Deputy worked at the care home as Senior Carer.

In 2019/20, Greensleeves Care completed an independent pay and reward review to ensure our staff are competitively and fairly rewarded. All our staff are paid above the National Living Wage. Staff enjoy working for Greensleeves Care. The charity invests in its staff, develops and promotes its employees and as a result they stay with us much longer than average. We have 18.5% staff turnover comparing to more than 30% for the care sector. Having low staff turnover positively affects care at our care homes, as our residents enjoy better quality of care from staff they know and trust.



Outcome three: Supported and satisfied relatives



Greensleeves Care rated Number One

According to Your Care Rating Family and Friends' Survey 2019/20, based on responses from 4,194 family members and friends of residents, Greensleeves Care is the UK's No.1 care provider as rated by Families and Friends.



What Families say

"My mum has been in this care home for over two years. She has been treated excellently with an outstanding level of care. I feel very reassured that she is in safe hands with carers who genuinely care about her. The care home is very close to my house, which means I'm able to visit her often. Every time I've visited, I've seen how all the staff deliver exceptional care regardless of what shift they're working on. They have never failed to impress me with how conscientious and kind they are to the residents. It gives me great comfort to know that when I'm not there; my mother is well looked after." - **Daughter of Resident**

"I am very impressed with the care my dad has received. He is treated with the utmost respect by all of the staff. His room is very pleasant, the facilities are excellent and the service is first class. The quality of the catering is very high, with home-cooked meals available and also special meals or snacks if requested. My dad is very relaxed and happy there and says that it is excellent. Everyone seems genuinely very caring. Thank you." - **Daughter of Resident**



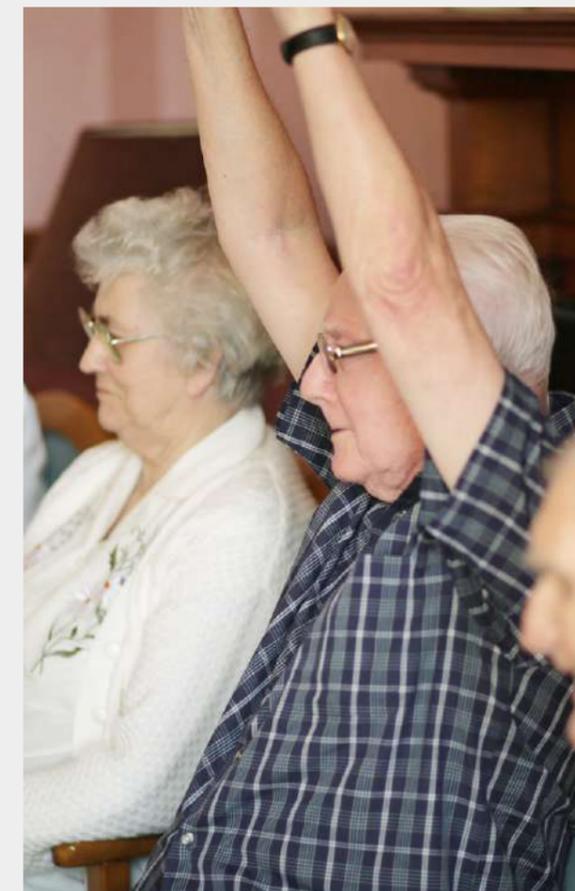
Outcome four: Promoting excellence and innovation



A number of Greensleeves Care homes have purchased Tovertafel ('Magic Table' in Dutch), bringing much joy to the residents. The technology has been designed to help those at a later stage on their dementia journey be more active and create moments of happiness. The games are formulated with the intention to trigger a sense of reminiscence among players in order to encourage stimulation socially, cognitively and physically.

It consists of a series of interactive games that are projected on a table. The light games encourage players to reach out towards them and the lights subsequently respond to their hand and arm movements, allowing the residents to play with light, which is truly magical. As light simulations, games are projected onto a table and include gardening, fishing and popping balloons.

Two Greensleeves Care homes, Broadlands and Harleston House, are trialling acoustic monitoring to provide more responsive care to their residents at night-time while helping the residents enjoy a good night's sleep. Acoustic and motion sensors keep track of the resident activity in a room, filtering out background noise and alerting staff when residents require assistance, using real-time monitoring to help staff deliver care as soon as a resident needs it. Acoustic monitoring reduces unnecessary night-time disturbances and promotes better sleep by detecting when care and support are actually required. As a result, it also helps to reduce falls and aids early identification of chest infections and agitated episodes.



Greensleeves Care Awards 2020



Care Professional of the Year

Each year, Greensleeves Care recognises excellence in care provision delivered by the charity's amazing and hard-working staff at the Greensleeves Care Awards. Due to the Government imposed lockdown, this year's Care Awards needed to be held as virtual events for each award category instead of the annual gala event. However, this did not diminish the value of the individual awards or the excitement of winning them.

We are delighted to share the names of the winners of the 2020 awards below. Congratulations to all the nominees and winners.

Provision of an Outstanding Activities Programme Award
Harleston House

Dining Experience Award
Catering Team at Broadlands

Fundraising Initiative of the Year Award
Friends of Broadlands

Gardens and Grounds Award
Gill Elder, Sharnbrook House

Excellence in Resident Experience Award
Terri-Louise Constable, Thornbank

Innovation Award
Wendy Clifton, Pelsall Hall

Unsung Hero Award
Tina Holloway, Pelsall Hall



Eden Home of the Year



Most Improved Home of the Year

Volunteer of the Year Award
Alex Copson, Speirs House & Lindy Shiers, Viera Gray House

Excellence in The Provision Of Dementia Care Award
Debbie Rivers, Rose Cottage

Living Our Values Award
Aleth Carrington, Whitegates Retirement Home

Care Professional of the Year Award
Emily Cooper, Grosvenor House

Additionally, we would like to congratulate Whitegates for winning this year's Greensleeves Care Song Contest.

Most Improved Home of the Year
Tickford Abbey

Colleague of the Year Award
Julie Arthur, Thornbank

Eden Home of the Year Award
Sharnbrook House

Manager of the Year Award
Paige Dewbery, Harleston House

Home of the Year Award
Harleston House

Outcome five: High impact in local communities

Greensleeves Care homes are an integral part of local communities. Events for residents are organised not just in a care home settings but often these events are organised outside of the care home and engage the whole community.



BBC Music Day

An example of an event that united the local community was the BBC Music Day which was organised at Trinity Methodist Church in Lowestoft by the Activity Coordinator from Harleston House. The whole community attended the live music event with a special performance from Britain's Got Talent winner Colin Thackery, 89-year-old Chelsea Pensioner. The extraordinary power of music united the residents and staff with the wider local community.



Dementia Run 2019

Lavender Fields supported Dementia Run 2019 taking place in Sevenoaks. Run, Walk or Push Against Dementia 2019 was held at Knole Park in Sevenoaks on Sunday 12th May to raise money for local dementia services. Greensleeves Care is an active part of the Sevenoaks Area Dementia Friendly Community with our two local homes Lavender Fields and Gloucester House regularly supporting events throughout the year. Staff from Lavender Fields care home helped with registrations for the 372 runners followed by giving out goodie bags, bananas and water bottles after the run.



Knitting for charity

Residents at Tickford Abbey in Newport Pagnell devoted time each day to knitting clothes which were then sent to Africa for mothers who had none for their new-born babies. When an article about this project appeared in the local newspaper, local residents in Newport Pagnell were so taken with this initiative that they decided to donate wool in bright colours to Tickford Abbey to enable residents to continue to provide this valuable gift to new mothers in Africa.



New care homes

The Trust's portfolio has grown by one new care home - The Orchards in Ely, Cambridgeshire. It is a home which provides residential and dementia care for up to 66 residents. The first resident was admitted on 30 September. The home continues to admit new residents despite the impact of Covid-19.

Construction of Henley House, our new home in Ipswich is well underway with completion expected in September 2020. The home will replace Thornbank, our existing facility in Ipswich, which is currently being marketed for sale. Henley House will offer residential and dementia care for up to 66 residents.

A new 80 bedded home in Crowthorne, Berkshire commenced construction earlier this year with completion anticipated for late 2021.

Further preliminary works have been completed during the year at Rye to ensure utility services are installed to the site. Having resolved a number of issues including relocating electrical pylons, ecological and archaeological concerns and more recently the impact of the Covid-19 pandemic, construction of the home is expected to commence in early 2021.



The Orchards in Ely



Luxury bedrooms



Spacious cinema



Gorgeous lounges



Delivering growth - our financial performance

Overall, net income of £6.9 million was produced increasing reserves to a total of £40.3million. The results for this year were positively impacted by the sale of two parcels of land which generated gains of £9.7million.

Income increased by £14.6 million to £54.2 million as follows:

- £43.0 million related to income produced by our core activity of providing residential, dementia and nursing care, an increase of £4.4 million.
- £322,100 was for the recharge of incidentals incurred on behalf of our residents.
- £404,200 was income generated by independent rented accommodation.
- £519,700 was from donations and fund raising.
- £174,400 related to bank interest and income generated by our investment portfolio.
- £9.7 million was the surplus generated following the sale of two parcels of land.
- £17,000 related to miscellaneous income.

Expenditure increased by £7.2 million to £47.0 million as follows:

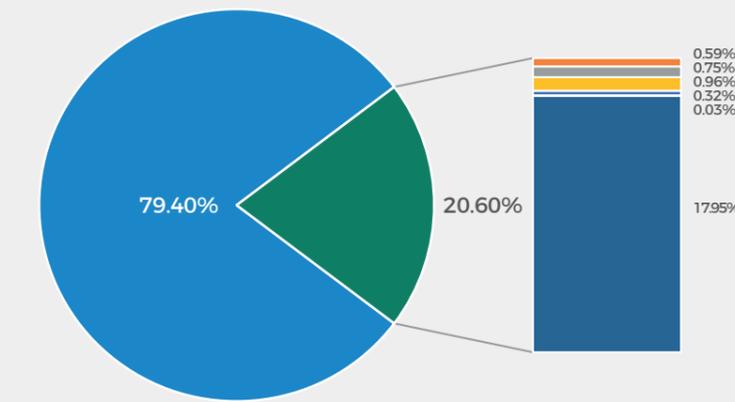
- £43.8 million was for residents' care costs, an increase of £6.5 million.
- £2.9 million was attributable to our London Head Office.
- £193,900 was costs in respect of independent rented accommodation.
- £4,300 was management fees regarding our investment portfolio.
- £130,900 was the amortisation of initial set up costs in respect of the loan from Retail Charity Bonds Plc.

Our balance sheet shows that at 31 March 2020, total funds were £40.3million represented by fixed assets of £79.5 million including investments of £1.6 million, net current assets of £10.4 million and long term liabilities of £49.6 million. Unrestricted funds of £39.8 million represent the reserves available to the Trust to fulfil current operations, existing financial commitments over the long term and also to finance the growth in activity envisage in future plans.

Financial activities for year ended 31 March 2020

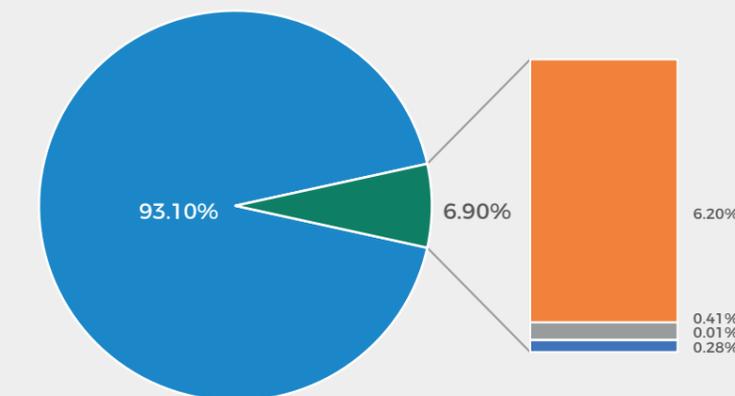
Income from Day-To-Day Operations

Income	%	2020	2019
Residents' care fees	79.40	£43,008,747	£38,653,095
Residents' sundries	0.59	£322,125	£296,681
Rental income	0.75	£404,228	£414,066
Donations and fundraising	0.96	£519,735	£115,474
Investment income	0.32	£174,438	£102,745
Miscellaneous income	0.03	£17,036	£21,669
Surplus from the sale of fixed assets	17.95	£9,721,433	-
Total	100.00	£54,167,742	£39,603,730



Expenditure from Day-To-Day Operations

Expenditure	%	2020	2019
Residents' care costs*	93.10	£43,789,949	£37,276,861
Head office costs	6.20	£2,917,987	£2,228,135
Rental costs	0.41	£193,883	£188,570
Investment manager fees	0.01	£4,333	£4,220
Cost of raising finance	0.28	£130,902	£91,367
Total	100.00	£47,037,054	£39,789,153



Investments	2020	2019
(Losses) / gains from investments	(£202,828)	£1,128
Net income / (loss)	£6,927,860	(£184,295)

* includes start-up costs of £1.5m for a new home, The Orchards in Ely.

Our investment portfolio generated net losses of £202,800, a result of the downturn in the Stock Market resulting from the coronavirus pandemic.

Board of Trustees



Chris Shaw
Chairman of Trustees

Rob Strange OBE
Deputy Chairman

Richard Costella
Trustee

Kim Davies
Trustee



Katheryn Gray
Trustee

Des Kelly OBE
Trustee

Liz Marsh
Trustee



Dallas Pounds
Trustee

Charles Spence
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Maria Townson
Trustee

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Paul Newman
Chief Executive Officer

Julie Clarges
Director of Quality and Compliance



Chris Doherty
Chief Financial Officer

Shona King
Divisional Director

Tracy Nelson
Divisional Director



Mandy Whittingham
Divisional Director

Geraint Williams
Director of Business Development



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 The Orchards (Ely)
- 15 Pelsall Hall (Walsall)
- 16 Queen Elizabeth House (Bromley)
- 17 Rose Cottage (Huntingdon)
- 18 St Cross Grange (Winchester)
- 19 Sharnbrook House (Sharnbrook)
- 20 Speirs House (New Malden)
- 21 Thornbank (Ipswich)
- 22 Tickford Abbey (Newport Pagnell)
- 23 Torkington House (Acton)
- 24 Viera Gray House (Barnes)
- 25 Whitegates (Hastings)

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