

# Social Impact Report 2020-2021

Chair and CEO Report 2021

How we work

How we fund our work

Our Aims

Supporting our homes  
during the pandemic

Festival of Thanks

New care homes

Delivering growth - Financials



# Chair and Chief Executive's Report

For the whole of the care sector and the country at large, the past twelve months have probably been the most challenging period many of us have experienced in our lifetimes as we have all been affected by the global coronavirus pandemic.

It has been a time of acute difficulty and tragic outcomes for so many families. The consequences for older people and those that care for them have been one of the most troubling aspects of the crisis. Nowhere have its effects been seen more acutely than in care homes and senior living settings. We begin by paying tribute to the residents and colleagues we have lost to this pandemic and our thoughts are with their families and friends.

Our highly skilled, committed and heroic frontline colleagues have worked tirelessly to limit the effect of the virus in our homes, to protect our residents and each other. They have saved many lives with their selflessness.

From the outset, our management teams moved swiftly to implement our business continuity plans. A Covid-19 Steering Group was instituted, keeping apace of changes in Government guidance. The homes have been supported to ensure understanding and implementation of protocols, as well as offering reassurance and emotional support. There has been continual out of hours, on-call provision to support the homes. We continued to be self-sufficient in the provision of PPE to the frontline throughout the pandemic.

The impact on the lives of our residents and colleagues has been and continues to be extensive in nature. Difficult decisions have been taken in the best interests of our residents and colleagues and to safeguard the long-term future of the Trust.

## Strategic Plans

Alongside rising to the challenges of the pandemic, we kept our strategic plans on track. As planned, we opened two new homes - Henley House in Suffolk and Clarendon Lodge in Hertfordshire. At the end of March 2021, we were registered to care for 1,081 residents.

Despite all homes being closed to admissions for much of the year, we welcomed 491 new residents and cared for 1,315 people across our homes. We also employed and developed over 1,500 colleagues this year.

## 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 9.7 out of 10. We received a Top 20 Recommended Care Home Group Award and, individually, Broadlands, Harleston House, Pelsall Hall, Sharnbrook House and Speirs House were winners in their respective regions.

## Financial Performance

The year's financial performance was adversely affected by the pandemic. Reduced occupancy led to a reduction in income of more than £4.0m and costs were also adversely affected. Both were partly offset by government funding received during the year of almost £2.7m. In addition, our planned investment in opening two new homes had a negative impact on results.

Overall, we achieved income of £47.7m (increase of 7% on 2019/20) and expenditure was £51.4m. Property and investment sales generated a £0.4m gain, resulting in an overall net loss of £3.3million. The Balance Sheet stands at £37.0m.

## 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 completed at Borovere and continue at Mount Ephraim House. We remain committed to expand and modernise the care and support we offer.

## Growth

In December 2020, we decommissioned Thornbank in Ipswich and transferred residents to nearby Henley House, our new home for 66 residents. In February 2021, we closed Croxley House in Hertfordshire and transferred residents to Clarendon Lodge, a new care home for 40 residents.

In early 2022, we will open Buckler's Lodge, a new residential and dementia home for 80 residents in Crowthorne in Berkshire. Development of a new home in South West London has been approved and we are in advanced negotiations to acquire an operating nursing home in Berkshire in 2021.

## People

We commend and thank the Greensleeves Care team for the valiant job they do to safeguard our residents and their colleagues. We continue to maintain the highest level of vigilance and follow all Government guidance.

We are indebted to our excellent colleagues 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 its objectives continues to reap success.

**Chris Shaw & Paul Newman**  
July 2021



## 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 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 4

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 4

Greensleeves Care has a wider impact on local communities.

## Outcome one: Residents are receiving better quality of care

While we were unable to undertake our usual annual *Ipsos Mori Your Care Rating Survey in 2020/2021*, we continued to gather feedback from our residents and their relatives or representatives throughout the Covid-19 pandemic through regular updates with families, resident meetings, relative Zoom meetings and virtual reviews.

We used all the intelligence gathered to ensure that, despite all the restrictions in place for care homes, we provided our residents with the best possible care and ensured that they maintained contact with their loved ones.



We also continued to ensure that professionals visited throughout the pandemic, and where necessary, we sought out additional help and support from external professionals and support services. We worked closely with the Care Quality Commission and Public Health England to ensure that we followed all guidance, and that as the pandemic progressed, we remained up to date and compliant.

During the Covid-19 pandemic, we invested a great deal in health and safety support measures including technology to monitor the health and wellbeing of both staff and residents. This included welcome systems for people coming into the homes, which logged temperature, symptoms and testing. We also strengthened our health and safety support to homes with regular input from our Health and Safety Manager.

Homes invested in tablets and communication devices to ensure that residents were able to maintain contact with families. Remote visits with health professionals were supported through signing up to different technologies and apps.



## Outcome two: Staff are engaged



We have an engaged workforce as measured by good staff retention. This has been achieved by ensuring our staff members are recognised for the excellent work they do in caring for and supporting some of the most vulnerable people in society.

Our staff turnover of 14.5% is below the average for the sector (National Care Forum reports the average turnover of 26% among its not-for-profit member organisations, while Skills for Care reports a turnover of 30.4%).

Mental wellbeing for our staff is always a priority and this has become even more important due to the events of the last year. More than ever, staff needed our support to get through the unpredictable times we have all faced. The development of our wellbeing strategy supports staff members with their mental health and wellbeing, and we believe this will contribute to improving staff engagement even further.

STAFF RETENTION  
**85.5%**  
above the average  
for the SECTOR



## Outcome three: Relatives

While we were not able to complete our usual annual relatives survey, we did keep in contact with relatives and residents' representatives during the Covid-19 lockdown periods. Regular updates were sent out, and email correspondence was optimised to ensure that changes were communicated quickly and effectively.

Where families were able to visit, they were kept up to date with changing guidance and also any changes to the needs of the person they were visiting. More recently, we have implemented our own internal survey where we are asking for feedback on services provided. We anticipate that the results of this survey will be available in September/October 2021.



### What families say:

“My mother moved into Borovery in 2018 after my father died. They had been married for 77 years. The family were naturally worried about how Mum would cope with not only losing her soul mate but leaving her own home. We need not have been concerned as the staff at Borovery did everything they could to help her settle. The care they have given her since has been amazing.

Last year Mum was 100 years old. The scope to celebrate due to COVID was limited but the staff made every effort to make the day special for her.

She has just celebrated her 101 birthday and once again celebrations had to be limited. Given all the extra calls on their time due to COVID, the staff still made it memorable for not only Mum but the family. We have some lovely photos of her looking so happy. Thank you Borovery.”

Daughter of Resident

“My husband was recently admitted to Gloucester House. He had regressed at the previous place he was residing with no significant stimulation or socialising. Although he has only been at Gloucester House a few weeks he is relaxed and looks content. His cognition has improved so much. What I particularly like is the staff ask his permission before carrying out a procedure and all are so friendly, caring and listen to my thoughts. Nothing is too much for them. Amazing place and I drive home and relax, once again knowing he is being treated with respect and dignity. Thank you, you're such an amazing group of people.”

Wife of Resident

## Supporting our homes during the pandemic



The last year has been difficult for all of us in different ways, as we have had to adapt life as we knew it into something quite unprecedented. We have all made sacrifices: from not seeing friends and family, to working from home, to temporarily putting a stop to hobbies and activities.

The effect of the Covid-19 pandemic and the lockdown periods that came with it, has been overwhelming for care homes. Care home staff on the 'frontline' had to work tirelessly to keep residents safe, while also dealing with the anxiety of keeping themselves and their own families safe and well.

We are immensely proud of how our colleagues at Greensleeves Care adapted to the challenges that care homes faced during the pandemic, which were not only health related, but included keeping our residents in a positive mindset as well.

We believe mental health to be equal in importance to physical health. Frontline staff provided a wealth of support to residents and families, through scheduling video calls, arranging visits when possible (as the national visiting guidelines changed) and keeping the residents reassured and entertained with a wide range of activities. Staff and residents also received support from local communities via donations of games and activities, cards and letters from local schools, as well as contributing to activities via the Zoom platform.



## Outcome four: Local communities

Our care homes are integral parts of their respective local communities. Although COVID-19 restrictions meant that our homes couldn't get involved with the local communities in person, this didn't stop them getting involved in other ways...

### Making the most of the outdoors- bulb donations at Henley House

Spending time outdoors has been more important this last year perhaps than ever before. Thanks to local Ipswich garden centre, Goslings Farm, the garden at Henley House care home is looking more bright and beautiful than ever. The team at Goslings Farm donated a large amount of bulbs and seeds to the home, which the residents spent a sunny afternoon planting. Staff and residents have enjoyed spending time in the garden and watching the bulbs grow!



### Arden House takes on Sir Captain Tom's '100' challenge

Residents of Arden House in Leamington Spa joined people across the country in fundraising for the Captain Tom Foundation, a charity set up by the late Sir Captain Tom's family. The '100' challenge asked participants to create their own fundraisers - anything they choose - as long as it includes the number 100.

Arden House residents chose to eat 100 chocolate buttons! Captain Tom was a huge inspiration to care home residents, and to people all across the nation, as his infectious positivity helped us through the first lockdown.



### Befriending the local alpacas at De Lucy House

Residents at De Lucy House in Diss, Norfolk, spent some time in the home's lovely garden with their furriest neighbours- Clifton and Galahad of Wymondham Alpacas. The alpacas' keepers, Tom and Jess, taught the residents all about the lovely animals, from how old they are, to what they eat, to where they originally come from. Tom and Jess were friendly and informative, and the residents can't wait for them to make a return visit.



### Fastnet Yacht Challenge- St Cross Grange resident's son takes to the seas



Jonathan Moon, the son of Paul, a resident at St Cross Grange care home in Winchester, is taking part in the Fastnet Yacht Race Challenge. Jonathan is taking on this noble challenge to raise funds for a Tovertafel ('magic table' in Dutch) which is an interactive piece of equipment for residents living with dementia, designed to break through apathy by stimulating both physical and cognitive activity and encouraging social interaction. We will all be cheering Jonathan on from the shore in August!



# Festival of Thanks

At Greensleeves Care, we are proud to hold an awards event for our staff each year. However, due to the COVID-19 restrictions, this year we were unfortunately unable to meet in person. This certainly didn't stop us from celebrating, as this year more than ever, our frontline staff deserve recognition for their hard work and dedication throughout the difficult periods of lockdown.



Chief Executive, Paul Newman, hosted the hour-long event via Zoom, and residents and colleagues tuned in live from Greensleeves Care homes across the country, with no shortage of party decorations within the homes.

The event was also a chance to thank residents for their incredible strength and patience during the periods of lockdown where they could not see their families due to government guidelines.

Video messages from each Home Manager were shown, as well as an enjoyable performance of the Beatles' 'With a Little Help from my Friends' which perfectly captured the spirit of the last year- that we can get through bad times by working together.



# New care homes

We opened two new care homes during the year - Henley House in Suffolk and Clarendon Lodge in Hertfordshire. This increased our capacity to care for up to 1,081 residents.

Henley House, our new home for 66 residents in Ipswich was opened in December 2020, with residents and staff from nearby Thornbank moving across to the new facility. Terms have been agreed for the sale of Thornbank and the transaction is expected to complete in summer 2021.

Clarendon Lodge, our state-of-the-art new home for 40 residents in Croxley Green was opened in February 2021. Residents and staff from nearby Croxley House transferred to the new home and have quickly settled into their new surroundings. Croxley House has been closed and options for future development of the building are being considered.

Construction work at Buckler's Lodge, a new residential and dementia home for 80 residents in Crowthorne in Berkshire, is progressing well and we plan to open the new home in early 2022.

Development of a new home in South West London has been approved and we are in advanced negotiations to acquire an operating nursing home in Berkshire during 2021.

Improvement and extension works at Borovere, our home in Alton, Hampshire, were also completed during the year and residents are enjoying the upgraded facilities, extended communal facilities and seven additional bedrooms together with the culinary benefits of outputs from a new kitchen.

Further preliminary works have been undertaken during the year at our site in Rye to ensure utility services are installed to the site and certain foundation works completed. The main construction work will commence when operational conditions allow.

The redevelopment of Mount Ephraim House in Tunbridge Wells, Kent continued at a slower pace and is now scheduled for completion in early 2022.



# Delivering growth - our financial performance

The year's financial performance was impacted by the coronavirus pandemic; reduced occupancy led to a reduction in income in excess of £4.0m and costs were also adversely affected. Both were partly offset by government funding received during the year of over £2.7m. In addition, two new homes were opened and, with this happening during the pandemic, initial start up losses were higher than expected.

Overall, a net loss of £3.3million was produced which has reduced reserves to a total of £37.0million.

## Income excluding gains on property sales increased by £3.1 million to £47.7 million as follows:

£44.2 million related to income produced by our core activity of providing residential, dementia and nursing care, an increase of £1.2 million.

£248,000 was for the recharge of incidentals incurred on behalf of our residents.

£2.7 million related to Covid-19 funding received including £275,800 received from the Coronavirus Job Retention Scheme for staff who had been furloughed and £2.4 million of specific funding paid to the care sector during the pandemic.

£408,300 was income generated by independent rented accommodation.

£104,200 was from donations and fund raising.

£50,600 related to bank interest and income generated by our investment portfolio.

£8,900 related to other miscellaneous income.

## Expenditure increased by £4.1 million to £51.1 million as follows:

£48.2 million was for residents' care costs, an increase of £4.4 million.

£2.9 million was attributable to our development programme and Head Office.

£175,700 was costs in respect of independent rented accommodation.

£3,300 was management fees regarding our investment portfolio.

£137,200 was the amortisation of initial set up costs in respect of two loans from Retail Charity Bonds Plc.

## Financial activities for year ended 31 March 2021

Income	%	2021	2020
Residents' care fees	92.30	£44,179,468	£43,008,747
Residents' sundries	0.52	£248,000	£322,125
Covid-19 funding	5.66	£2,710,983	
Rental income	0.85	£408,303	£404,228
Donations and fundraising	0.22	£104,234	£519,735
Investment income	0.11	£50,611	£174,438
Miscellaneous income	0.02	£8,900	£17,036
Surplus from the sale of fixed assets	0.32	£154,295	£9,721,433
<b>Total</b>	<b>100.00</b>	<b>£47,864,794</b>	<b>£54,167,742</b>

## Financial activities for year ended 31 March 2021

Expenditure	%	2021	2020
Residents' care cost	93.72	£48,179,557	£43,789,949
Head office costs	5.67	£2,914,712	£2,917,987
Rental costs	0.34	£175,747	£193,883
Investment Management Fees	0.00	£3,271	£4,333
Cost of raising finance	0.27	£137,159	£130,902
<b>Total</b>	<b>100.00</b>	<b>£51,410,446</b>	<b>£47,037,054</b>

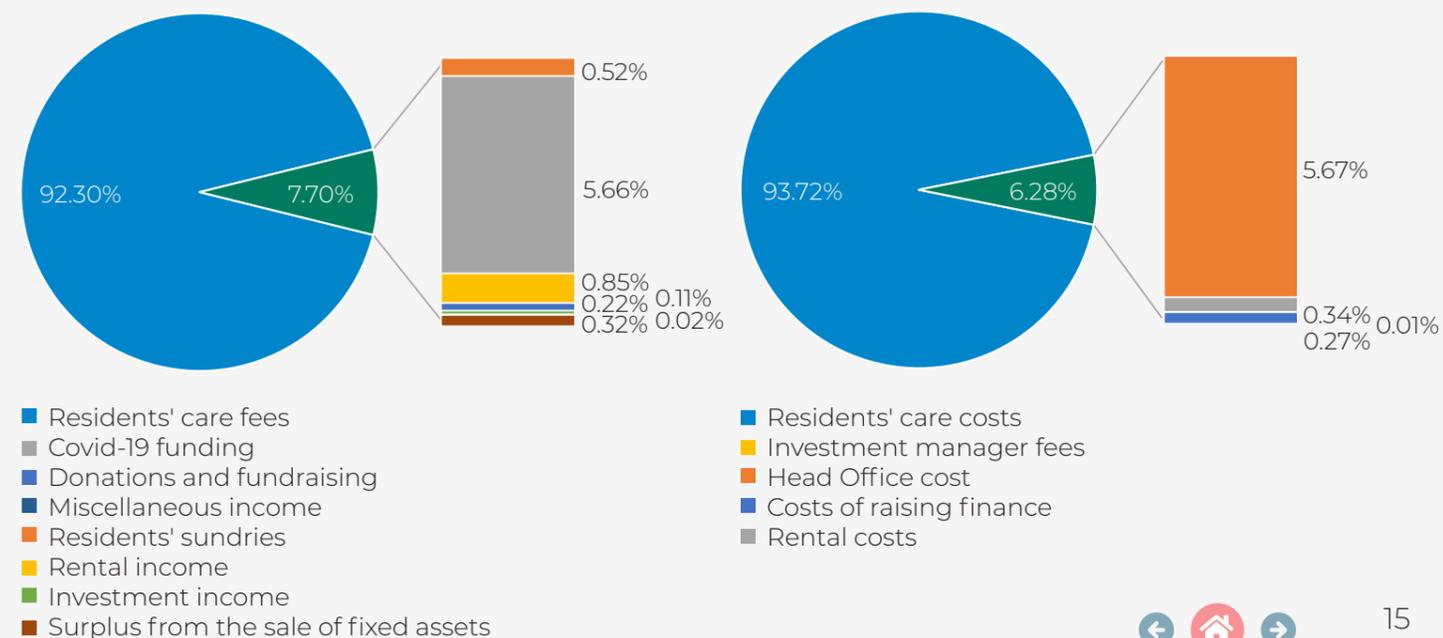
Investments	2021	2020
Gains / (losses) from investments	£233,039	(£202,828)

Net (loss) / income	(3,312,613)	£6,927,860
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In addition, net gains of almost £154,300 were generated following the sale of a rental property in Suffolk.

Our investment portfolio was disposed of in full during the year, generating realised gains of £233,000.

The balance sheet shows that as at 31 March 2021, total funds were £37.0million. This was represented by fixed assets of £88.6 million, net current assets of £12.7 million and long-term liabilities of £64.3 million. Unrestricted funds of £36.4million represent the reserves available to the Trust to fulfil its current operations and existing financial commitments over the long term and to finance the growth in activity envisaged in future plans.



## Board of Trustees



**Chris Shaw**  
Chair of Trustees



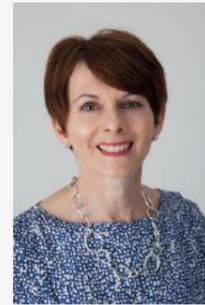
**Rob Strange OBE**  
Deputy Chair



**Richard Costella**  
Trustee



**Kim Davies**  
Trustee



**Kathryn Gray**  
Trustee  
Retired 18 February 2021



**Des Kelly OBE**  
Trustee



**Liz Marsh**  
Trustee



**Dallas Pounds**  
Trustee



**Charles Spence**  
Trustee



**Maria Townson**  
Trustee

## Senior Management



**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



**Toma Omoma**  
Director of HR and Company Secretariat



**Mandy Whittingham**  
Divisional Director



**Geraint Williams**  
Director of Business Development



- |  |  |
|--|--|
| 1 Arden House (Leamington Spa)         | 14 Mount Ephraim House (Tunbridge Wells) |
| 2 Borovere (Alton)                     | 15 The Orchards (Ely)                    |
| 3 The Briars (Sandown, Isle of Wight)  | 16 Pelsall Hall (Walsall)                |
| 4 Broadlands (Oulton Broad)            | 17 Queen Elizabeth House (Bromley)       |
| 5 Clarendon Lodge (Rickmansworth)      | 18 Rose Cottage (Huntingdon)             |
| 6 De Lucy House (Diss)                 | 19 St Cross Grange (Winchester)          |
| 7 Glebelands (Wokingham)               | 20 Sharnbrook House (Sharnbrook)         |
| 8 Gloucester House (Sevenoaks)         | 21 Speirs House (New Malden)             |
| 9 Grosvenor House (St Leonards-on-Sea) | 22 Tickford Abbey (Newport Pagnell)      |
| 10 Harleston House (Lowestoft)         | 23 Torkington House (Acton)              |
| 11 Henley House (Ipswich)              | 24 Viera Gray House (Barnes)             |
| 12 Kingston House (Calne)              | 25 Whitegates (Hastings)                 |
| 13 Lavender Fields (Sevenoaks)         |  |

# greensleeves care

You're among friends



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