

2010/2011 ANNUAL REVIEW

cic
— group —
putting individuals first



DELIVERING SERVICES

- that evolve with
- the changing needs
- of the individual





2010/2011 Annual review

welcome♥

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At CIC, we are committed to delivering services that evolve with the changing needs of the individual. Our business is founded on relationships. Trust is at the heart of any good relationship. Our service users and their families trust our staff to provide the care and support they need to help them, not only lead fuller lives, but to achieve greater independence.

Of course, these relationships do not operate in isolation, they are sustained and strengthened by the strong community we work within. Colleagues, service users and their families, social and health care professionals, GP's and commissioners all work together to make services more effective and meaningful for more individuals.

This has been a year of significant change for the social and health care sector and for CIC. A new coalition government with a different perspective on public services requires care providers to be even more innovative and outcome focused in delivering care and support to individuals. With a global recession bedding in, CIC began reshaping in advance of the Comprehensive Spending Review to ensure that our charity was optimally organised to address spending cuts and maintain services where possible.

Of course, the significant change for CIC was the announcement in January that our CEO, Phil Edgington was retiring. Phil kindly stayed in post until August to welcome in our new CEO, Neil Matthewman. We are all grateful for the hard work and commitment Phil showed CIC and wish him well for the future. You will see from Neil's brief biography on page 4, that Neil has excellent experience and qualifications to take the charity forward. I look forward to introducing him to you in 2012 annual review, where he can share with you the results of his restructuring and the market and situational analysis he is undertaking, which will form the basis of our next 5 year strategy. However, this publication is all about the events of the past financial year and we also have a great deal to share with you, now.

In 2010/2011 Our executive board devised and delivered a series of engagement roadshows to communicate the three operational objectives they had set as part of their corporate reshape;

Decisive and Efficient Management of services and costs ("Manage Well")

Maintain our Performance Gains ("Continuous Improvement")

Devise New solutions for Today's Problems ("New Innovations")

Over the course of a month, the board travelled the country and met staff from every level of CIC. This provided valuable insight into the priorities for our services

and an opportunity to engage our staff on the direction of our organisation. The impact reports in this annual review reflect the progress we have made in these areas.

We know that to continue to deliver improvements, integration and inclusion need to be at the heart of our service provision. This year we have seen our service user groups gain momentum. CIC services in Scotland led the way by signing the See Me Pledge. The 'See Me' campaign is a Scottish campaign which sees organisations of all kinds make a public commitment to raising awareness about mental health issues in the workplace and beyond.

In the New Year, CIC started the development of what will be one of the most innovative dementia services in the UK. The service, which we are provisionally calling, Everystep, will provide the whole pathway of care from diagnosis to end of life, supporting each individual with the condition through the challenges they face, by offering a range of specialist services from one state-of-the-art building. The new Everystep service is being developed in Manchester (on the site of Thornlea, the former Inspirit Care senior care home) and will open in 2012.

At the same time, we made the decision to withdraw from providing Addictions services. It was a very small service area for CIC and with increasing funding pressures it made sense for us to hand these services to an addictions service specialist.

"Experience", our organisation wide volunteering programme, was launched this year. It is an exciting new project which we are developing and rolling out across CIC to encourage both corporate and individual volunteering.

Finally, I want to take this opportunity to thank you for your interest in CIC and hope you will support our vision of an inclusive society where diversity is celebrated ... and every person supported is treated with dignity, respect and has real choices and opportunities in life.

Best wishes, **Simon Attwell - CIC Chairman**

Meet our Trustees



Dr. David Robertson
Life President

Halton based GP and physician, Dr David Robertson, founded Community Integrated Care in 1988, with the aim of offering people leaving

long-stay, institutional hospitals fuller and better lives in the community. These founding principles of integration and inclusion for all remain the cornerstone of CIC's values. Dr Robertson was Chairman of CIC until 2003 and in 2009 he was officially recognised as CIC's Life President by our Board of Trustees. His vision of a fairer and inclusive society remains CIC's inspiration and drives us on in all the work we do.

Duties: Dr Robertson is currently working with the CEO and Chair of Trustees on Clinical Governing and Commissioning.

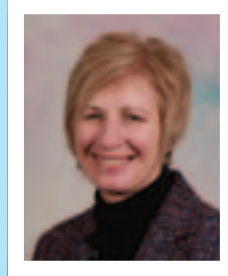


Simon Attwell
Chairman

Simon is a Fellow of the Institute of Chartered Accountants and has over 30 years commercial, financial and leadership experience in a variety of

private and public sector organisations. Prior to his retirement in 2010 Simon was the Director of Finance at the University of Salford, where he sat on the Executive Committee of BUFDG (British Universities Directors Group), representing the Universities of the North West of England.

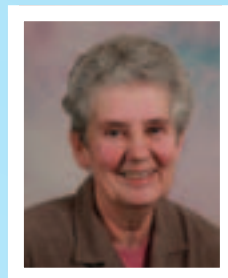
Simon became Chairman of the CIC Board in 2009. Simon now uses his wealth of leadership, financial and governance experience to help ensure CIC's future growth, whilst remaining true to its values as one of the largest, most innovative charitable providers in the care Sector.



Dr. Christine Brown-Wilson

Christine is Lead University Lecturer at the University of Manchester. Until recently she worked in care homes as both a manager and staff nurse,

giving her a unique mix of academic and practical experience. She is also a founding member of the National Care Homes Research and Development Forum, an academic forum that provides support to researchers involved in care homes, seeking to influence both policy and practice through research. Christine has lent her expertise to helping CIC develop its dementia strategy and Everystep project.



Jean Clement

A former nurse and manager of two CIC care homes, Jean is now retired but plays an active role on CIC's Board of Trustees. Along with her fellow trustee, Frankie Robertson,

Jean is champion for service user inclusion and is a regular visitor at many of the charity's services.



Stuart Crawford

Stuart Crawford manages 'Stuart Crawford Associates', an independent consultancy organisation which specialises in Scottish public affairs, security issues, and media

communications, giving him a wealth of experience in working with decision makers in our sector. He is a trustee for the Depression Alliance Scotland (DAS), a Scottish organisation that supports people affected by depression. Stuart is also a freelance journalist and regularly appears on Scottish radio and television.



Andrew Gregory

Andrew qualified as a solicitor in 1983 and is now a senior partner for DWF LLP, one of the UK's fastest growing law firms, specialising in the restructuring and turnaround

of companies. DWF is a values based business, with one of its four core values being 'Community'. Andrew is proud to be able to support DWF's values by playing a part in the development and growth of CIC, in his role as Trustee.

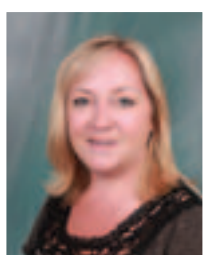


Nick Hawkins

Nick is a Chartered Marketer and a Fellow of the Chartered Institute of Marketing. He is the Programme Leader of Executive Programmes at the European Centre for

Corporate Governance at Liverpool John Moores University Business School.

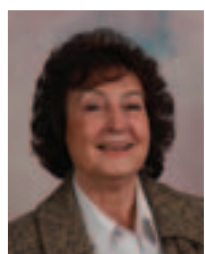
Duties: Member of Nomination Committee



Caroline McHugh

Caroline McHugh has over twenty years' experience in the Health and Care sector, working predominantly with BUPA's hospital and insurance businesses in the UK and

abroad. She has a wide range of experience in leading large scale operations and customer service and organisational development. Caroline has previously held the roles of Head of Customer Service and UK Service Manager within BUPA. She currently runs a specialist Ophthalmic hospital.



Frankie Robertson

Frankie is a former committee member and treasurer of Halton & District Women's Aid where she was involved in the establishment of refuges and had day to day responsibilities for

the financial management of the organisation. She was a volunteer for WRVS for many years. Frankie takes an active interest in the needs of CIC's Service Users, whom she meets on her frequent visits to CIC facilities.



Paul Rundle

Paul is a retired business consultant with a broad experience of general management and an extensive record in delivering organisational change, business growth and modernisation.

Duties: Chair of Remuneration and Nomination Committees.



Paul Stanion

Paul is a consultant for Davis Langdon, an international firm providing project management and quantity surveying services. Paul has expertise in construction, property maintenance and project management. Paul has been lending his expertise and support CIC's Everystep project.



Chris Thompson

Chris is a Chartered Accountant and experience Managing Director. He is currently Chief Financial Officer for the University of Nottingham. Chris has acquired extensive

understanding of the primary healthcare sector through his management of various businesses.

Duties: Member of Audit Committee

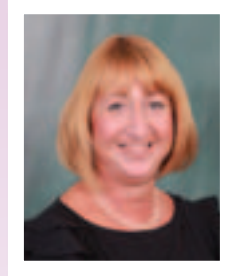
Meet our Board of Executives



Neil Matthewman
Chief Executive

Neil Matthewman joined CIC as Chief Executive Officer in August 2011, bringing with him a wealth of experience gained during a long career within the

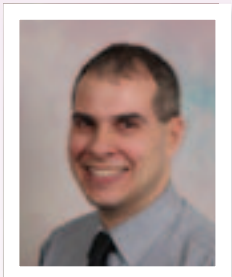
public sector. Having held a range of senior positions in both NHS service provider and commissioning organisations, Neil left his role as Managing Director for Health Services at NHS Blackburn with Darwen Care Trust to join the CIC Group. As this annual review goes to print, Neil is currently carrying out intensive market and situation analysis. He will share with you, his vision and direction for CIC Group in the forthcoming 2012 annual review.



Jane Worsley
Group Operations Director

Jane Worsley takes overall operational responsibility for CIC's Independent Living, Senior Care and Homelessness services.

Jane has thirty years' experience in the care sector. She has a degree in Nursing & Professional Studies, a Diploma in Employment Law and a MBA. She has taken part in research into Dementia and Relationship Centered Care, and has supported projects on Assistive Technology, Personalisation, Inclusion and Hate Crime Reduction. Jane also volunteers as an Executive Director to Ugandan Charity 'National Community of Women Living with AIDS', as part of the Women's International Leadership Challenge.



Mark D'Arcy
Group Finance Director

Mark D'Arcy directly manages CIC Group's large Finance department and oversees CIC's relationship with bankers, auditors and commissioners on

any finance related matters. Mark joined CIC in 2007, having previously worked for insurers Royal Sun Alliance. Mark is currently a member of the Institute of Chartered Accountants and has a BSc Economics degree from the London School of Economics.

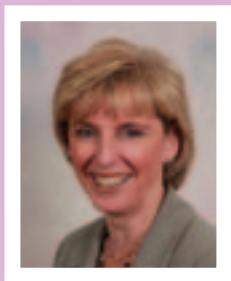


Denise Blewitt
Director of Independent Living Services

Denise Blewitt oversees our Independent Living services, ensuring that CIC provides excellent services to people

with learning difficulties, mental health concerns and physical disabilities.

Denise has worked for CIC for over 18 years, originally starting her career as home manager in a senior care service, she has built up extensive experience and held a number of management roles within our charity. Denise has championed many initiatives to improve the lives of people with care needs, taking part in the first In Control pilot (a precursor to Individual Budgets), supporting research into Disability Hate Crime, and working with Teesside University to develop nurse training. Passionate about service user inclusion, Denise has been a key member of CIC's Service User and Mental Health forums.



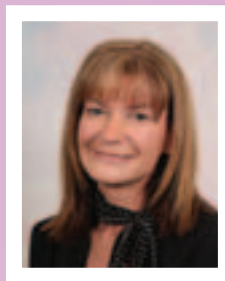
Sue McLean

Director of Senior Care and Specialist Services

Sue McLean leads CIC's Senior Care division, overseeing our Regional Managers to provide high quality older peoples

services. Sue has worked for CIC since June 2009, and previously held the role of Lead Manager for Senior Care before becoming Service Director. Sue is playing a leading role in the development of our new integrated dementia care service model, Everystep.

She is a qualified nurse with over two decades experience in the care of older people. Sue has previously worked for BUPA care homes, as a care home manager and regional manager. She is currently working towards an MBA at Liverpool John Moores University.



Grace Marguerie

Director of Human Resources

Grace Marguerie oversees CIC's People Strategy and has direct line management responsibility for our HR, Learning and

Development, Payroll, Health and Safety, Marketing and Purchasing departments. She is also a key member of CIC's Employee Forum and Service User Forum.

Grace has worked for CIC since 2007 and has over fifteen years' experience in HR and Learning and Development, working in the public, private and voluntary sectors. She holds a postgraduate degree in Human Resources Management and is a Graduate Fellow Member of the CIPD. Grace is also a member of the CIPD's HR Leaders Network for HR Directors and The National Care Forum's HR Forum.

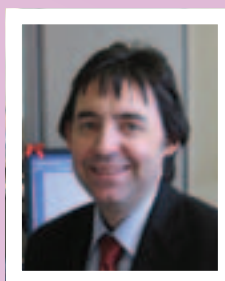


Brian Murphy

Executive Director for Scotland

Brian Murphy was appointed as Executive Director Scotland in November 2010. Brian is responsible for the deployment

of CIC's strategy in all Scottish services. He has experience of developing and managing a broad range of community care services to a number of vulnerable groups including, Learning Disabilities, Physical Disabilities, Mental Health and Addictions services. He is a Registered Mental Handicap Nurse with a BSc (Hons) and a post graduate Diploma in Management.



David Staples

Company Secretary

David Staples is Company Secretary and Head of Legal for CIC Group. He is a member of the Law society. David studied Law at John Moores University,

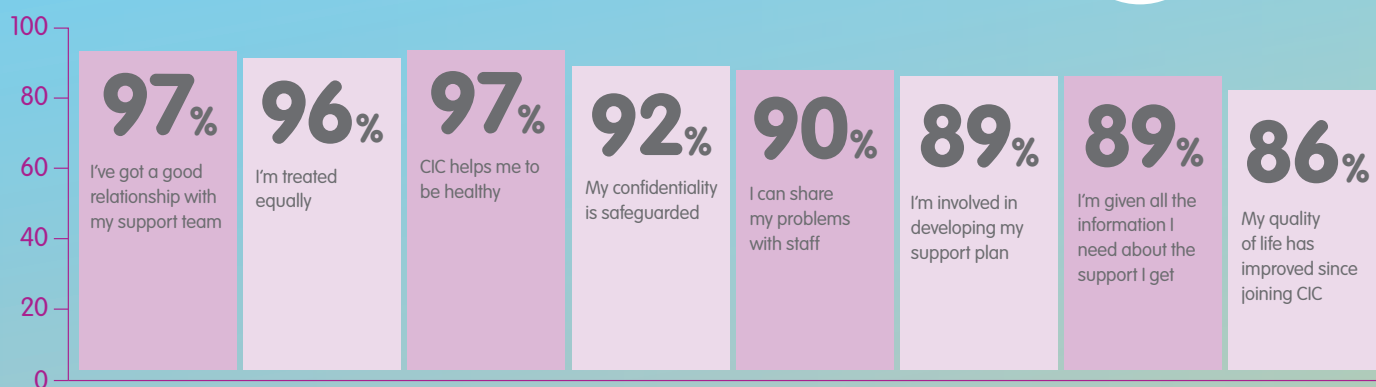
Liverpool and has been practising law since 1990. He joined CIC 's legal team in 2004 as a company solicitor and took on the additional role as Company Secretary in 2005.

David is responsible for the efficient administration of our charity, particularly with regard to ensuring compliance with statutory and regulatory requirements and for ensuring that decisions of the Board of Trustees and Directors are implemented. He provides legal advice to all areas of the charity at all levels from Home Manager to Trustees. David manages the legal department from Old Market Court.

Service User Survey results

Our 2010/11 Service User Survey results are in and we are delighted to say that for yet another year, the people we support have told us loud and clear how happy they are to be part of the CIC community.

Our last survey (2008/2009) yielded exceptional results for our charity, demonstrating unprecedented high levels of satisfaction across all of our service offerings. Achieving these results, we knew that we had set the bar high for ourselves! So it was with pleasure that we received the results of our 2010/2011 survey – showing yet again remarkably high levels of satisfaction across the whole CIC Group.



Homelessness Services





96%

felt that staff really care about them



94%

said they felt encouraged to try new things and be independent

576 people from Independent Living responded to this survey

Independent Living

98%

said this service helps them to retain their independence



Inspirit Care

97%

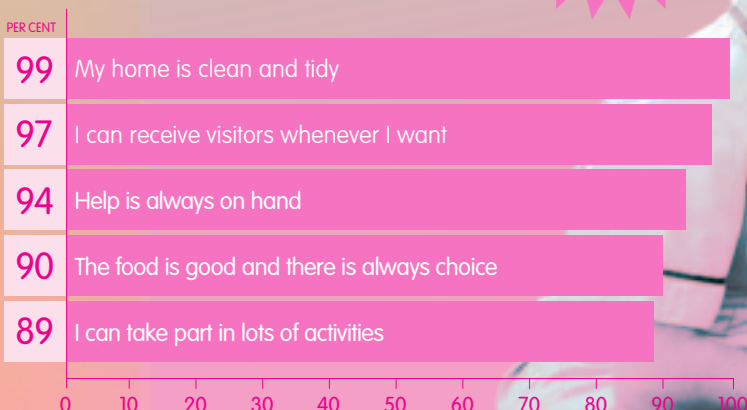
THE SERVICE I RECEIVE HAS MAINTAIN MY LIFESTYLES AND ROUTINES



532 people from our senior care services took part in the survey

96%

SAID THEY FEEL THAT STAFF CARE ABOUT THEM



97%

feel that staff listen & adapt to their needs

Senior Care



**Brand
new**

**£2.8
MILLION**

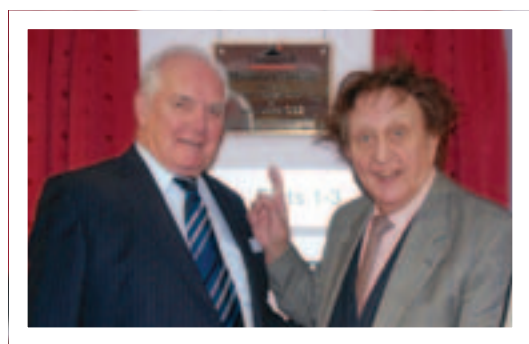
state of the
art housing
scheme



New housing service



Armed with his famous tickling sticks, comedy legend Ken Dodd brought laughter and merriment to the opening of a new North West service, Marston Gardens. Lucky resident, Lynn Doyle, joined the master of mirth to cut the ribbon on the new housing project.



Marston Gardens, built by Cosmopolitan Housing, in conjunction with Knowsley Council provides 23 purpose built 'extra care' apartments, offering both independence and day-to-day support for people with a diverse range of needs, including learning difficulties, physical disabilities, mental health issues and those in need of CIC's support.

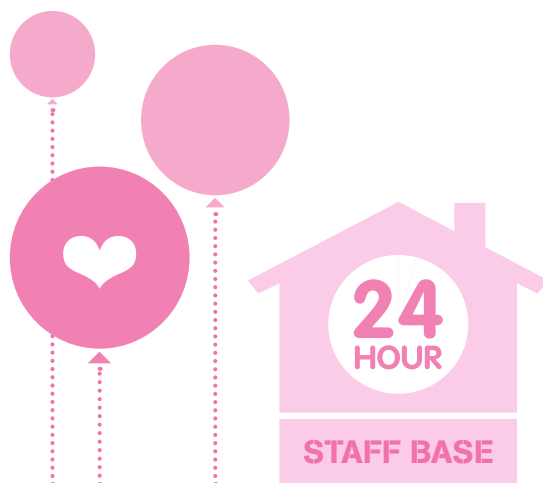
Once inside, "Doddy" unveiled a commemorative plaque, recognising the hard work and commitment which has gone into developing the brand new, state of the art, £2.8m scheme.

As well as a range of flexible personalized support packages and a 24 hour staff base, residents are able to enjoy their own self-contained one or two bed apartments which includes a fully fitted kitchen, lounge and wet room with walk in shower. Marston Gardens also offers a communal lounge and kitchen, laundry room, assisted bathroom, IT suite, treatment and therapy rooms and gardens. Innovation is a key feature, with a wide range of assistive technologies on hand to maximise tenants' independence and quality of life.

"It's amazing how, in such a short space of time, we have created our own little community here at Marston Gardens," says Service Manager, Michelle Duval.

"This scheme is more than just giving people somewhere to live; it's about giving them a home too, helping them lead fuller lives within their community. So whilst people may just want to spend time in their own flat, they have the choice of coming down to the lounge to socialise and relax with their neighbours."

"Partnership working has played an important role in making this service so successful and I can't speak highly enough of the other organisations we have worked with, such Cosmopolitan Housing and Knowsley Council, to get this project off the ground. We believe that these fantastic facilities and our excellent care and support will make Marston Gardens a happy, homely and secure place to live for all of our tenants."



CIC signs the 'See Me' pledge

Many people with care and support needs find themselves marginalised or misunderstood, defined by their conditions. That is why CIC is committed to promoting greater inclusion for everyone we support and playing our part in ending stigma and discrimination.

CIC was founded upon the vision that everyone has the right to be a part of society. Across our organisation all of our services play their part in turning this vision into a reality, from building their community presence to supporting social inclusion events.

Our passionate Mental Health forums in Scotland and England, dedicated to supporting good mental health and playing their part in ending the fear and prejudice associated with mental health conditions, are one example of this commitment.

In July, CIC signed the 'See Me' pledge. The 'See Me' campaign is a Scottish campaign which sees organisations of all kinds make a public commitment to raising awareness about mental health issues in the workplace and beyond.

Teresa Fraser, Lead Service Manager for Scotland and chair of the Scottish Mental Health Forum, explains, "Promoting the good mental health of our staff and service users is a key aim of CIC's Mental Health Forums, but alongside this, we also want to play our part in ending stereotyping and stigma."



CIC

was founded upon the
VISION

that everyone
has the right
to be a part
of society



The CIC Group
are dedicated
to providing
excellent support
to individuals

**SEE
ME**

We know that the See Me campaign has already made a great impact to Scottish society and CIC can play a part in its continuing success."

In our pledge, CIC has committed to providing all of our staff with mental health training as part of their inductions, offering mental health training to families and other smaller care organisations, and to raising awareness of mental health issues amongst our employees and the wider communities in which we work.

"We will do everything we can to make our pledge a success", says Theresa. "Recognising that mental health issues can affect anyone, our pledge looks how we can inform and support all of our stakeholders including the people we support, their families, our staff and the wider community. We believe it represents a significant commitment on behalf of our charity.

Signing the pledge, CEO Phil Edgington said, "The CIC Group are dedicated to providing excellent support to individuals with mental health concerns as well as promoting positive messages that challenge the stigma associated with mental health problems.

As an employer, we are also committed to doing what we can to ensure the mental wellbeing of our staff. Because of this, we are delighted to show our support to the See Me campaign by signing the pledge."

Football stars sign up

Middlesbrough FC stars Seb Hines and Rhys Williams took part in a training session of a different kind in February when they attended a British Sign Language class held for CIC's care staff in the North East.



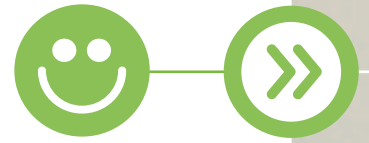
CIC hosted a two days of training on British Sign Language, Makaton and Deaf Awareness thanks to a £4000 donation from the club, who also provided their Riverside stadium

as our training venue. The sessions were attended by over 50 of our care staff who provide Independent Living and Senior Care support.

The training, which was provided by specialist disability trainers 'Hear First', was designed to equip CIC's care staff with basic British Sign Language and Makaton communications skills related to their day-to-day work and enhance their understanding of how to communicate effectively with individuals with hearing loss.

Defender Seb Hines added, "The sign language was a real challenge but good fun too. It's clear that people have put a lot of work into their training and it was good to see the club's donation going to good use."

Experience - CIC Volunteer Programme



This year, CIC launched our own volunteering programme "Experience". Volunteer Co-ordinator, Helen Laycock, tells us all about it.

"Joining CIC, my first task was to develop a comprehensive volunteer programme which would promote the many volunteering opportunities there are available throughout the CIC Group.

Although we've already got lots of amazing volunteers, it was important for us to get a proper programme drawn up, which set out our goals for volunteering and also put a proper support structure in place for the people who so generously donate their time to us. By doing this, we can make sure that the CIC volunteer experience will be one which benefits everyone – volunteers, staff and service users. At the moment, the programme is running just across the North West, although we will be looking to roll this out across the country next year.

We decided to call the programme Experience because for us, that's what volunteering is all about. Whether you are student looking for work experience, retired with some time on your hands and looking to share your life experiences, or just someone wanting to meet new people and have a new experience, volunteering can deliver all of that and more!

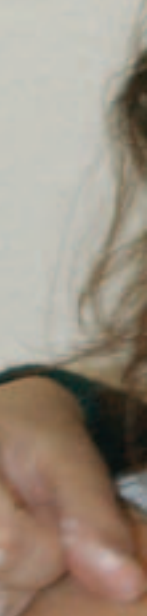
One of the most unique things about the whole programme is that the opportunities are endless. Because CIC is such a large organisation, with so many different facets to it, we can offer a range of different volunteer experiences, depending on what each volunteer is looking for. So you might want to be more involved with the care side of our organisation, perhaps spending time in one of our senior care homes, or maybe

you are a bit of a business brain and want to learn more about the workings of a big national organisation like CIC.

I'd say that communication and social skills are high on the list of benefits for the individual volunteer, because volunteering usually takes people out of their comfort zone, gives them the chance to meet new people and perhaps see things from a different perspective. Practically, it can be a great opportunity to test drive a career, to learn more about the sector you want to work in, or for students, it can be a great first step on the career ladder, as it was for me. It's also a great confidence booster as you will find yourself doing things you've never done before, all the while knowing that you are doing something worthwhile. There isn't one special type of person that makes a good volunteer. Provided you enjoy working with people, are willing to learn new things and be part of a team, then volunteering is for everyone. Volunteering naturally brings people together because it's a sharing experience – sharing skills, talents and perspectives, and that makes it open for everyone.

Volunteering really can be as wide as your imagination."

Anyone wanting to get hold of a volunteering info pack, or an application form, can email Helen at experiencevolunteering@c-i-c.co.uk or call her on 0151 423 7232. Just get in touch!





» One of the most unique things about the whole programme is that the

OPPORTUNITIES ARE ENDLESS



Towards the future for dementia

In the New Year, CIC started the development in Manchester, of what will be one of the most innovative dementia services in the UK. In Spring 2012, when construction work on the new state-of-the-art building is completed, CIC will launch a new range of specialist services to support people with the condition through any challenge they may face.

This new service model which we are calling Everystep, to signify CIC's commitment to supporting people with dementia every step of the way. The service model is built upon an expert understanding of dementia, drawing upon the latest research in dementia care. Every detail, from the building the care is delivered in, to the training of the staff that provide it, is focused on meeting the needs of our clients.

At the core of Everystep is a set of seemingly simple concepts; that people with dementia need stability in their lives; that they and their loved ones need support; and that they should be cared for by well trained staff with facilities that fully meet their needs.

CIC has brought these simple beliefs together to devise a service model that is truly innovative.

CIC is lucky to have to hand expert support and advice from Trustee's Paul Stanion and Dr Christine Brown-Wilson. Paul's experience in construction, property maintenance and project management has meant he can supply useful advice and guidance on the terms and conditions of the building contract, whilst Christine's practical and academic experience of providing innovative, service models, especially for dementia care, have proved invaluable in helping us shape the Everystep model.



Understanding Dementia Care 
everystep



Artists impression

A SERVICE MODEL : that is : **INNOVATIVE**
: truly :

All staff will be given specialist training to ensure that they understand the condition and can apply this understanding to the care they give. CIC's Director of Senior Care, Sue McLean explains, "Dementia is a very complex condition so it is essential that staff have a real knowledge of it. Staff working for the new service will be supported to gain this with regular training, including CIC's unique BTEC Dementia course." She adds, "When you understand the condition you can find new ways to meet the individual needs of sufferers. The key to great care is combining an understanding of the condition with an understanding of the person you are supporting."

we are building a brand new £5 MILLION state-of-the-art service

Ingrid Smillie, CIC's Director of Strategic Projects, explains, "This is about supporting people with dementia through any challenge they may face, from their initial diagnosis through the progression of the condition. To do this, we are building a brand new £5 million state-of-the-art service in Blackley, Manchester."

From this building CIC will offer specialist residential, nursing and respite care, as well as a day service that will give people the opportunity to spend a day with company, enjoying engaging activities.

In anticipation, we are also launching an Everystep home care service in Manchester, which will support people with the condition to continue to live independently in their own homes.

Being able to provide this holistic range of dementia support from one location means CIC will be able to respond quickly to the changing needs of people with dementia and give them the familiarity and stability in the care they need.

BENEFITS



This integrated approach to dementia care will ensure that people with the condition have an easier transition through care services and always receive the right level of support for their needs. For example, someone receiving home care from Everystep will be assured that joining a day centre run by the same organisation will give them independence in their own home. If they go on to need respite care or full time residential or nursing care, then they will be supported in this transition by a team that knows them and their needs, in an environment that they are already familiar and comfortable in.

"Finding dementia support for yourself or a loved one is naturally going to be a difficult and emotional process", explains Sue McLean. "Our approach is to find ways to offer support that is more effective and flexible than traditional care services. In short, we want to make the difficult steps in accessing care services easier and offer people precisely what they need – stability."

The new building, has been designed by award winning architects Pozzoni to facilitate the best possible lifestyles for people with dementia.

CIC have gone to great lengths to design a building that truly meets the needs of people with dementia. From the architecture of the building through to our use of specialist lighting, furnishings and assistive technologies, every detail of the service has been planned in a way that will really bring independence, comfort and safety to the people we support.

CIC also want to make sure that our new service is a big part of the local community too, so our development will also include facilities for the whole community to enjoy, including a café and public gardens. The local community will be invited to help name the building before it is opened.

Our service will be vibrant – a place where people are happy, engaged and well cared for. Concludes Sue, "We will ensure the people who use our services remain part of their communities, Dementia is a daunting condition, we want to take that worry away. Everystep isn't just a name, it's our commitment that we will always be there, supporting people every step of the way."

What impact does CIC have in the communities it supports?

In each Trustees report and each year through the business planning process, key achievements are described for the organisation. For 2010/2011 our Organisational Objectives were described by the 3 key criteria



Decisive and Efficient Management of services and costs ("Manage Well")

Maintain our Performance Gains ("Continuous Improvement")

Devise New solutions for Today's Problems ("New Innovations")

The organisational and strategic objectives are then cascaded to each service area; Independent Living, Senior Care, Addictions & Homeless and support services, to create service area specific objectives for each year.



INDEPENDENT LIVING REVIEW

Independent Living services saw organic growth in areas where CIC already have a presence and significant growth of Individual Budget packages of support of individuals. Children's services continue to expand in the North East region and this experience enabled CIC to win a new tender for a similar enablement service in Leeds and the creation of a new outreach and enablement service in Leicester.

CIC are at the forefront of the development of care for those with Individual budgets and this was again reflected primarily in our North East England services which continued to grow.

Several services nationally were reconfigured or consolidated to ensure longevity of care and support for individuals.

INDEPENDENT LIVING IMPACT STATEMENT

| Manage Well | Achieved |
|--|---|
| Complete CQC registration for all English registered services within provided timescale | This was achieved on time and to the quality required |
| Evaluate unsatisfactory or loss making services and implement improvement or exit strategies | Three services closed with several being reconfigured to provide more modern and relevant support for the future. |
| Proactively seek referrals and market any vacancies | Active commissioner meetings together with reconfiguration of services helped to reduce vacancies overall |
| Work with commissioners to achieve deregistration of services as required but also provide service improvements and reconfigurations | This is ongoing and also now encompasses efficiency saving meetings |

| Continuous Improvement | Achieved |
|--|--|
| Developing the self-assessment audit programmes tailoring them to specific need and using them to ensure quality standard are maintained | The self-assessment tool was comprehensive and produced on time. (The tool was in fact almost identical to the one later produced by CQC.) |
| Continue roll out of competency based performance management & recruitment | Successfully rolled out to all services |
| Deliver Leadership programme | The first year of the leader programme was successful and will be continued in 2011/12. |
| Continue to increase take up in NVQ and SVQ training | Increase to 78% (NVQ & SVQ level) compared to sector average of 61% |
| New innovations | Achieved |
| Implement new assistive technologies to provide effective services that maintain independence | Several types of technology are now used to successfully support carers and promote independence for service users. More pilot projects are being rolled out to further develop this area. |
| Several types of technology are now used to successfully support carers and promote independence for service users. More pilot projects are being rolled out to further develop this area. | The North East of England has been particularly successful at developing these in conjunction with the local authorities |
| Develop community alliances and volunteering opportunities within the organisation | An organisation wide Volunteering programme called "Experience" has been developed and rolled out to encourage both corporate and individual volunteering |

PERSONALISATION

CIC exhibited and attended the In Control conference held in Liverpool, which attracted professionals, services users and their families, from around the country, all looking to learn more about the new Personalisation agenda. Our service managers in Scotland attended the Association of Directors of Social Worlds conference, which also took a look at Personalisation, as well as wider issues with the independent living arena.

Service user Karl Harry (above) took photos for us at the In Control conference





SENIOR CARE REVIEW

CIC closed Thornlea care home. In preparation for the redevelopment of the site into a brand new dementia facility this will provide innovative care through the whole pathway of care from diagnosis to end of life. Homes have overall performed well this year with close management of occupancy levels, care quality and delivery.



DOMICILIARY CARE & EXTRA CARE REVIEW

Both service areas have had a mixed year. We have extended our largest Domiciliary Care contract for a further two years and have had very positive feedback from Commissioners about the quality of the service. However we have lost several smaller contracts, making this a service area that we will need to review further to ensure sustainability in the long term.

SENIOR CARE IMPACT STATEMENT

| Manage Well | Achieved |
|---|---|
| Manage homes to a sustainable surplus to provide for ongoing repair and environment improvement | Homes have been actively managed to ensure no home closure due to deficits. One Service closed for redevelopment of new build dementia centre |
| Reconfigure identified services to specialist Dementia units | Two specialist units were opened in the year as well as development of dementia care brand Everystep |
| Develop Domiciliary & Extra Care models to ensure sustainability | Progress has been slow, our domiciliary care services have not developed to aim. This is an area to further focus on in 2011/12 |
| Continuous Improvement | Achieved |
| Continued development of clinical governance regime and electronic care planning | Clinical governance regime is now well embedded and comprehensive. Electronic care planning is in project stage with several provider options available |
| Roll out of competency based performance management & recruitment | Competency based roll out was highly successful within Senior Care |
| Implement next stage of EFQM and ensure continued progress on BS8555 | EFQM is being actively pursued and BS8555 progress is on track |
| New Innovations | Achieved |
| Further develop Dementia multi service offering and identify follow on opportunities | Everystep brand development and template for dementia services going forward |
| Identify replacement service sites and funding opportunities to develop | A pipeline of sites is being developed |
| Develop community alliances and volunteering within the organisation | The Experience programme has been well received within Senior Care |

GOLDEN HOMES

We are proud to announce that two of CIC's North West senior care homes have achieved the NHS 'Gold Standard' for their end of life care. St Catherines, Nantwich, and St Stephens, Sandbach, both formally received their Gold Standard Framework awards in June. The Framework, which is aimed at ensuring care homes deliver the highest standards of care for people in the last years of their lives, is viewed by many as the 'the bedrock of palliative care'. St Catherines Manager, Carolyn Penfold says, "All our residents, no matter what stage of their lives, deserve to be treated with dignity and respect, and have their needs and wishes met. The Gold

Standard Framework ensures that all care providers are aiming for these same high standards of care and we are delighted that after months of hard work, our home has been recognised as achieving the highest possible standards in supporting people who are nearing the end of their lives."



▶ **TWO OF
CIC's**

North West senior
care homes have
achieved the NHS

GOLD STANDARD ▶



ADDICTIONS & HOMELESS REVIEW

The difficult decision was made to hand over our Addictions services to a provider who specialises only in Addictions. As part of CIC's focus on high quality, professional services the Board recognised that this service offering required more specialised skills and attention than was justified within the Group. The best way forward for development of these services was therefore outside CIC. The Homeless services will continue under the Independent Living service area.

ADDICTIONS & HOMELESS IMPACT STATEMENT

| Manage Well | Achieved |
|---|--|
| Embed new data management system for effective outcome reporting Identify grants and alternative funding Reconfigure services promptly to address funding restrictions Increase marginal income through development of Biophysical | Withdraw from providing Addictions services. With increasing funding pressure it made sense for us to hand these small services to an Addictions service specialist. The Homeless services have remained with CIC and continue to be developed and will be managed under Independent Living in 2011/12. |
| Continuous Improvement | Achieved |
| Obtain full Foyer accreditation Continuous improvement in self-assessment scores and audit tools Implement next stage of EFQM | Homeless services continued to improve and engage their communities very successfully. |
| New Innovations | Achieved |
| Develop partnerships for growth Further develop volunteering coordinator programme and share experience and best practice with other business areas Develop the Biophysical brand, training and treatment | The organisational Experience programme was also rolled out to Homeless. Biophysical was handed over to an Addictions provider on our exit from these services. |

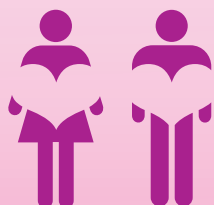


RESPECT WEEK

As part of Halton's 'Respect Week', CIC's homelessness project in Runcorn, Halton Goals spent a day collecting litter that had been dropped in their local estate. They also met Mayor Marie Wright and Mayoress Sheila Walsh and were treated to a guided tour of the historic Town Hall. Mayor Marie Wright told You First, "By taking part in initiatives like Halton's Respect Week, Halton Goals' residents are sending a really positive message to their local community."

..... Staff celebrations CONGRATULATIONS

“We support people to be as happy, healthy and fulfilled as possible. There is no greater feeling than knowing you are making a difference to someone’s life.”



CIC held two different celebration days commending the dedication of our staff. Our first recognised the achievements of staff who have achieved great qualifications as part of CIC’s Learning and Development programme, the second celebrated another truly exceptional achievement – staff who have been with our charity for 20 years or more.

Huge success at the Great British Home Care Awards

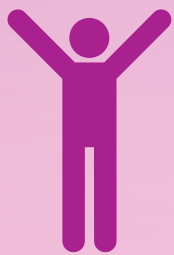


Pictured: Jane Worsley and Denise Blewitt

In the 2010 Great British Care Awards, CIC were named as overall winners of the Care Employer of the Year category, with Service Manager, Caroline Bairstow, receiving the national Care Innovator of the Year award.

The Gala ceremony held in London's Guildhall on Saturday 15th May was the culmination of a series of regional care awards, celebrating success across the care sector. Operations Director, Jane Worsley, and Assistant Director for the North East, Denise Blewitt, who represented CIC at the interview stages for the Care Employer award, were praised as "two sparkling ambassadors" for CIC.

Judges acclaimed CIC saying, "CIC clearly demonstrated their commitment to developing staff and actively seeking best practice. We were impressed with the 'can do' attitude that



CIC was founded on the principles of inclusion and integration for all, so it is fantastic to see our staff being recognised for their commitment to these values.



Finance Director Award



runs throughout their staff and their clear success at developing services moulded around an individual's needs."

Care Innovator, Caroline Bairstow, was also praised for championing CIC's social inclusion group – Step up to Life, saying, "The Step up to Life initiative is truly innovative in the field

of social inclusion and involving service users. Caroline demonstrated true passion for her work in this area."

Jane Worsley said, "We are both honoured and delighted to be named as Care Employer of the Year at these prestigious awards. We understand that we could not achieve even a fraction of our good work without the dedication, enthusiasm and loyalty of our staff. Given how much they give to us, we are committed to making sure we give something back to them too."

"We are thrilled that Caroline Bairstow has been recognised for her pioneering attitude in the field of social inclusion. CIC was founded on the principles of inclusion and integration for all, so it is fantastic to see our staff being recognised for their commitment to these values."



Pictured: Ingrid Smillie (centre)

Ingrid Smillie, CIC's Director of Strategic Projects, collected the Not-for-Profit Award in the North West Finance Director of the Year Awards. The prestigious awards event was run by leading financial recruitment agency, Sharp Consultancy and held at the Lowry Hotel, Manchester.

Ingrid said, "It was an honour to collect the Not-For-Profit Finance Director Award. Whilst I am delighted to have been acknowledged with this accolade, I share it with CIC's Finance Team, who are committed to providing a quality service, and also our Executive Board, whose insight and dedication helps ensure the on-going success of CIC."



Staff Survey results

At CIC, we know that the work of our staff is of great value. No matter what the role, in many ways, every individual contribution enables people with care and support needs to live better, more fulfilling lives.

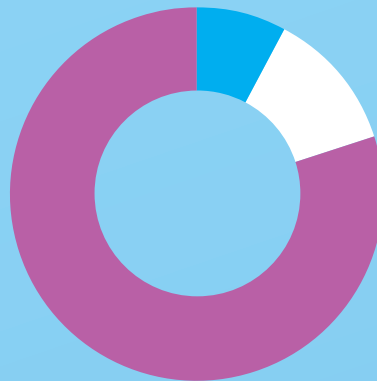
The 2010/11 survey was sent to all permanent employees in CIC Group and received a response rate of 35%. These results are an overview, highlighting the main themes staff were asked to rate CIC on. For each section, we give you the overall satisfaction rating that CIC received, with four or above a positive response and seven being the highest possible score.

My Company
overall rating

5.1

71%

of staff feel that they
make a difference
working for CIC



**My work is an
important part
of my life:**



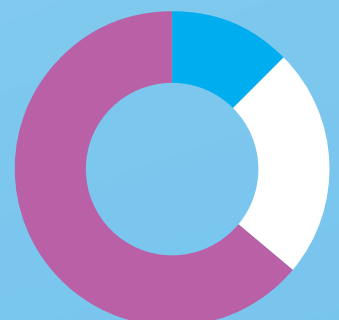
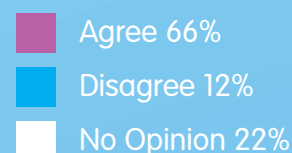
“We support people to be as happy, healthy and fulfilled as possible. There is no greater feeling than knowing you are making a difference to someone’s life.”

My Manager
overall rating

5

**Your feedback is
that your managers
are open, honest
and good leaders.**

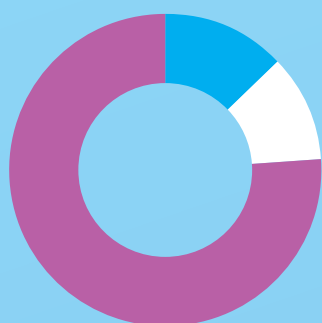
**I have confidence
in the leadership
skills of manager:**



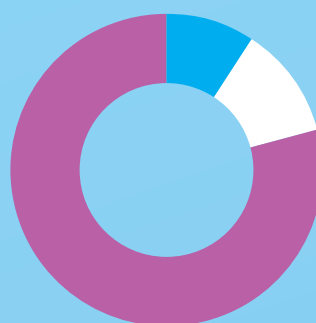


My Team overall rating

5.1



People within my team go out of their way to help me:



My team is fun to work with:

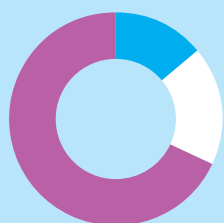


“As a not for profit company there a strong work ethic. Each individual contributes to helping vulnerable people in society.”

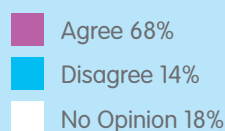
Wellbeing overall rating

4.6

CIC received a score of 4.6 in the Wellbeing category, exactly mirroring the average results of the other similarly sized charities we were benchmarked against.



My work is stimulating:



Personal Growth
overall rating

5

“We are given the opportunity to learn new things.”





CIC on tour!

From Portsmouth to Aberdeenshire, CIC's executive team travelled the length and breadth of England and Scotland to meet our staff.

An invitation was extended to colleagues in CIC Group to attend one of 22 roadshow events which looked at our plans at a national level, as well as local priorities and successes.

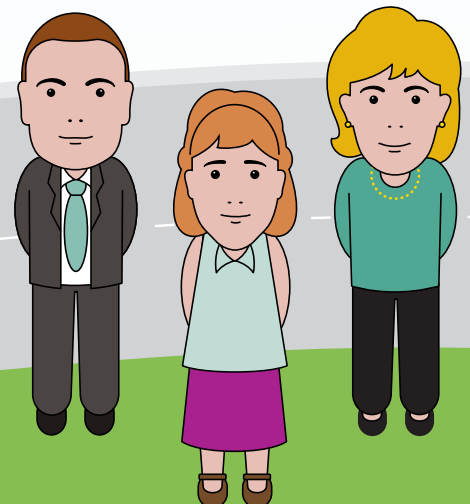
The events were an opportunity for the executive team to demonstrate CIC Group's commitment to the people we support and to provide staff with ownership of our charity and its direction. To reflect this commitment, our business plan for the year ahead was called 'Encouraging Active Ownership'.

Part of this ownership is ensuring that everyone recognises that they have a part to play in delivering success across our organisation, no matter what their role. If you work for the CIC Group your contribution is valuable and makes a difference. This year we have identified three main areas in which everyone can take a fresh look at their work. Our Three Imperatives will help every member of staff in the CIC Group to identify areas for improvement or new creative solutions.

But the roadshows weren't just about our Executive Board telling staff their plans. They wanted a real dialogue with staff to hear about their services and their ideas. "Over the course of a month, we have met staff from every level of our organisation; colleagues from Independent Living, Senior Care, Domiciliary Care, Homelessness and Addictions services, people who have worked for CIC for many years and people who are new to our organisation", explains HR Director Grace Marguerie.

"This experience of bringing together groups of staff to discuss their ideas and concerns has been invaluable. It has given us a real insight into the priorities for our services and a great opportunity to engage our staff on the direction of our organisation.

I'd like to thank everyone who attended and helped to organise the events. In particular, I'd like to thank all those who enthusiastically joined in with their own thoughts and questions. We have some fantastic people working in the CIC Group and it has been a real inspiration to chat to so many."



Public benefit

CIC must demonstrate that our services provide an identifiable benefit, are directly related to the aims of the charity, and that benefit is to the public or a section of the public.

CIC provides care services for vulnerable adults, adults with learning difficulties, mental health issues or physical disabilities. We also provide care for the elderly in care homes, offering care for those with dementia, challenging behaviour and end of life care services. CIC is a not for profit organisation which encompasses services from Northern Scotland to Southern England. CIC works with the most vulnerable adults in society and does not discriminate on the ability to pay or where a person lives.

One of the cornerstones of CIC's aims is to promote inclusion for the individuals we support into the communities in which they live. This can be challenging due to the barriers relating to social exclusion such as stigma, access or discrimination. CIC helps to bridge this gap by building relationships in the community, by having a "can do" approach to integration. CIC involve the people we support in community activities including employment opportunities and education. We also offer opportunities to others in the community through volunteering, community events and sharing the use of some of our facilities. CIC supports the establishment of social inclusion groups to empower the individual.

Benefits to the individuals we support can be seen through the care that we provide and the partnerships that we develop.

All of our services are publicly funded by either Local Authorities or Primary Care Trusts, although we also have a small number of self-funded service users. Our aim is to provide highest quality of care for anyone in need regardless of circumstances. Care service contracts are won through competitive tender with other care organisations, both private and third sector, where we must demonstrate value for money whilst also maintaining high standards of care. Our identifiable benefit is to those individuals who, for whatever reason are unable to care for themselves and require support to ensure that they have fulfilled lives. CIC continue to innovate and meet new challenges for the services it provides.

**CAN
DO!**



2010/2011 Stats



Individuals we have
cared for and/or
supported during
2010/2011:

INDEPENDENT LIVING



1,063

service users in 270 services

Supporting people in their own tenancy and other accommodation, floating support and personal assistants for Individual Budgets, as well as through vocational support projects.

SENIOR CARE



1,152

residents in 26 homes

Providing, nursing, residential and intermediate care, respite services, dementia and challenging behaviour support and beacon status end of life care.

DOMICILIARY CARE



3,400⁺

care hours per week providing to
vulnerable adults & Extra Care

Domestic and personal care for individuals in their own home or extra care environment.

HOMELESS RELIEF

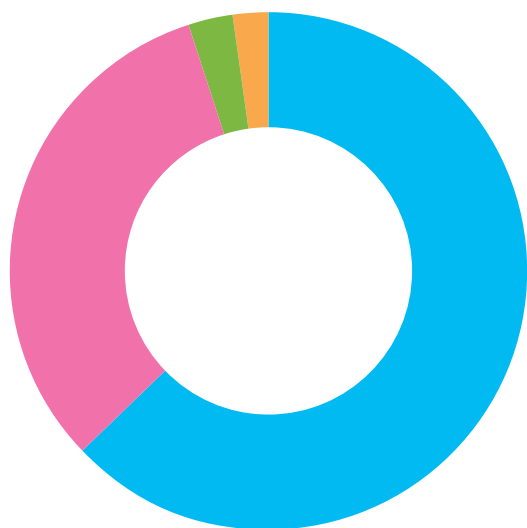


55

places in 3 services

Providing person centred counselling, group sessions and education programmes in accommodation based support.

2011 Financial year



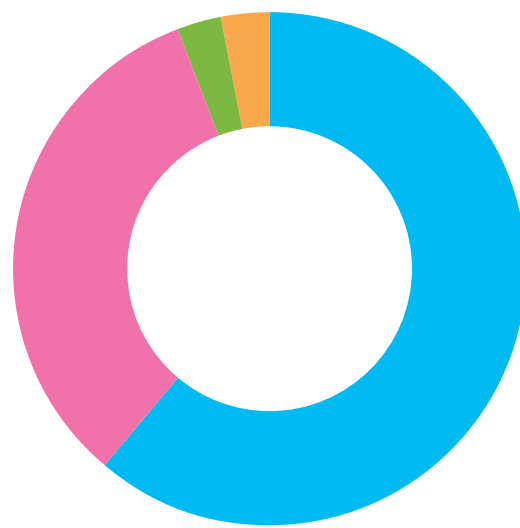
Income

| | |
|---------------------------|-----|
| Independent Living | 63% |
| Senior Care | 32% |
| Domiciliary & Extra Care | 3% |
| Addictions & Homelessness | 2% |

2010/2011 was a year spanning a new government and significant uncertainty around public spending and the potential for cuts to local authority and health budgets have a major impact on care and support services for individuals.

This year total income from charitable activities decreased marginally by 2% to £92.6m (2010 £94.4m), reflecting a combination of reduced fees and the planned closure of older ICL care homes in the latter half of 2010 and early 2011, which were planned as part of the takeover of Manchester Care.

Independent Living services saw organic growth in areas where CIC already have a presence and significant growth of Individual Budget packages of support of individuals.



Expenditure

| | |
|---------------------------|-----|
| Independent Living | 63% |
| Senior Care | 34% |
| Domiciliary & Extra Care | 3% |
| Addictions & Homelessness | 3% |

Overall revenue expenditure at £87.6m was reduced by £6.1m on the prior year, reflecting tight and effective budgetary control and as a result of the strengthening of the infrastructure prior year.

Despite the fall in income, the total net surplus, before pension gains, of £5.6m shows a marked increase on 2010 (£0.8m) primarily due to various one-off costs in 2010.

Result

The net current assets of the Group have increased to £10.5m at the year end (2010 £4.2m). Long term borrowing remains low at £1.1m (2010 £1.1m), leaving the Group in a healthy position for future growth.

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Cockermouth, Cumbria CA13 0QT

Dumfries & Galloway Office

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Dumfries DG7 1TH

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