



Community  
Integrated  
Care

# People Passion Potential

Community Integrated Care  
2012-2014 Review







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# Hello and welcome...

to the Community Integrated Care Annual Review. This bumper publication covers the years 2012-14 and chronicles an incredibly exciting period of development and change for our charity.





In early 2012, Community Integrated Care launched a bold new five year strategy, with the aim of revitalising our organisation, so that we could become a more innovative and effective care provider. We knew that with our long history and considerable experience, we had the potential to achieve amazing things, so we set ourselves a breathtaking ambition – to become The UK's Leading Health and Social Care Charity by 2017.

This review charts our first steps on this exciting journey. It tells you how we created a new regional structure, so we could better realise the aspirations of the people we support and the local communities we work in, and invested in all areas of our organisation to set us on this ambitious path.

We called our organisational development programme The Big Change and this name has been apt, as the scale of our progress has been remarkable. We've brought new experience to our Board – welcoming leading figures from the world of business to our charity, launched pioneering new services, developed thriving partnerships with some of the leading lights in our sector and championed true Personalisation.

One of our biggest changes saw us return to our full name of Community Integrated Care, from our acronym of CIC Group. We did this to bring to the

fore the special qualities of our charity – that we work in the community, deliver integrated joined-up services and have a passionate caring outlook.

We launched our rebrand at a special celebration in November 2013, which marked our 25th Anniversary. Here we celebrated the amazing things that the people we support achieve – overcoming barriers to live full and happy lives in the community, finding friendships, work and love, and inspiring others – as well as the dedicated support of our colleagues. This remarkable event gave us the opportunity to recognise our contribution to British society – from our earliest days, when we were one of the first providers to champion the 'Care in the Community Agenda', and the tens of thousands of lives we've changed since – as well look with excitement to our future.

I feel immensely proud of what our staff and the people we support have achieved in two years. This review represents the dedication, aspirations and successes of thousands of amazing people, and the start of a journey for a charity that is aiming for the exceptional.

Best wishes



**Neil Matthewman**

Chief Executive Officer





Our Board of Trustees  
at a strategy planning meeting

## Beginning The Big Change



In early 2012, Community Integrated Care's Chief Executive, Neil Matthewman, and our Executive Team embarked on creating a new five year strategy for our charity. It was clear that this strategy needed to respond to many difficult challenges, as the care sector was changing dramatically and we needed to keep pace with these developments.

To support the creation of these plans, they asked leading care sector consultants, Cordis Bright, to undertake the biggest independent research project of our history. They spent hundreds of hours speaking to our staff, the people we support and our professional partners, as well as reviewing the likely direction of the care sector in the years ahead. Their research identified several goals for our charity – a need to grow, innovate and become more effective – and gave us clear direction on how to plan our future.

This research, along with the insight of our Executive Team, led to us

creating an ambitious long-term plan to inject new life into our charity and become a greater force for good. We called this The Big Change.

The Big Change looks at how we can holistically revitalise our charity, by focusing on strategy, structure, systems, skills, style, staff and shared values.

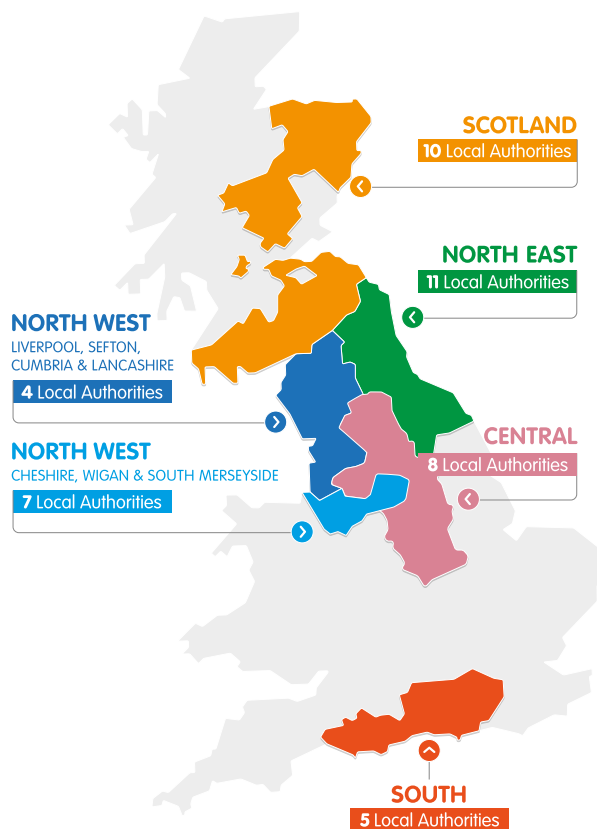
Our first step was to create a structure that would allow us to fulfil our highly ambitious plans. Prior to The Big Change, Community Integrated Care was separated into two divisions, 'Independent Living' – which managed our services for people with learning

disabilities, mental health concerns and autism, and 'Senior Care' – our services for older people. This artificial separation meant that our senior managers only worked for one of these divisions and so were only able to promote their own division. As a result, in many areas of the country, we were only giving people half of the picture on what our organisation could offer.

But more so, 'Senior Care' and 'Independent Living' were names that were unique to Community Integrated Care. We realised that they didn't properly explain to people who we are and what we do.

## A New Structure

At the end of 2012, Community Integrated Care moved away from 'Independent Living' and 'Senior Care', to a new regional approach to management. This saw us create Regional Business Units for each of the key regions we work in:



- > Scotland
- > North West England (x2)
- > North East England
- > Central England
- > Southern England


These business units are overseen by six Regional Directors (one in each region, with two in the North West England – Community Integrated Care's largest area), who are supported by a team of Regional Managers.

Together, these Directors and Managers oversee Community Integrated Care's entire portfolio of services in their regional area, which can include services for people with learning disabilities, mental health concerns, autism and age-related needs.

The Regional Business Units are also given dedicated support from colleagues in key departments, like Finance, HR, Property, Quality and Learning and Development, so they have every resource required to deliver great services and grow.

One year in and we can already see the impact of this local approach. Our new regional teams have quickly established themselves, working collaboratively and focusing on key local priorities. Feedback from staff, our professional partners and the people we support, has told us that this emphasis on local ownership and accountability has paid dividends, allowing us to become a more flexible and responsive organisation. The amazing results of The Big Change can be seen throughout this Review...





Our vision is to become  
The UK's Leading Health  
and Social Care Charity

## A Leading Strategy

With a more effective structure in place, we were able to create a strategy that makes the most of Community Integrated Care's collective skills, talents and experience.

Our Executive Team fervently believe that Community Integrated Care has the potential to become a leading force in the care sector, offering the best possible outcomes to the people we support and using our collective strength to influence the sector on a grand scale. So, they created a strategy with the incredible aim of becoming **The UK's Leading Health and Social Care Charity by 2017**.

Whilst this strategy aims to take Community Integrated Care in a bold new direction, our Executive Team wanted to ensure that the strong values that have always been part of our organisational DNA remained at the core of all we do. So, they defined five key values that would form the foundation of our new five year strategy.

## Our values:

**This Annual Review is themed by our new organisational values**

### We Respect

Individual choice and promote inclusion, rights and independence.

### We Enable

Individuals to meet their needs and fulfil their aspirations.

### We Aspire

To be the best at what we do.

### We Deliver

The best possible outcomes for the people we support and the partners we work with.

### We Include

The people we support, our staff, the communities we work in and our partners.



## Our Strategic Aims

Our strategy focuses on seven key aims that are vital for the future success of our charity.

- > Culture Change
- > Customer Focus
- > Income Growth
- > Profile
- > Quality Standards
- > Value for Money
- > Workforce

Each of these objectives aims to enhance the service we deliver to, and our relationship with:

- > The people we support and their loved ones
- > Commissioners and our other professional partners
- > Our colleagues

You can read more about our values and strategy at:  
[www.c-i-c.co.uk/five-year-strategy](http://www.c-i-c.co.uk/five-year-strategy)



## Bringing our Strategy to Life

We believe that to successfully achieve the aims of our strategy, we need every person who will help us to deliver it to understand and feel part of our ambitious plans. To support this, we've worked hard to engage every member of staff, from support workers to our senior managers.

We've held a number of events throughout the year for our colleagues, where they can directly listen to and ask questions of our Executive Team, as well as contribute to our plans.

We've also given every service and colleague a range of tools, so they can understand, debate and be kept updated on our strategy and The Big Change.

## Making the Transformation Happen

In August 2013, Community Integrated Care appointed Elaine Gilbert as our Director of Organisational Development and Transformation, a new role that is pivotal to our strategy.

In her new role, Elaine takes lead responsibility for Community Integrated Care's overall organisational development strategy, overseeing our HR and Learning & Development functions.

At her appointment, Elaine said, "I'm thrilled to be joining Community Integrated Care at such a significant

time in the charity's history. In such a true people organisation, we simply could not achieve a fraction of our good work without the commitment and dedication of our staff. It is my role to ensure that we properly invest in our workforce, both now and in the future, to prepare us for both the opportunities and challenges ahead."



# Bringing New Experience on Board

Our focus on transformation and improvement saw us welcome several exceptional leaders to our Board of Trustees.

## 2012-2013

### Mike Gooddie



Mike Gooddie is currently Vice President of Labour Relations at ASDA, having previously held a variety of senior management

roles in organisations such as Shell, British Airways, The BBC and The Manchester Airports Group.

### Philip Smyth



Prior to his retirement, Philip Smyth was the Main Board Director for PZ Cussons PLC, having overall responsibility for

the Group's European businesses and latterly, its business change projects across Europe, Africa and Asia.

### Peter Hay CBE



As Strategic Director for Adults and Communities at Birmingham City Council, Peter Hay has overseen major

change, including the implementation of the Personalisation agenda. In June 2012, Peter was awarded a CBE in the Queen's Birthday Honours for his services to social and health care.

## 2013-2014

### Susan Brimelow



Susan Brimelow is a Registered Nurse and has held a variety of posts within the NHS, Scottish Government and the Care

Commission. She is currently the Chief Inspector for the Healthcare Environment Inspectorate, leading healthcare inspection teams across NHS Scotland.

### Stuart Roberts



Stuart Roberts is Group Finance Director of Robertson Group, a privately owned group of companies

working in infrastructure, support services and construction throughout the UK. Stuart is a Chartered Accountant who has worked for a variety of financial institutions including HBOS and RBS.

### Stuart Lorimer



Chartered Accountant Stuart Lorimer is Finance Director at Diageo's International Supply Centre. Since joining

the company he has worked in over 30 international markets, supporting all parts of the Diageo organisation - Supply, Sales, Marketing, Treasury and Corporate.

### David McIntosh



David McIntosh formerly held the position of Managing Director at Menzies Distribution. He joined Menzies

Distribution in 1989 as Group Financial Analyst. A chartered accountant, he previously also held the positions of Finance Director and Commercial & Marketing Director for the company.

### David Arden



David Arden is Chief Financial Officer of Sainsbury's Bank. In his 23 year career, he has held a number

of senior positions with RBS and Tesco Bank, including Managing Director and Head of Finance. David is a qualified chartered accountant (ACMA) and holds a first class degree in economics.

### Dame Joan Stringer



Joan Stringer retired as Principal & Vice-Chancellor of Edinburgh Napier University in 2013 after more than 10 years in

post. In 2001 Dame Joan was awarded a CBE for Services to Higher Education and was made a DBE in 2009 for Services to Local and National Higher Education. She currently holds a range of non-executive positions and was named Public Sector Leader of the Year at the 2011 Scottish Leadership Awards.



# Returning to our Roots

## Community Integrated Care

On 28th November 2013, Community Integrated Care launched a rebrand, which saw us move from representing ourselves as 'CIC Group', to return to our full name of Community Integrated Care.

This rebrand was a key aim of our new organisational strategy, as we recognised that 'community integrated care' describes in three words the special characteristics that set our charity apart:

### We work in the Community

Supporting people to overcome challenges and live full and happy lives.

### We deliver Integrated services

We try to overcome barriers and bring people and professionals together, to provide joined-up support.

### We Care

Community Integrated Care is privileged to employ 5000 people who don't just work in the care sector, but are truly caring people too.

The new brand identity was developed by our charity's award winning in-house Communications and Marketing team, alongside Salford-based design agency Carbon Creative. As well as returning to the name of 'Community Integrated Care', the rebrand has introduced a new tagline for our organisation of 'People Passion Potential' – three words that were identified in focus groups, held with people who are part of Community Integrated Care, as the unique characteristics of our charity.

John Hughes, Communications and Marketing Manager for Community Integrated Care, says: "Our rebrand was an inclusive project, where we drew upon the insight and opinions of many people from all levels of our organisation. They told us that Community Integrated Care is set apart by its belief in the potential of every person, the pride we have in our staff and the people we support, and our passionate and positive attitude; our new visual identity brings these characteristics to the fore."

Danielle Chan, also a Communications and Marketing Manager for our charity, adds: "We have worked hard this year to create what we believe is an exciting new identity for our charity. We have sought to celebrate the special qualities of Community Integrated Care and also reflect the ambitious outlook of our organisation. Since launching the rebrand, we have received exceptional feedback from our staff, the people we support and our professional partners."

People Passion Potential





Matthew Evans, 28, who has been supported to find work by Community Integrated Care





# We Respect

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Individual choice and promote inclusion,  
rights and independence.



# Celebrating 25 Years of Community Integrated Care

This year, we respected our amazing heritage by celebrating the incredible milestone of reaching our 25th Anniversary!

Our charity was founded on 15th March 1988 by Dr David Robertson, a Halton-based GP, to support people with learning disabilities to move from institutional hospitals, where they lived with limited choice, into supported living in the community, so they could enjoy fuller, more independent lives.

We were one of the true pioneers of the 'Care in the Community Agenda', championing the rights and dignity of people with care needs, working to overcome social exclusion and giving them their rightful stake in society.

As we grew, we became a national provider of care and support services, assisting people with a wide range of needs in the community and our own specialist services. Throughout our 25 year history, our charity has consistently worked to advance standards in the care sector. We wanted to respect the contribution that every staff member and person we support has made to our incredible legacy, as well as celebrate with them our plans for the future.


So, when our big day arrived, we surprised our staff and services with

some very special birthday gifts. Every service received a big birthday card that included an invitation to a local celebration event, as well as some birthday cake! We also gave every colleague an extra half day of annual leave, as a special thank you.

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**Throughout the year, our staff and services celebrated our anniversary with a number of fun and inclusive events and initiatives. Here are just a few photos from their events...**  
 .....







We wanted to respect the contribution that every staff member and person we support has made to our incredible legacy, as well as celebrate with them our plans for the future.

Staff and people supported at Inglenook, Widnes, which was one of Community Integrated Care's first ever services, celebrate our 25th anniversary





"It was a great honour to host the Community Integrated Care 25th Anniversary Awards, helping to recognise the great work that goes on at your charity."

**Julie Hesmondhalgh**  
Coronation Street star





Shaun Webster



Dr Ann Johnson MBE

# The Community Integrated Care 25th Anniversary Conference and Awards



Dean Beadle



Helen Sanderson

Our 25th Anniversary celebrations culminated on 28th November 2013, when we held an inspiring daytime conference, followed by a star-studded evening awards ceremony, at the Emirates Old Trafford stadium in Manchester. Both events were supported by sponsorship from some of our key suppliers.

The conference, which was attended by almost 200 of Community Integrated Care's staff and professional partners, brought together a high-profile panel of speakers from both the social care and commercial sectors, to debate key issues in care.

Our incredible lineup of conference presenters included: Dr David Sheard, Founder of Dementia Care Matters; Dr Ann Johnson MBE, Alzheimer's Society Ambassador; Helen Sanderson, acclaimed expert in person-centred planning; and Debra Moore, Director at Danshell Group, who oversaw a landmark review of Castlebeck's hospitals following the Winterbourne View crisis.

The evening awards ceremony was attended by around 500 people,

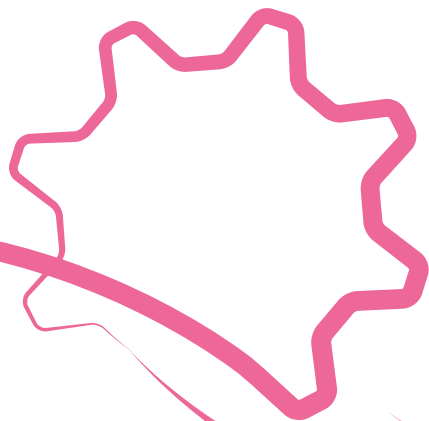
including many of our staff and the people we support, as well as our professional partners. It was hosted by Julie Hesmondhalgh, known to millions as Coronation Street's Hayley Cropper. Julie presented 17 awards to staff and people supported by Community Integrated Care, recognising their dedication and successes. The ceremony also included a special performance from X-Factor star Mary Byrne.

Julie Hesmondhalgh said: "It was a great honour to host the Community Integrated Care 25th Anniversary Awards, helping to recognise the great work that goes on in your charity. I was delighted to meet many people supported by Community Integrated Care and your staff, and had a wonderful night."





Heidi Neville, 25, supported by Community Integrated Care in Leicester and winner of Student of the Year at Leicester College



# We Enable

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Individuals to meet their  
needs and fulfil their  
aspirations.

## Wilson's Wonderful Journey

Wilson Oduro, 19, is a Support Worker at Elder Grove Place in Edinburgh. This year he told the COMPASS Social Care Guide about how working for Community Integrated Care has changed his life...

"Last year my family and I moved to Glasgow, from my home country of Italy. Relocating to Scotland was a big step, so I was keen to find a job that would help me to meet new people, as well as develop my talents.

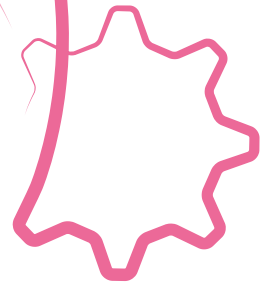
One of my friends works at Elder Grove Place, a service supporting three people with learning disabilities, and they told me about a Support Worker vacancy that was coming up. I felt that as a naturally caring person, with a positive outlook, I could bring a lot to the role and I was very excited to apply for it.

Getting the job at Elder Grove has been one of the best experiences of my life. It's my job to help John, Colin and Stephen, the three people who live at Elder Grove, to lead happy, healthy and fulfilled lives. Every day is different. My responsibilities

can range from helping them to take medication, to supporting them to enjoy fun days out in the community and take part in music therapy sessions.

This has been my first experience of working in social care, so I was a little nervous at first. However, I've been given lots of support, encouragement and mentoring from my colleagues, as well as some great training.

To be a good support worker, you need to be caring, patient, attentive, and able to communicate well; my job has helped me to develop all of these qualities and many more. But most of all, I've found that working in care is an incredibly rewarding vocation – for me, there is no greater satisfaction than helping John, Colin and Stephen to be at their most independent and lead full and happy lives."



"It's my job to help John, Colin and Stephen, the three people who live at Elder Grove, to lead happy, healthy and fulfilled lives."

**Wilson Oduro, 19,  
Support Worker**



Wilson Oduro, Support Worker with Elder Grove tenant, Colin Morrison





"I am really passionate about ensuring that people with enduring mental health issues have access to treatment that is right for them, so having the opportunity to talk about this on such a high-profile platform was fantastic."

**Adam Lomas, 26,  
Support Worker**

## Support Worker in Young Thinker of the Year Final

One of our brightest stars, Support Worker Adam Lomas, reached the finals of the UK Third Sector Young Thinker of the Year competition.

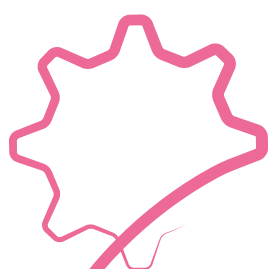
Adam, 26, who works at Marston Gardens in Liverpool, was one of only 16 people chosen to go through to the final stages of the competition, aimed at developing the skills of people in the early stages of their third sector careers.

Adam joined Community Integrated Care on a student placement as part of his Master's Degree in Social Work at Liverpool John Moores University. After graduating, he took up a permanent post at Marston Gardens - a service

supporting people with physical disabilities, learning difficulties and mental health concerns.

At the final of the competition, Adam presented a 900-word argument on "the over-reliance on medication to treat those with enduring mental health problems" – drawing on both his academic and practical work experience.

Adam said: "Although I didn't manage to come away with the winner's trophy, taking part in the competition has been a fantastic experience and I am thrilled to have made it to the final! I am really passionate about ensuring that people with enduring mental health issues have access to treatment that is right for them, so having the opportunity to talk about this on such a high-profile platform was fantastic."





## Outstanding Childcare Student of the Year Award

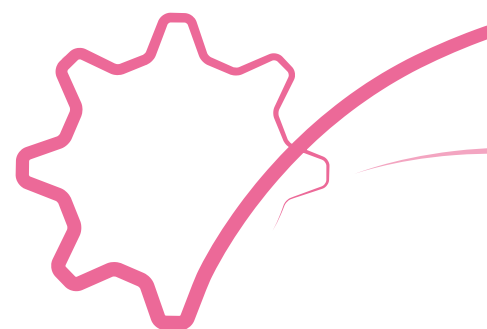
Community Integrated Care was proud to sponsor the 'Outstanding Childcare Student of the Year' Award at Newcastle College's graduation ceremony.

The sponsorship reflects Community Integrated Care's growing partnership with the College, and we were delighted to present the winner, Brioni Wilson (pictured far left), with her award.

The partnership has seen the College support Community Integrated Care in recruiting students looking to take their first step into a career in health and social care, as well as supporting with our workforce development and training.

Sue McLean, Director of Care Services and Outcomes, says: "It was a great privilege for Community Integrated Care's North East team to attend the ceremony and present the award. It was a real honour for them to meet so many outstanding students, particularly Brioni who really shone in her category."

Newcastle College offers fantastic facilities and opportunities to students, and we are very proud to be associated with them."







## A Dream Placement

This year saw the team from Barnhill Road in Liverpool named as 'Best Placement' at the Liverpool John Moores University (JMU) Faculty Student Awards.

The award, nominated by JMU students, recognises a placement that has gone above and beyond to provide an outstanding learning experience. Barnhill Road, who have accepted student nursing placements for the last 15 years, were nominated by placement students who commented that "this was the placement that we will take with us throughout our nursing careers."

The students also remarked: "The staff at Barnhill Road treat each resident as an individual and help them live their

lives to the full. We were welcomed as part of the team straight away, and everyone was so homely and relaxed."

Bernie Hardy, Home Manager at Barnhill Road, says: "I am so proud of my team for this award. When someone external comes in and says these kind things, it is very humbling. We feel as a team that we really do put the extra work in. I would like to thank my team for their hard work and commitment to ensuring standards are always met and exceeded."

## Paula's Got the Skills for Care

Paula Smith, Team Leader at Benbow Rise in Leicester, took part in a special video for Skills for Care, where she describes what it is like to work in social care.

Paula started her career in care in 1986, at the tender age of 16. Throughout her time in the care sector, she has supported older people and people with learning disabilities to live fulfilled lives in the community. She told Skills for Care, "If I could say one thing to somebody thinking about getting into social care, it would be 'go for it - you will absolutely love it!' This is the most challenging job I've ever had, but the most rewarding too."

► Watch the video: [bit.ly/paula-smith](https://bit.ly/paula-smith)







James Baker, 50, winner of The Community Integrated Care Personal Achievement Award, in recognition of his success in enjoying a healthier and more independent lifestyle.



# We Aspire

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To be the best at what we do.





# We're Proud of Our People

Community Integrated Care's success at delivering leading services has been recognised with a host of prestigious awards and accolades.

Thank you to all of our amazing colleagues, who have contributed to our success.

**Here are our nominees and winners...**

People Passion Potential



## 2013/14

### National Care Awards

#### Special Needs Manager:

Graeme Marsden, Team Leader, Trumans Lane 🏆 Winner

#### Care Personality:

Neil Matthewman, Chief Executive

#### Care Manager:

Sue Ashcroft, Home Manager, St Luke's

#### Care Housekeeper:

Monika Golenska, Housekeeper, St Luke's

#### Special Needs Manager:

Marek Dziankowski, Team Leader, Street Lane

### National Dementia Awards

#### Best Dementia Continence Care:

Carlingwark House 🏆 Winner

#### Best Dementia Care Product or Innovation:

The EachStep Model of Care

#### Lifetime Achievement in Dementia Care:

Alan Howells, Clinical Lead, EachStep Blackley

#### Best Dementia Continence Care:

EachStep Blackley

### Great North West Care Awards

#### The Care Employer Award:

Community Integrated Care 🏆 Winner

#### Dignity in Care Award:

Adrienne Ratcliffe, Registered Nurse, St Luke's 🏆 Winner

#### Care Home Registered Manager Award:

Michelle Phillips, Home Manager, EachStep Blackley 🏆 Winner

#### Care Home Worker Award:

Christine Cundall, Care and Activity Worker,

EachStep Blackley 🏆 Winner

#### The Care Innovator Award:

Sue McLean, Director of Care Standards and Outcomes

#### The Care Newcomer Award:

Rachel Watson, Care and Activity Worker, EachStep Blackley

#### The Nutrition and Hydration Award:

Donna Johnson, Catering Assistant, Kemp Lodge

#### The Outstanding Contribution to Social Care Award:

Alan Howells, Clinical Lead, EachStep Blackley

### Great North East Care Awards

#### Dignity in Care Award:

John King, Team Leader, Fox Howe 🏆 Winner

#### Putting People First Award:

Charlotte Grange 🏆 Winner

#### Nutrition and Hydration Award:

Joy Elliot, Head Chef, Carlingwark House 🏆 Winner

#### Care Home Registered Manager Award:

Wais Zamani, Charnwood Lodge

#### Care Home Worker Award:

Cathy Logue, Support Worker, Ardenraig

### Great Yorkshire & Humberside Care Awards

#### Frontline Leader:

Marek Dziankowski, Street Lane 🏆 Winner

#### Care Home Worker:

Paul Thursfield, Support Worker, Leeds Road

#### The Care Team Award:

Leeds Road

### Great East Midlands Care Awards

#### The Care Team Award:

Gilmorton

#### The Care Home Registered Manager Award:

Wendy Gill, Service Manager, Gilmorton

### Great South East Care Awards

#### The Care Team Award:

Bridge Road

### Social Impact Awards

#### Innovation Award:

The EachStep Model Of Care

#### Website of the Year:

www.c-i-c.co.uk

### Laing & Buisson Independent Specialist Awards

#### Innovation Award:

Sue McLean, Director of Care Services and Outcomes

#### Training & Dissemination of Good Practice:

Alan Howells, Clinical Lead, EachStep Blackley 🏆 Winner

#### Outstanding Contribution Award:

Alan Howells, Clinical Lead, EachStep Blackley 🏆 Winner

## 2012/13

### The Great North East Care Awards

#### The Frontline Leader Award:

Lesa Kell, Rose Beck Cottage 🏆 Winner

#### The Care Home Team Award:

Finchley House Staff Team 🏆 Winner

#### The Care Team Award:

Broomside Staff Team

### The Great North West Care Awards

#### The Care Home Registered Manager Award:

Martin Holmes, Norfolk Road 🏆 Winner

#### The Frontline Leader Award:

Susan Deninson, Monica Drive

#### The Dignity in Care Award:

Cumbria Dignity Forum

#### The Putting People First Award:

Karen Stewart, Joanne Dean & Lorraine Cole – Circle Theatre Group

### The Great South East Care Awards

#### The Frontline Leader Award:

Lisa Martindale - Palmerston Avenue

### National Dementia Awards

#### Best Dementia Care Home:

EachStep Blackley

#### Best Dementia Continence Care:

Nominee – EachStep Blackley

### UK Public Sector Communication Awards

#### Website of the Year:

www.c-i-c.co.uk 🏆 Winner

#### Customer Insight of the Year:

The launch of EachStep Blackley

### Mi Awards

#### Best B2B Campaign or Strategy:

Marketing and Communications team

#### Best B2C Campaign or Strategy:

Marketing and Communications team



## Investors In People Success

Community Integrated Care was delighted to achieve Investors in People Scotland's prestigious 'Silver' status, complementing our 'Silver' Investors in People England award.

Neil Matthewman said: "As a charity that delivers care and support, it is essential that we aim for continual improvement; our re-accreditation of the Investors in People 'Silver' status in Scotland demonstrates our success in achieving this aim, through investing in and developing our people."

Investors in People is the most successful framework for business improvement through people in the UK. By achieving this accreditation, Community Integrated Care joins an exclusive group of UK employers that are eligible to use and display the sought after Investors in People logo and plaque.



"As a charity that delivers care and support, it is essential that we aim for continual improvement"

**Neil Matthewman**  
Chief Executive Officer  
Community Integrated Care

## Top 30 in Social Care

This year saw our Chief Executive, Neil Matthewman, shortlisted in Care Talk magazine's 'Social Care Top 30'.

The chart, which features many key influencers and decision-makers within the social care sector, is aimed at showcasing and recognising real leadership, excellence and vision.

Neil was nominated for his "wealth of experience gained during a long career within the public sector" with key achievements highlighted including his "expertise in managing major change within the Health Service"



and developing integrated health and social care commissioning. Neil said of his nomination: "It is always a very proud moment when colleagues and peers within the sector recognise your commitment and contribution."

I think now more than ever is the time to recognise innovation and excellence within the social care sector and it is genuinely an honour to have been nominated alongside such accomplished figures within the industry."



# Sharing Our Experiences and Learning From Others...



## Our visit from the Singapore Government

In November 2012 Community Integrated Care was delighted to welcome senior officials from the Singapore Government, who were visiting the UK to find out about the latest innovations in health and social care.

The six-person delegation, made up of senior directors from several government departments that oversee care provision in Singapore, spent a full day with Community Integrated Care's Directors, learning about our approach to providing care and support to people with a wide range of needs and visiting some of our flagship services.

Neil Matthewman, our Chief Executive, explains, "At Community Integrated Care we are always striving to find new and better approaches to delivering care, so we were honoured to be able to share some of the insight we have gained in doing so with officials from the Singapore Government."



EachStep Blackley residents, Flo Evans and Beattie Hubbard, with representatives of the Singapore Government.



## The First MP with a One-Page Profile!

In March 2014, we were delighted to welcome Liz Kendall, Shadow Minister for Care and Older People, for a tour of one of our most innovative care services in the Midlands.



The Leicester West MP met staff and people supported at Bendbow Rise, a supported living service that is home to six people with complex physical and learning disabilities.

The service has undergone significant changes over the past year and has been successfully re-modelled into a truly person-centred home for the people it supports. A refreshed staff team have adopted a number of modern person-centred practices, including all tenants being matched with staff who share their interests and outlook, completely transforming the support offered.

### Our Personalisation Programme

Liz's visit coincided with the launch of Community Integrated Care's new Personalisation Programme, which will see

people from all levels of our organisation come together to review our current approach to personalisation. The programme was announced with a huge public commitment from our charity, to support every member of staff and every person supported – almost 10,000 people in total – to produce their own One-Page Profile by the end of March 2015.

One-Page Profiles are an important person-centred planning tool which are used to document a person's likes, dislikes and the things important to them – by establishing these key points, the Profiles help to ensure that people receive support that is enabling and personalised to them.

### A Major First

During her visit, the tenants and staff team at Bendbow Rise shared their own One-Page Profiles with Liz. Impressed by the approach, the MP committed to creating her own One-Page Profile and made plans to write her own, with support from One-Page Profile pioneer, Helen Sanderson.

Liz said of her visit: "The care and support provided by Community Integrated Care is nothing short of inspirational. The key to their success lies in their absolute focus on personalisation, which is why I'm 100% behind their One-Page Profile Project. Designing care and support around each individual is essential. Bendbow Rise is a model of care that I'm determined to champion in my constituency and nationally."

We announced plans for every member of staff and person supported – almost 10,000 people in total – to produce their own One-Page Profile by the end of March 2015.



"The care and support provided by Community Integrated Care is nothing short of inspirational. The key to their success lies in their absolute focus on personalisation, which is why I'm 100% behind their One-Page Profile Project."

**Liz Kendall MP**

Shadow Minister for Care  
and Older People





# Sharing Our Aspirations...

Throughout the year our Chief Executive, Neil Matthewman, enjoyed several opportunities to share his experiences of the care sector, his thoughts on its future direction and the role he sees Community Integrated Care playing. Here are just a few examples...

## Guardian debate

**the guardian**

Neil joined an impressive panel of speakers to take part in an exciting online web chat with The Guardian newspaper entitled "How to make the move from the NHS into the voluntary sector".

In the debate, Neil shared his experience of holding senior positions within the NHS and discussed how by working in the third sector for Community Integrated Care, he had experienced "greater freedom from bureaucracy and the opportunity to develop more influential professional relationships."

## Industry Expert Interview

Renowned health and social care website 'News-Medical' featured Neil in their 'Insights from Industry' series.

In his article, Neil talked in-depth about the changing landscape of the care industry and the role Community Integrated Care would look to play: "There are far greater aspirations for the care sector than there were 25 years ago, and this is undoubtedly positive, as it requires responsiveness amongst both providers and commissioners of care services."



**insights from industry**  
**Neil MATTHEWMAN**  
CEO of Community Integrated Care

## PIONEERING DEMENTIA CARE



**Neil Matthewman**, chief executive of Community Integrated Care – one of the UK's largest health and social care charities, tells us about EachStep, a ground-breaking new model for dementia care that is rapidly gaining attention for progressing innovation in this area of national need

## 'ModernGov'

Neil was recognised in top political magazine 'ModernGov', when he was interviewed for a feature that discussed Community Integrated Care's ground-breaking EachStep model of dementia care.

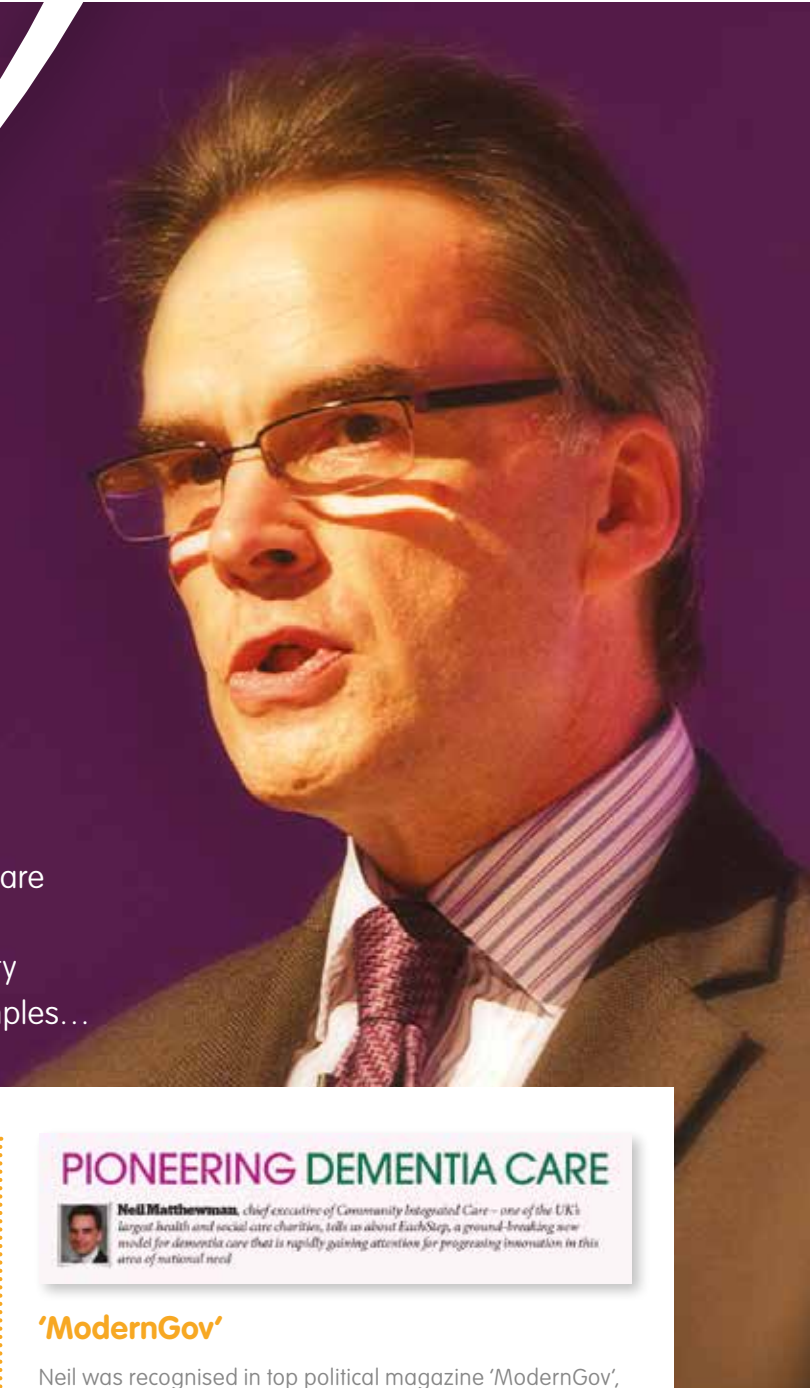
## Neil writes for Public Servant magazine



Neil discussed the move to Clinical Commissioning in Public Servant Magazine, saying: "As a former managing director of a joint NHS and local authority commissioning service, I understand both the challenges and the opportunities that the new clinical commissioning groups (CCGs) are facing as this structure becomes established.

Change on such a grand scale will naturally be difficult, which is why, at Community Integrated Care, we aim to be part of the solution rather than the problem."

Neil argued that provider organisations should be more forthcoming in presenting to commissioning groups how they can support them and that organisations must be more focused on embracing the QIPP (Quality, Innovation, Productivity and Prevention) agenda.



Our Deputy Chief Executive, Catherine Murray-Howard and our Director of Care Standards and Outcomes, Sue McLean, also talked publically about issues that matter to them.

### The Big Issue



Cath Murray-Howard gave her insights into discrimination

in a thought-provoking feature in The Big Issue, North. In the article, Cath challenged the misinformed attitudes of those who are uneasy and fearful of living near a person with a disability or mental health concerns.

Cath argued that providers should be active in challenging discrimination and uncompromising in striving to give the people they support their rightful stake within society: "A real society isn't about the most fortunate, but about protecting and supporting the most vulnerable," she said. "If we don't do that, we have to question whether we are a society at all."



### Insights into customer service in care

Cath also penned an article for Public Servant magazine about raising standards of customer service in the care industry. In the feature, Cath describes the changing expectations and needs of people using public services, how care providers need to adapt to these changes, and the measures that can be taken to ensure the satisfaction of those who access health and social care.



### Thought leader interview

Sue McLean described developing our ground-breaking 'EachStep' model of dementia care in an interview with 'News-Medical', as part of their 'Thought Leaders' feature, showcasing 'insight from the world's leading experts' in their field.

In the interview, Sue discussed the support needed by people who live with dementia, the issues faced by traditional, non-specialist, dementia care services, and how our EachStep model overcomes these.







## Making a Statement

Community Integrated Care took to the stage at a range of national care sector conferences to showcase our work and share best practice.

### The National Care Homes Congress

Sue McLean, Director of Care Services and Outcomes, featured in a stellar line-up at The 6th National Care Homes Congress, delivering a presentation entitled: "Recruiting Carers Who Really Care: Using Assessment Centres in Dementia Care Homes".

Her presentation looked at how care homes should think differently about recruitment to better identify candidates who have compassion, emotional intelligence and empathy.

### Health+Care Conference 2013

Cath Murray-Howard, Deputy Chief Executive of Community Integrated Care, delivered a presentation called 'Dementia Care: Providers, NHS and Local Authorities - Working together to meet local need', where she argued that care providers need to be less awed by the cuts in public spending and more willing to develop practical, lasting solutions to the national dementia crisis.

### Chartered Institute of Housing Conference 2013

Cath also delivered a seminar at the Chartered Institute of Housing Conference on the topic of 'Think Local, Act Personal: Personalisation and Community Based Solutions', which focussed on some of the ways that care providers and housing providers can better collaborate together to enhance the accommodation offered to people with care and support needs.

### Great British Care Shows

Community Integrated Care was delighted to present and exhibit at each of the Great British Care shows in our regions. Supported by the Department of Health, the Great British Care Shows brings together people from across the care industry to review innovation in our sector.

### National Autistic Society Partnership

We were delighted to continue our thriving partnership with The National Autistic Society, with Community Integrated Care becoming Gold Sponsors of the 2013 'Professional Conference & Awards 2013', as well as the sole sponsor of the 'Transitions for Children and Young People with Autism' Conference in January 2014.

These flagship conferences were a unique opportunity for senior professionals within the field of Autism to come together to discuss best practice and share learning.

As well as sponsoring and exhibiting at the events, two of Community Integrated Care's Regional Directors - Jill Lucock and Martin McGuigan - were proud to play an active role, with Jill chairing the 'Adult Specialist Work Stream' at the Professionals Conference, and Martin taking to the stage to deliver an insightful presentation on 'Setting up a first home for people with complex needs' at the Transitions Conference.





## Skills for Care

Neil Matthewman took part in a prestigious speaking panel at the Skills for Care Annual Conference 2014. The conference, which took place at the Hilton Metropole in Birmingham at the end of March, included an expert range of speakers from across the care industry, including Norman Lamb, Minister of State for Care and Support, Andrea Sutcliffe, Chief Inspector of Adult Social Care and Skills For Care CEO, Sharon Allen.

### **'Improving Care, Improving Lives' Conference 2013**

Community Integrated Care delivered an expert masterclass session on the quality measurement tools used by our charity to advance organisational and service quality.

### **The Alzheimer's Show 2013**

Community Integrated Care took a leading role in the 2013 Alzheimers Show, sharing our expertise by delivering a number of presentations aimed at assisting and inspiring both family carers and professional care providers.

Sue McLean, Director of Care Services and Outcomes, took questions from delegates in an expert 'Question Time' debate, where she was joined by Martin Green – Chief Executive of ECCA, Dr Simon Ridley – Head of Research at Alzheimer's Research UK and Gary Rycroft of The Law Society.





Sushma Majithia, 45, has secured work, started college and travelled with the support of our charity.



# We Deliver

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The best possible outcomes  
for the people we support  
and the partners we work with.





## A Great Step Forward for Dementia Care

On 28th June 2012, Community Integrated Care launched EachStep Blackley, a groundbreaking new £5 million dementia care service in Manchester, which supports people from their initial diagnosis until the end of their lives.

The service was formally opened by the Department of Health's National Clinical Director for Dementia, Professor Alistair Burns, one of the most influential figures in the dementia care sector.

The North-Manchester based service provides a complete range of dementia support from one location to assist people with the condition each step of the way. The state-of-the-art service includes a residential and nursing care home, a respite service, as well as a day care service.

EachStep Blackley also delivers home care across Greater Manchester, supporting people with dementia to continue to live independently in their own homes.

EachStep Blackley practically applies a range of research in the field of dementia care and has seen Community Integrated Care work alongside academics, community groups and carer groups, to develop what is one of the UK's most innovative dementia services. It includes a range of specialist lighting, furnishings and assistive technologies to encourage the independence and comfort of the people it supports.

Neil Matthewman, Chief Executive of Community Integrated Care, said at the opening ceremony: "We are incredibly proud to have officially launched this vital service today. EachStep Blackley will make an incredible difference to

the lives of local people with dementia and their loved ones, assisting them through any challenge they may face."

Neil continues, "By offering specialist support delivered by highly trained, caring staff in exceptional facilities, we are able to provide people with dementia living in Manchester unparalleled care and support."

.....

**eachstep**  
Understanding Dementia Care

# All About EachStep

EachStep focuses on supporting people with dementia to live full and happy lives, where they are empowered to take part in meaningful activities that reflect their interests, personality and life history by staff who they have strong and lasting relationships with.

To support this aim, the service employs a number of specialist staff and every person working in at EachStep Blackley receives high quality dementia training, such as Community Integrated Care's unique accredited BTEC Level 2 course in Dementia Care.

The £5 million service includes extensive facilities to support activities for its users, including large dedicated activity and reminiscence areas; an accessible gym, library and cinema screen for leisure and recreation; as well as domestic kitchens and laundry facilities, so residents can continue to take part in household tasks, should they wish. It also features expansive gardens that have been planned to be comforting and accessible to people with dementia.



## PRAISE FROM THE PROFESSOR

Speaking at the opening ceremony, Professor Burns described EachStep as "One of the most innovative care services I have seen."

▶ Watch our video interview with Professor Burns:  
[bit.ly/prof-burns-eachstep](http://bit.ly/prof-burns-eachstep)



## RECOGNISED FOR INNOVATION

Since launch, EachStep has attracted recognition and acclaim for its pioneering standards. Here are just a few highlights...



### Joseph Rowntree Foundation pops by...

In August 2012, Cath Hollingsworth, Head of Older People Services and Val Ellis, Mental Health Adviser for the research and social change charity, visited EachStep to learn more about our values, ethos and specialist approach to dementia support.



### EachStep featured in SCIE video

EachStep Blackley's dementia-friendly environment was the focus of a video produced by the Social Care Institute of Excellence (SCIE) in 2013. In the video, Sue McLean, Community Integrated Care's Director of Care Services and Outcomes, discusses how by creating a dementia-friendly living environment, care homes can improve the comfort, safety and wellbeing of their residents.

▶ Watch the video:  
[bit.ly/scie-eachstep](http://bit.ly/scie-eachstep)



## Developing Thriving Partnerships



Community Integrated Care is proud to have been an active member of the National Care Forum (NCF) since 2004, and this year we have collaborated with the group on many initiatives. The National Care Forum is the representative body of not-for-profit health and social care providers in the United Kingdom.

In early 2012, we welcomed Sharon Blackburn, Director of Policy and Communications at The National Care Forum, to our Head Office in Widnes, for a round-table discussion with our Executive Team on innovation in care and the changing social care agenda. Over the course of the day, discussions ranged from the political debate surrounding the Adult Social Care White Paper, to more operational issues, such as the importance of monitoring and upholding quality standards and maintaining excellence and innovation in the face of restrictions in funding.

Following the meeting, Sharon Blackburn said, "Meeting with our members is at the

centre of all we do within the NCF. Seeing and hearing about innovative services and the challenges our members face assists and directs how we influence and inform policy at a national level."

"Community Integrated Care has some excellent examples of health and social care integration, which is really making a difference to the lives of people who

use their services. Staff are recognised regionally and nationally for providing quality services, evidenced in the accolades they have received."

As well as organisationally collaborating with the National Care Forum, several of our senior managers have been active contributors to NCF Forums on topics like Human Resources, Finance and Marketing.



Sharon Blackburn, NCF Director of Policy and Communications, meets our Executive Board.

## Building New Networks

Our strategic commitment to developing new partnerships with leading organisations saw us join both the Association for Real Change (ARC) and the Voluntary Organisations Disabilities Group (VODG) in summer 2013.

ARC is a national organisation that champions high quality, person-centered support for people with learning disabilities, through campaigns, research and partnerships with care providers.

The VODG is a leading umbrella group of voluntary sector providers of social care services for adults. The group aims to challenge barriers, facilitate best practice and assist an exchange of learning amongst members, to ensure that people with disabilities are supported in ways that they themselves define.

Neil Matthewman, Chief Executive of Community Integrated Care, says: "We are delighted to become members of VODG and ARC – organisations whose vision of a world where everyone with a disability has full choice and control very much reflects our own values and ambitions as an organisation."



## A Growing Success

Our new five year strategy recognises that if we successfully achieve the ambitions of our Big Change programme, we'll be able to grow. In fact, we've set a target of growing 30% by 2017.

We are already seeing some dramatic success. Since launching the Big Change, we've secured new services that will bring almost £8 million of new income. This has meant that we are supporting more than 600 new people.

As a result of becoming a more responsive, locally-focussed organisation, we have also generated around £1.8 million worth of new business through

direct enquiries from the public and professionals. This demonstrates the ambitious work of our regional management teams and frontline services to build better relationships and improve our reputation.

This growth means that we are able to assist even more people, make a greater impact on local communities and offer more opportunities to our staff.

### 01: Aberdeenshire

We started to deliver home care to older people in Aberdeenshire, in June 2013.

### 02: West Lothian

In August 2013, we opened a new supported living service for people with autism in Livingston.

### 03: County Durham

In March 2014, we opened Glendale House, a 21 flat Extra Care service for people with mental health concerns.

### 04: Kirklees

Community Integrated Care was selected as the care provider for 2 brand-new Extra Care services in Kirklees. Our first, Meadow Green, a 53 flat complex, opened in November 2013.

### 05: Salford

We secured 11 supported living services for people with learning disabilities, in December 2013

### 06: Greater Manchester

We became the provider of a short-stay respite service for people with learning disabilities and physical disabilities in Tameside, Manchester, in December 2013.

### 07: Liverpool

In 2013, we formed a partnership with Merseycare NHS Trust and Liverpool City Council, to develop a short-term supported living service which enables people with mental health concerns to move from receiving hospital support back to living independently in the community.

### 08: Stockport

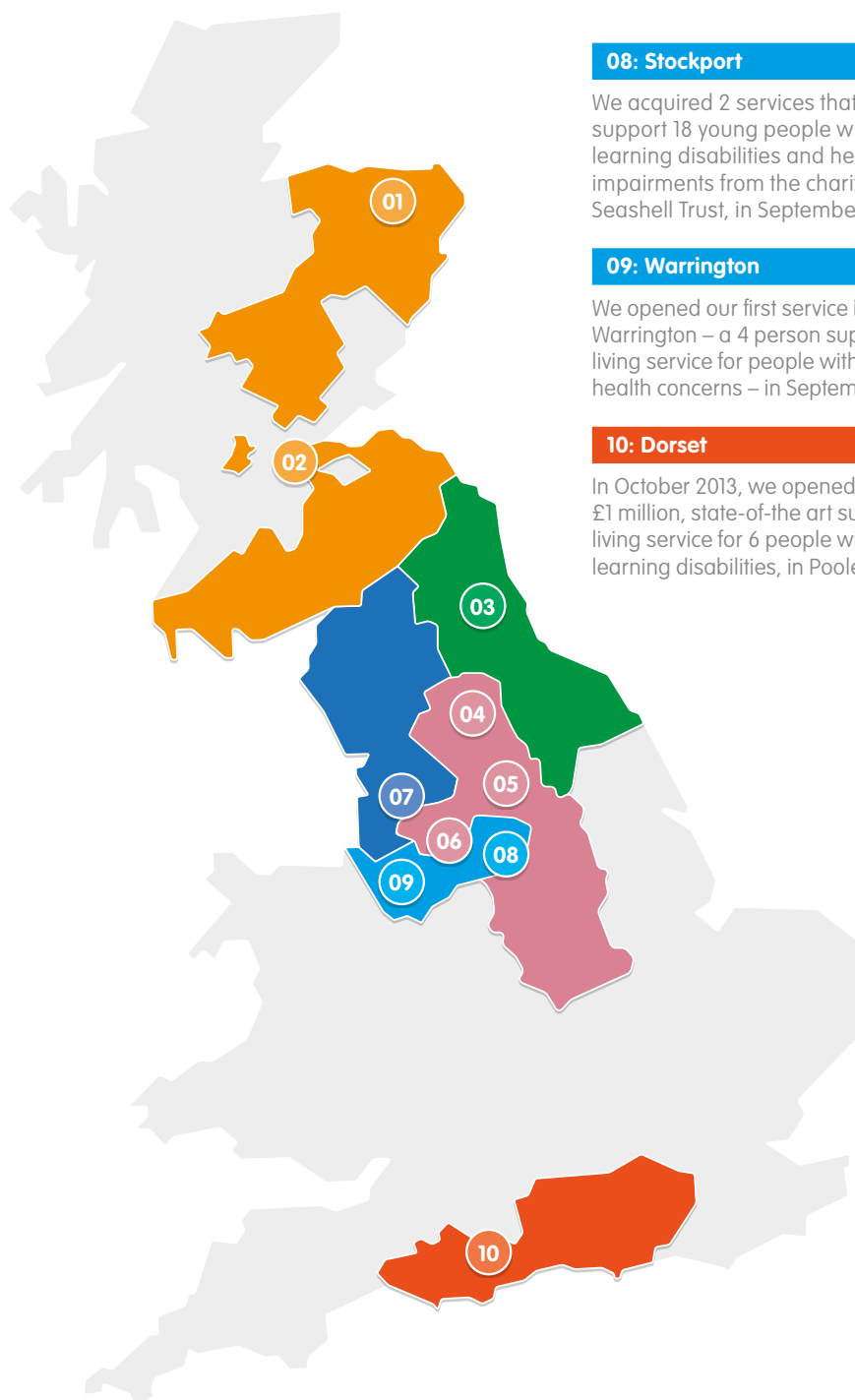
We acquired 2 services that support 18 young people with learning disabilities and hearing impairments from the charity Seashell Trust, in September 2013.

### 09: Warrington

We opened our first service in Warrington – a 4 person supported living service for people with mental health concerns – in September 2013.

### 10: Dorset

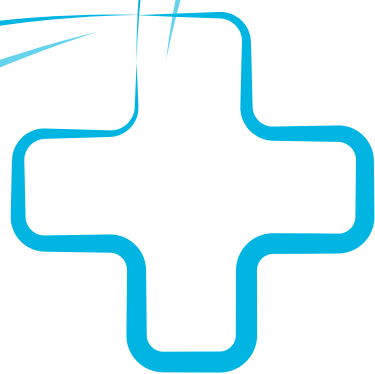
In October 2013, we opened a new, £1 million, state-of-the art supported living service for 6 people with learning disabilities, in Poole.







David Campbell, 24, has autism. He has been supported to overcome anxiety and live independently in the community – building his life skills, volunteering and even forming a band.



# We Include

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The people we support, our staff,  
the communities we work  
in and our partners.



## Our Wonderful Where's Wally Walk



A fundraising team of 16 staff and tenants from Elder Grove in Glasgow, took to the pavements for a 'Where's Wally' themed sponsored health walk, to help raise money for the Prince and Princess of Wales Hospice, which provides specialist care for children with terminal illnesses.



## Respite Service Celebrates Summer

Our Bredon Respite Care Service in Runcorn held a Summer Open Day on 3rd August 2013, opening its doors to the local community for a day of fun in the sun.

Bredon provides short-term respite support to adults aged 18-65 with learning disabilities and complex health needs. Recognising the fact that Bredon is a service that supports the local community, the event celebrated health, safety and wellbeing in Halton. It featured demonstrations from the local police and fire services, as well as stalls from local health groups, including the NHS Halton 'Stop Smoking' Service.

The packed event was attended by people supported by Bredon and their loved ones, local health professionals, as well as many interested members of the local community. Guests were treated to a BBQ and cream tea, and took part in fun activities like face painting.

## A Very Happy 101st birthday!

In February 2013, Agnes Taylour Cameron, a resident at Kemp Lodge Care Home in Waterloo, Merseyside, was joined by friends, fellow residents and staff, to celebrate her 101st birthday in style!

Diane Williams, Regional Manager, says: "It is a fantastic occasion, and we are so thrilled to be able to celebrate a momentous occasion with Agnes. She's a remarkable lady and we are very proud to be part of her special day." Agnes spoke of her joy at the special occasion: "I'm honoured that these people want to spend my big day with me, this has been the happiest birthday of my life."

"This has been the happiest birthday of my life"

**Agnes Taylour  
Cameron, 101.**







## 85th Birthday Party for Care Home Volunteer

Pemberton Fold Care Home in Manchester held a special celebration to mark the 85th birthday of resident's husband and tireless volunteer, Ted Platt. Staff at the service arranged for the home's chef to prepare a romantic meal for two for Ted and his wife Joyce - a roast dinner with jelly and ice cream for dessert – Joyce's favourite! Ted was also recognised at our 25th Anniversary Awards, being shortlisted in our Partnership Award category in recognition of his volunteer services to Pemberton Fold.

## Community Integrated Care Supports Carers' Charity

We showed our support to the Care Workers' Charity (formerly the Care Workers Benevolent Fund) by donating three marathon places to athletes raising funds on behalf of the charity.

The Care Workers' Charity provides assistance for current, former and retired care professionals who are experiencing difficulties in life, from financial hardship to illness.

Community Integrated Care was a founding member of the CPBF, and continues to actively support the organisation today.

Samantha Lowe and Alex Boylan of Goosebumps brand agency and Oli Blackwell of carehome.co.uk were the lucky recipients of the donated places, pounding the pavements to take on the 26 mile challenge, raising almost £3,000 for the Care Workers' Charity.

the  
care  
workers  
charity



## Taking to the Stage

People supported by Community Integrated Care in Liverpool staged their own theatrical performance in March 2014, entitled '100 Years of Making Memories' - a musical extravaganza that looked at some of the key moments of the past century.

The variety show was written and performed by our Circle Performance Theatre Group, a social inclusion theatre group set up by people supported and staff.



We Include

## Burns Lunch Festivities at Cornwall Park



Residents and staff from Cornwall Park Care Home, Newton Stewart, celebrated the birthday of Scottish poet Robert Burns in style with a traditional Burns Supper on 5th February 2013.

The festivities included a banquet of traditional Scottish delicacies including haggis, neeps, tatties, oatcakes and cheese, which was all washed down with a 'wee dram'!



## Our Students Support Sport Relief



Students and staff from Community Integrated Care's Rievaulx Day Centre in Billingham joined more than one million people across the country to take part in the Sainsbury's Sport Relief Mile in March 2013.

The ten-man team completed their one mile challenge at Stockton's Teeside Barrage, contributing to the £52 million pounds raised by the event to help some of the most vulnerable people in the UK and in the world's poorest countries. Kitted out in their Rievaulx football club strip, the team ran the course in only 12 minutes, with two members of the team even taking on the 3 mile challenge too!

John Robinson, Senior Support Worker, who helped organise the team, said: "Our students are renowned for their love of sporting challenges, be it football, netball, swimming or running; so when some of the students expressed an interest in doing their

bit to help raise money for Sport Relief, we were delighted to be able to support them to exceed their ambitions."



## Working Together to Change Lives

Community Integrated Care was pleased to open its doors to advocacy group, Changing Our Lives, who delivered an insightful and inspiring workshop on Quality of Life Standards to our in-house Quality Team.

Represented by Jayne Leeson and Siraaj Nadat, Changing Our Lives aim to support people with disabilities to stand up for their rights and control their own lives. The motivational and energetic session explained how the Quality of Life Standards should be used when establishing outcomes for the people we support, to enable anyone with a disability to be respected and treated like any other member of society.

Shelagh Murphy, Quality Improvement Manager at Community Integrated Care, says: "Delivering services that are built around the needs and wishes of the people we support is something that we constantly strive to do. This inspirational session really helped to embed a set of standards that we can all work towards to provide a higher standard of support."



Virgin Media volunteers at our Heartly Green Care Home, Salford



## Big Businesses Give Back

Residents and staff in our North West care homes have been delighted to welcome teams of volunteers from some of the biggest names in business.

Virgin Media, GE Capital, Manchester Airport, Barclays Bank and the Royal Bank of Scotland are just a few of the companies who chose to partner with Community Integrated Care and take part in corporate volunteering events. From painting and decorating, to gardening, to DIY, the teams of volunteers generously gave up their own time to improving our services and making them better places to live and work for staff and the people we support.

Elaine Gilbert, Director of Organisational Development & Transformation, says:

"Corporate volunteering days are a great way for businesses to give their employees the opportunity to test their skills and experiences, outside of the office environment, improving team culture and building job satisfaction, whilst doing something worthwhile for their communities."

"We can't say thank you enough to the teams who chose to volunteer with us this year. The results of their hard work are truly amazing and always bring a huge smile to the faces of our residents and staff alike."



"The results of their hard work are truly amazing and always bring a huge smile to the faces of our residents and staff alike."



# Financial Results

The year ending March 2014 saw the third sector continue to operate in a challenging environment, as public bodies sought financial efficiencies due to the ongoing general downturn in the economic climate.

Community Integrated Care's total operating income rose by 5% to £99m (2013: £94m), highlighting the continuing commitment to growing the charity's service provision, in line with our five year strategy and our aim to become to become the UK's Leading Health & Social Care Charity.

## Strategic Investments

Despite the prevailing economic operating conditions, Community Integrated Care continued to invest in both its operations and environments, increasing expenditure on charitable activities by 7% on the previous period (2013: £93.5m).

We used our resources for a number of key strategic purchases, such as our new residential & respite services in Poole - Magna Road and Westview House. In addition, we acquired Griffin Lodge & York House from the charity, Seashell Trust, which are residential and supported living services for people with learning disabilities and additional sensory needs - enhancing our expertise in this area of service delivery.

## Ensuring viability

We do not actively raise funds through donations or events - all of our income is derived from payments for services provided. As local authority spending continues to be restricted and annual fee uplifts are zero, achieving growth in net income from existing services has proved challenging. That said, due to our continued success in new business tenders and some organic growth, Community Integrated Care has continued to grow this year, ensuring we remain viable for the future.

We continue to show a robust balance sheet position, despite the on-going financial restrictions within the public sector, with fixed assets of £48.6m (2013: £46.7m). The increase in fixed assets in the year results mainly from the purchase and refurbishment of Magna Road and Westview House, mentioned above.

Region	Income %
Scotland	21
North East	17
North West & Cumbria	14
North West & Cheshire	23
Central	17
South	8

Region	Expenditure %
Scotland	22
North East	17
North West & Cumbria	14
North West & Cheshire	22
Central	18
South	7





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