



# shared lives

south  
west

KEEPINGSAFE



Annual Report 2020-2021



# Outstanding Service



Across Cornwall,  
Devon and Somerset

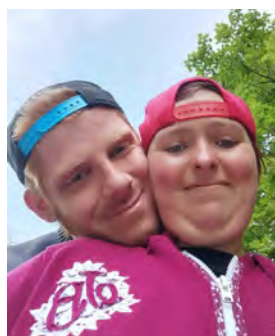
## INSIDE...



2020-21 HIGHLIGHTS 4-5



JAMIE'S STORY 14-15



HOLLY & GEOFFREY'S  
STORY 20-21



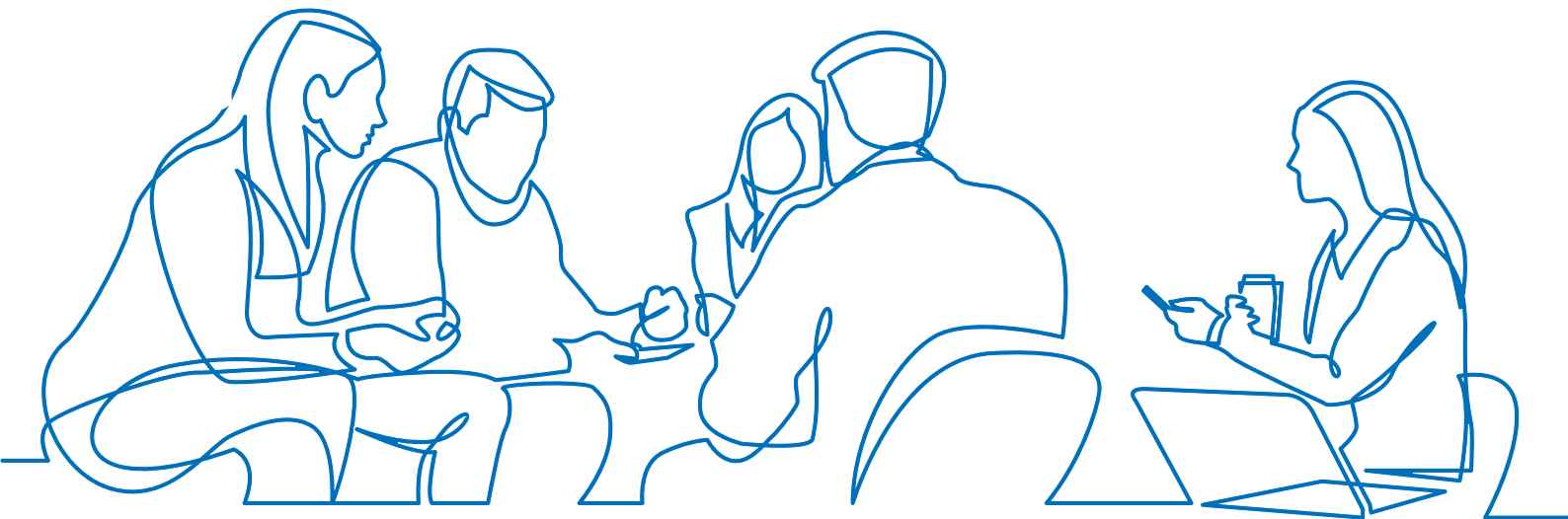
JULIE'S STORY 24-25



ABBY'S STORY 28-29



# About IUS



**Shared Lives South West (SLSW) has been established for more than 15 years and has firmly made its mark on the care sector.**

We are currently rated 'Outstanding' by the Care Quality Commission (CQC) and are constantly aiming to grow and evolve.

Even during the pandemic we continued to recruit new carers to help strengthen the sector and support our existing carers, who have worked tirelessly around the clock through these unprecedented times and need respite.

Despite growing, our objectives and values stay the same – we put the people who we support at the heart of what we do.

From inception, our mission has been to support people with additional needs to have full and active lives in their communities; using the amazing personalised support that we offer.

We support adults and young people in transition from the age of 16 upwards.

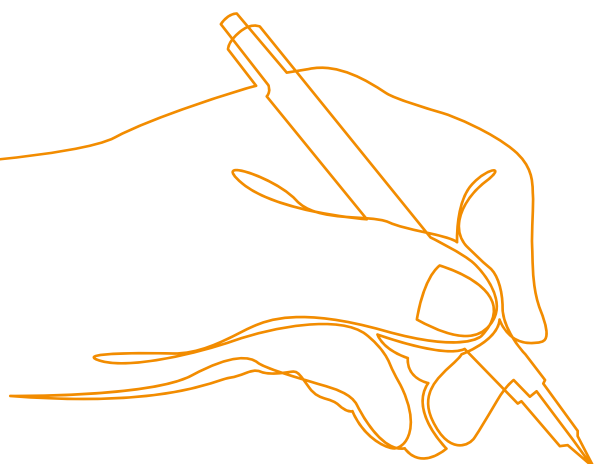
We support individuals with a learning disability, mental health issues or dementia; we also provide services for older people.

In the last five years, we've also supported parents with a learning disability and in more recent times we launched a Home From Hospital service, which is now integrated into our existing services.

We offer long term Shared Lives arrangements, regular and one-off short breaks and support people to live more independently through our Just Next Door service.

Our carers open their own family home and support people who use our services, so that they can live their life and thrive.

High quality, person centred care is what we do best and is at the heart of all our plans.



# Letter from the Chair of Trustees



**There is no doubt that the last year has been one of the most challenging for us all. The pandemic has put constraints on all our lives and we've all been at home a lot more.**

SLSW Carers have shown true resilience throughout the pandemic and have done their absolute best to keep the people they support safe and well. They have also come up with

ingenious ideas to keep their SLSW family entertained and offer true person-centred care and support while at home.

At times it felt there was a black cloud over the world, but SLSW families have added some light and there have been incredible positive stories to come out of this year, so much so that we've used the hashtag **#positiveslsw** on our social media.

The SLSW Annual Report continues that positivity with an array of real uplifting stories.

Read all about Jamie's fantastic weight loss and healthy lifestyle transformation on pages 14-15 and also how Holly and Geoffrey moved in together during the pandemic as they couldn't bear to be apart with looming lockdowns. There is a feature on the couple on pages 20-21.

An inspiring story can also be found on page 27, Ivor and Peter discovered a new found love for art and their incredible creations have been sold to raise money for

the NHS. Their efforts were recognised when they were included in national Dimensions Coronavirus Learning Disability and Autism Leaders' List.

Throughout the SLSW Annual Report there are photos of SLSW families making the most of being at home, whether it's enjoying yoga in the back garden, enjoying crafting to discovering beautiful walks and learning new talents.

With the vaccine now being offered to all SLSW Carers it has given the organisation hope for the future that life can return to some normality.

SLSW Carers are some of the unsung heroes of the pandemic and have worked tirelessly throughout. SLSW Carers don't work 9 to 5, they provide around the clock support and with day services closing and support networks more difficult to access, they have all shown immense strength.

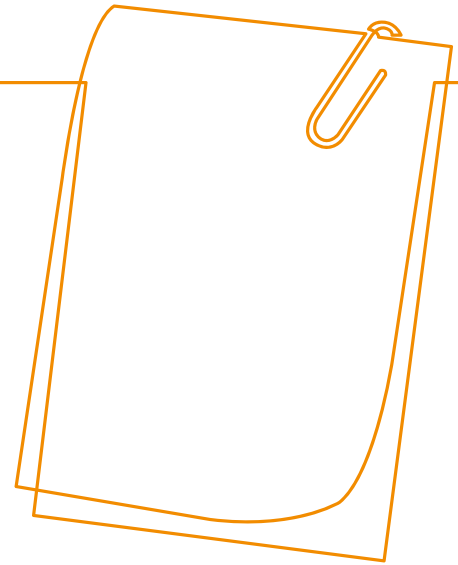
The SLSW staff team has also kept focused and have been on hand to help SLSW families where ever they can in such challenging times.

From the whole SLSW Board of Trustees, we would like to pass on our heartfelt thanks to you all.

Moving forward, let's continue to stay positive and take time to reflect on what we've achieved in such a period of uncertainty.

Here's to a brighter 2021 and beyond.

**Cheryl Lewis**



# Letter from the Chief Executive Officer



**I certainly never expected to be introducing an Annual Report focused on “keeping safe”, documenting all of the amazing acts of empathy, passion, determination and innovation in the face of a global pandemic.**

If this year has taught us anything it is to expect the unexpected, to never underestimate our ability to adapt and overcome, and to

cherish human interaction and personal connection.

In the face of seemingly insurmountable challenges to the care sector, I have been humbled and amazed by the way that SLSW Carers, and the staff that have supported them, have faced the pandemic head on with courage, humour and heart. There have been countless moments of challenge, whether that was supporting people with no access to day services or their families, or working from home surrounded by children who couldn't go to school and many moments of personal grief and dips in well-being. Looking across the wider social care sector, it is a testament to everyone involved in Shared Lives South West that none of the people we support have suffered significantly from COVID-19.

This year's SLSW Annual Report is a testament of the incredible work SLSW Carers have done in the last year. In unprecedented times, they have shown resilience and done their absolute best to keep the people they support safe and well.

The photos and stories we have received from SLSW families throughout the year have made the team smile during such challenging times.

The photos and stories we have received from SLSW families throughout the year have inspired the staff team and given us all cause to smile during such challenging times. I was particularly impressed with the dedication and commitment to losing weight shown by Jamie (pages 14–15) and Abby (pages 28–29), and how SLSW Carers Evelyn, Marlene and John worked together to support Holly and Geoffrey to move in together (pages 20–21).

As well as all of the amazing staff and SLSW Carers that have worked tirelessly throughout an immensely challenging year, I would also like to highlight the fantastic work of our trustees and approval panel members, who kindly volunteer their time to help the organisation. They have not only adapted to very different ways of working with us but have also contributed more of their time at times when we have really needed their support, which has been really appreciated.

We finish a long year feeling quite bruised and jaded by what has been thrown at us all. I know that staff and carers alike will need time and support to move forward and to find a 'new normal' that ensures they can be happy and healthy in their work. The focus for the coming year will be to ensure we remain positive and move out of the pandemic into a brighter future.

**Dominic Spayne**





**There is no doubt, 2020 was a challenging and tough year for all of us, despite this SLSW families managed to make us smile with all the positive activities they managed to do despite being at home.**

Every day we received photographs from SLSW families across Cornwall, Devon and Somerset trying to make the best of living in the pandemic.

They have been busy crafting, baking, exercising and so much more. Many had garden parties to mark VE Day, while others got involved in decorating our charity Christmas Tree at Princesshay, Exeter.

When lockdown restrictions were eased some even managed to get away for a holiday.

Despite it being a dark year across the world SLSW families were resilient, and we could not be prouder.











# PPE



## for SLSW Carers



**Catherine Morgan from our Admin team, who has been part of a small team in an office bubble throughout the pandemic, talks about getting PPE for SLSW Carers in the early days of the virus...**

At the start of the first lockdown, boxes began to arrive at our Devon office. It turned out that our CEO had been scouring the internet, and making many phone

calls, to obtain PPE for carers and SLCs throughout SLSW.

The Admin Team in Devon were part of the skeleton staff working in the office at that time – all socially distanced of course! We were tasked with sorting and storing the boxes as they arrived, and keeping a record of what we had received.

We then received a request from the Leadership Team to parcel up the PPE and send it out to all our carers and SLCs. On the Admin Team we are always up for a challenge, so we donned PPE, put our desks together to create a production line and disinfected everything in sight. We then started counting out and parcelling up: gloves, masks, protective glasses, plastic pinafores and hand gel; putting them all in plastic freezer bags we had bought from a local supermarket, and then into large envelopes which had been prepared by Sam Baxter (who is an expert at mail merging addresses onto labels).

We did nearly 300 packs. It took us a couple of days, and at the end we were all counting gloves in our sleep. We were very grateful to our postman who kindly provided us with sacks, and took away at least 20 full ones!

At the time wearing a mask and gloves seemed a strange experience, but now it seems almost 'normal'. Let's hope that with the help of social distancing and vaccinations, we can get back to a situation when PPE is a thing of the past.



**Julie Thomas, a SLSW Carer in Exeter, said the PPE provided by SLSW made it so much easier for her to support Martine, when she had vital hospital appointments during the pandemic.**

"Martine was diagnosed with cancer, and she had many appointments during the pandemic," said Julie, who has been a SLSW Carer for six years.

"SLSW was supportive with providing PPE as I needed to assist her and I was allowed to go in with her. She couldn't have gone through all that on her own."

"I called the SLSW team and they sorted out a supply and it put us at ease, and we felt supported."





# Living with COVID

**All SLSW Carers have done their best to protect their households from COVID-19 over the last 12 months, but unfortunately members from this SLSW family from Plymouth contracted the virus.**

Despite sharing a family home with only one bathroom, they managed to keep safe, recover and keep the eldest and most at risk member of the family Roma, 78, well and virus free.

SLSW Carer Teresa Walker supports couple Kerry and Matt, as well as Roma in her own home that she shares with her husband Kevin. Teresa and Kevin's son Ben, and his wife Sam, have also lived with them since the start of the pandemic.

Thanks to Teresa's warm personality Matt, Kerry and Roma have thrived since living with her. Teresa's incredible work was also recognised a few years ago when she was a finalist in the Great British Care Awards.

The virus struck the household in the spring, but thanks to being rigid with PPE and excellent deep cleaning they were able to contain the virus so that Roma didn't catch it.

Ben and Sam, who was 38 weeks pregnant at the time of the first positive case within the home, managed to stay well and not get COVID-19.

It's believed that the infection may have come from a sheltered housing complex where Matt's mum resides.

A few days after he visited her, Kerry and Teresa felt slightly unwell and booked tests. Kerry's came back negative but in the meantime Matt received a call to say there was someone with COVID-19 in his mum's accommodation and that his mum had tested positive for the virus and was quite ill.

Teresa then supported everyone to access and take a COVID-19 test. Teresa's test came back positive as did Matt's. Teresa was poorly and spent some time recovering in bed, whereas Matt was asymptomatic. Everyone in the household isolated in separate rooms to contain the virus



and kept visits to communal areas to a minimum, and were robust with deep cleaning and using PPE. While Teresa felt very ill with the virus Ben and Sam helped out to make sure that Roma, Matt and Kerry continued to be supported.

Ben ferried food and drinks to each of their rooms wearing new PPE to each room for each task, until Teresa was well enough to



take this role on. After the first period of isolation of 14 days, everyone who originally tested negative for the virus was retested and this time Kerry and Kevin tested positive meaning the whole household had to continue to isolate. Kevin was quite poorly but has now recovered and Kerry was asymptomatic.

Matt and Kerry remained happy in their rooms, where they kept busy on their laptops, game systems, crafting and working on a model railway. They also had access to TV, Netflix and Amazon Prime. Teresa checked on both of them several times throughout the day and planned activities with them whilst they were isolating for them to look forward to once the household isolation period finished. Teresa adapted Roma's bedroom to ensure that she could eat her meals safely in her bedroom instead of having to access the dining area, as to reduce the risk to Roma further. Roma enjoyed having meals in her room, as she saw this as something different and special.

Teresa worked tirelessly to ensure that everyone within the household had everything they needed during this time, she completed additional online training, followed risk assessments and requests from Plymouth City Council whilst continuing to provide person centred support to each individual within the home during approximately one month of isolation within the home.

Due to the household's diligence, and Teresa's tireless efforts the virus was not passed along to the most vulnerable in the household. After the second period of isolation the remaining members of the household who had tested negative were again retested, and thankfully all retested negative.

Everyone has recovered from the virus, and at the end of the isolation period Sam gave birth to a healthy baby girl called Esme.

All members of the household have now been fully vaccinated against the virus.

"We all just dug deep and got on with it, we had no choice," said Teresa. "We had so much to protect. My family is everything to me. I also have to say that there is no way we would have been able to cope and deal with all that came our way without the amazing support from everyone at SLSW, especially our SLC Holly Anderson, who was brilliant."



# Staff Changes

## CEO Dominic Spayne sums up big changes to the staff team at SLSW in the last year ...

After a long period without any change in the organisation's Leadership Team we finished the year with three departures. Phil Hodgson left his Business & Finance Leader role, whilst Anne Bilham and Janice Brown departed their Shared Lives Team Leader roles. All three had been with SLSW for a long time, with Phil and Janice working in various roles with SLSW for a decade each, whilst Anne joined five years ago. All three will be hugely missed by staff and SLSW Carers alike and we wish them the very best in the next stages of their careers.

Change is inevitable, and indeed embracing change and innovation is one of our core values. Whilst it is always sad to see people leave, it is an exciting opportunity for new faces to join the organisation, bringing different skills and perspectives. Rose Gapper and Edward Bunce-Phillips have joined as Shared Lives Team Leaders, having both held Registered Manager roles in other parts of the care sector. Tim Wickson has joined as the Business & Finance Leader, bringing a wealth of experience in senior finance roles in different sectors. Over the course of the year we also saw Amanda Maggs and Becki Shepstone step up to become Shared Lives Team Leaders having previously been Shared Lives Coordinators, whilst Laura Maker has started an exciting new role as our first People & Culture Leader. The changes in leadership bring much needed energy, enthusiasm and positivity to the organisation, ensuring we are focused on moving forward and out of the pandemic. See pages 30-31 for interviews with some of our new Team Leaders.

Outside of the Leadership Team we saw some other great new additions to the team. Chrissy Goodridge, James Silgram and Sharon Button have all taken on roles as Shared Lives Coordinators, Penny Smith is our new Administrator for the Somerset office, and Chloe Boyd is remaining with SLSW after successfully completing an apprenticeship as an Administrator in Cornwall.

### Chrissy Goodridge trialled becoming our first Shared Lives Assessor, with the responsibility of assessing new carers.

"I initially started in the role as an SLC in May, covering maternity leave. As the year went on I was offered the opportunity to become part of the Shared Lives Plus national project, working as an assessing SLC to recruit new carers to SLSW. By having a designated assessor the aim was to speed up the process while maintaining the quality of potential carers coming into SLSW. It also takes some of the pressure off the SLC's by having me continually doing assessments.

I'm on hand to answer questions and support new carers going through the assessment process, and guide them through to the approval stage.

I'm very pleased to say that the project has successfully recruited new carers, for all the teams across SLSW, all of which were recruited in the middle of a pandemic; not an easy mission when most of the work was undertaken remotely. I thoroughly enjoyed this project and I'm appreciative to SLSW for offering me the opportunity. I'm looking forward to working alongside some of the carers that I have assessed, in the future."

## Changing our Charitable Objects

**To be a charity in England or Wales, your organisation must be set up with purposes which are exclusively charitable, you need to carry out these purposes for the public benefit when you run your charity, and you then report on this in your trustees' annual report. Your charity's purposes should make it clear what outcomes your charity is set up to achieve, how it will achieve these outcomes, who will benefit from these outcomes and where the benefits extend to.**

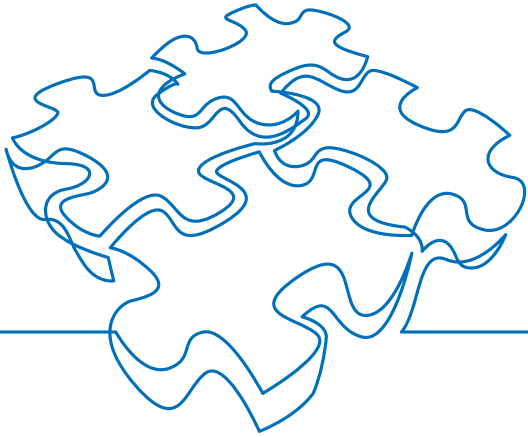
The charitable objects of SLSW are as stated in the 'memorandum and articles of association' when first incorporated in 2004. We have grown and evolved significantly since 2004, reaching a point where some of our growth and development aspirations will require additions to our charitable objects. Having established ourselves as experts in providing care and support in a family setting, we have aspirations of expanding to support other groups, such as the elderly, victims of domestic abuse, homeless people and refugees. We also want to consider parallel service offers, such as Homeshare. All of which have been identified by our local authority commissioners as desired users of Shared Lives services.

As such, in June 2020 we made an addition to our charitable objects to include the following:

*"For the public benefit, to provide relief to those in need by reason of age, ill-health, financial hardship or other disadvantage (and in particular, but without limitation, elderly people, victims of domestic violence or abuse, homeless people, people in need of after-care and assistance following discharge from hospital or a care facility, or people seeking asylum or granted refugee status) by providing or facilitating accommodation, and/or care and support services to or for such persons designed to meet their needs and by providing or facilitating appropriate support for their carers."*

This broad addition provides us with the flexibility to explore other aspirations, but it doesn't represent a firm commitment to undertake any radical changes just yet. Our first aim is to explore the 'Homeshare' model, which is closely linked to Shared Lives.





# Strategic Plan

## Our Vision

To be recognised as the leading provider of Shared Lives services in the country.

## Our Purpose

We support people to live meaningful lives, enabling independence through personalised, affordable care, by sharing a home and family life and by supporting involvement in the local community.

## Our Values

We are person-centred in everything we do, respecting and valuing the contribution each person makes.

We provide a positive and supportive environment to ensure that people live a full and happy life.

We have a culture of fairness, honesty and integrity in everything we do with everyone we work with.

We are open to change, challenges and innovation to continue to improve and develop our services and ourselves.

## Our Strategic Themes

### Our People

Through our values based culture and our emerging focus on self-management, coaching and well-being, as well as a full review of our recruitment, induction, training and succession planning approaches, we will ensure that staff, carers and volunteers feel valued and are proud to work with the organisation.

### The People We Support

Working in partnership with other organisations, we will ensure that people supported in Shared Lives can maximise their personal independence and self-worth through access to employment and volunteering, greater understanding of their health and wellbeing, and support in creating and maintaining safe relationships both in the community and online.

### Our World

We will empower staff, carers and the people they support to make worthwhile and meaningful contributions in time, skills and experiences, to local communities, the adult social care network, and to the environment as a whole, ensuring the organisation has a positive impact on the world around us.

### Evolving

We will ensure the future stability of the organisation by continually reviewing our structure and processes, adapting our services to target gaps in the market, developing new offers to meet the demands of current and future commissioners, and considering new ways of funding innovative projects that deliver significant impact.

### Pursuing Excellence

In support of our vision, we will pursue feedback, recognition, awards and accreditations that identify us as a high quality and cost effective social care provider, and a thought leader in the Shared Lives market.



# COVID-19 Survey Results

**With home and normal life changing around us, we felt it was important to have an understanding of how SLSW Carers were feeling six months into the COVID-19 pandemic.**

We created an online survey to see what they thought SLSW did well, and what we could improve on.

Our carers had a month to fill in the survey, which asked questions about:

- How easy it was to access information about COVID-19
- How easy it was to access PPE
- Rating the support they felt they received from us
- Whether they've had regular contact with their SLC, and felt supported
- Whether they read our weekly information email, and whether it was useful
- If they had managed to have a break from caring
- If they felt their mental health had been affected by the pandemic

## 38%

managed to have a break from their caring responsibilities between March and October. Of the 62% who said they hadn't had a break, 25% said they 'hadn't needed one'

## 107

carers filled in the survey

## 70%

agreed or strongly agreed that PPE was easy to get hold of

## 88%

said they felt our weekly email update was informative and useful

## 78%

said they felt supported by their SLC during the pandemic

## 15%

strongly agreed that their mental health had been affected

## Carers Vaccination Progress

**We asked SLSW Carers to contact us if they had booked their vaccine, and tell us when they had completed their vaccine course so we could monitor their progress.**

As social care workers, carers were on a priority list to get the vaccine to aid the sector, keep it running efficiently and keep the people they support safe.

A small number refused the vaccine, some had taken part in COVID-19 clinical trials or had medical reasons not to have it.

- Overall the total at year end who had one or both vaccines was 54%
- Almost 60% of Devon and Somerset carers had received the vaccine
- Nearly 50% of Cornwall Carers had received at least one vaccination
- More than 30% of Plymouth Carers had received at least one vaccination
- In total more than 200 Carers have had received at least one vaccination or got it booked by the end of March 2021

	Booked	Completed	No record	Other	Refused	Total
<b>Cornwall</b>		63	61	1	3	128
<b>Devon</b>		49	34		3	86
<b>Plymouth</b>	1	5	9			15
<b>Somerset</b>	15	50	15	3	4	87
<b>Torbay</b>		21	8			29
<b>Total</b>	<b>16</b>	<b>188</b>	<b>127</b>	<b>4</b>	<b>10</b>	<b>345</b>

93% of our staff team (total 46) have had at least one dose of the vaccine.

	Booked	Completed
<b>Cornwall</b>	0%	49%
<b>Devon</b>	0%	57%
<b>Plymouth</b>	7%	33%
<b>Somerset</b>	17%	57%
<b>Torbay</b>	0%	72%
<b>Total</b>	<b>5%</b>	<b>54%</b>





# Communication with Carers

**To keep up and maintain contact with all of our carers, and all the people we support during the COVID-19 lockdowns, we have had to be creative and evolve.**

It's important for us to be able to support and monitor placements, so each person within SLSW, SLSW Carers and individual supported, has a contact agreement. This is a baseline agreed between the SLC and the Carer/ person supported for contact, this can vary from face-to-face meetings to telephone calls.

When COVID-19 hit, SLC's increased their calls to the households to weekly. Unfortunately many of the triangulation contacts could not happen. For example, in normal circumstances SLC's may ring day centres and colleges to hear from people who regularly spend time with people SLSW support.

As we became more familiar with life in the pandemic, we were able to review and adjust our ways of contact. We started supporting people in a variety of ways. Online we chatted on Zoom or messaged on WhatsApp, and when rules allowed we met up in gardens.



Whilst many have missed the face-to-face contact, many have learnt new ways to communicate. Some SLSW Carers,

and people who use our services, have upskilled themselves with technology, and can now use video and messaging apps; and are now seeing the benefits of it.

From a wider organisational perspective, we have sent out a weekly email to all carers detailing the latest government guidance, links to Easy Read

documents about COVID-19, news on the vaccination programme and how to book an appointment, advice on mental health and keeping well, and much more.

We have also set up a private Facebook group for SLSW Carers, in the hope that a community would be formed across the counties in these uncertain times.

More than a third of all our SLSW Carers have joined and now regularly post on the page, and new friendships have been formed.





# Jamie's Story



**Despite it being a challenging year, Jamie who uses our services has lots to celebrate!**

He's risen to the challenge to lose weight, and has managed to lose seven and a half stone in a year. He has been supported throughout his weight loss journey by his SLSW Carer Rachael Cowling.

"He moved in a year ago and since then he has been following a plan with Slimming World in Camborne," said Rachael.

"I follow it too, so it made it easy for us as a family. Jamie had lost weight before, but put some of it back on. This time he has really stuck to it. One of the main focuses of him moving in was to establish a healthy eating plan, and we've done it."

Even through lockdown, Jamie has not given in.

"In some respects being in lockdown it's been easier, as we've been home and can spend time cooking and the weight dropped off, he was losing 4lb a week," said Rachael. "In our family we all help out, and he enjoys cutting the veg and has made spag bol. He also loves Slimming World lasagne, cottage pie and chili con carne."

As well as sticking to a healthy eating plan, he's also enjoying regular exercise. "He now has a bike and we go out together and it's really changed him, we're so proud of him," said Rachael.



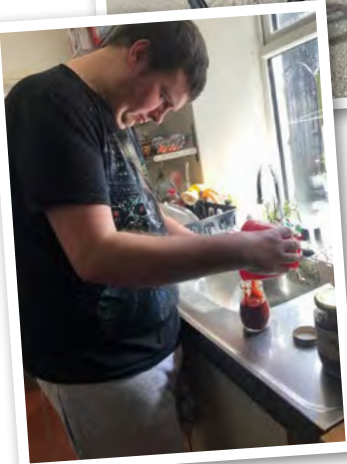




So are his co-workers at the Kehelland Trust. "We went for a ride and stopped to say hello to his colleagues who he hadn't seen for a while," said Rachael. "They couldn't believe the change in him."

The family has a new addition, their new puppy Chocco the Cocker Spaniel. "Jamie helps with exercising Chocco too," said Rachael.

It's been ten years since Rachael first embarked on becoming a SLSW Carer. "I was a foster carer and when the people I was caring for were old enough, they transitioned to SLSW. Since then I've been a SLSW Carer. It gives me the chance to be at home and work, and I love to care. It's important to treat the people we support as adults and help them grow in their lives."





# Assessment Process



**Laura Maker, Team Leader, was instrumental in revamping our fast track assessment process this year.**

In the early days of the pandemic, we overhauled and streamlined our carer assessment process, moving to an innovative fast track approach using online methods.

The key to being a quality provider is innovation and being able to evolve and grow. With COVID-19 SLSW could have stood still, we didn't as we wanted to fly the flag for the care industry during such challenging times.

Referrals continued to come, and also we needed new carers to help provide respite for those carers who had worked tirelessly through the pandemic.

To streamline the assessment process a working party was created to review the process, with the focus on continuing to assess new carers throughout the pandemic and lockdowns, despite the challenges.

All aspects of the process were reviewed alongside updated guidance from the CQC and Shared Lives Plus;

as well as work from Proud to Care, CAHSC, Cornwall Council, Devon County Council and others parts of the sector who were streamlining recruitment of care workers.

Most importantly we were mindful that we wanted the quality of the process, and training, to remain as thorough as our former version.

Vital aspects of the old process to support a well-informed decision about the suitability of the applicant have remained including: having a clean DBS, triangulation of information and judgements, undertaking training, documenting decisions and having the scrutiny of the Approval Panel.

Thanks to online technology and the skill and focus of staff to continue to get assessments completed we are extremely proud of what we have achieved.

In reviewing the process the time taken to assess a carer has reduced massively, from an average of roughly six months to weeks.

The revolutionised assessment process has proved to be a great success, and it is now the only process being used to assess new carers.

# Innovation Award



**SLSW celebrated winning a national award for its innovative work at the Shared Lives Plus Awards, at the end of 2020.**

We took home the Scheme Innovation Award in the online ceremony, which celebrated the Shared Living sector.

Our organisation, which provides care and support to people with additional needs,

is one of 150 Shared Lives schemes nationally.

Beating off strong competition at the awards, we won thanks to diversifying and growing the services we offer.

Not only do we support people with learning disabilities to get the support they need, we have also developed to help people with mental health issues, in rural communities, parents with additional needs, those coming home from hospital as well as victims of domestic violence.

Award judges were also impressed with how SLSW has adapted and revolutionised its assessment process for new carers coming into SLSW, during the COVID-19 pandemic.

The SLSW team has worked tirelessly to reduce the

lengthy six month process to around five weeks, while maintaining the same high standards. It worked with local authorities with guidance from the CQC, to speed up the process and ensure best practice continues.

Much of the process now takes place online, and new carers can still be assessed thoroughly.

"SLSW is thrilled to win this award and it is testament to the whole staff team," said Laura Maker, Team Leader.

"We never rest on our laurels and continue to evolve our services, and feel proud to fly the flag for the care sector.

"We now offer a wide range of services and always strive to grow, to support those needing a Shared Lives service."

The scheme has seen a rise in people enquiring to become carers during the pandemic, with a big draw being the fact that you are able to work from home.







# Carer Recruitment



**Laura Clements talks about the news that SLSW was involved in a national Shared Lives Carer expansion initiative.**

For six months until the end of 2020, SLSW was part of a national carer recruitment expansion project. After bidding, we were proud to be one of four schemes selected to be involved. The project was funded by the National

Lottery, at the cost of £300k, and each of the four schemes received a portion of this funding and were set reasonable, but optimistic targets.

In broad terms it aimed to increase carer applications to schemes, and to develop a portal that enabled effective assessing; and allowed the potential applicant to be more

involved in the process. It was also hoped that it would increase referrals, and trial new advocacy services. The project has been very exciting for SLSW. On the back of winning the Innovation Award around streamlining the carer assessment paperwork in the climate of the national pandemic, we were able to hit the ground running and start with an intense marketing campaign. We are starting to see the rewards of it as it has generated a lot more enquiries.

By assessing more carers across the scheme we are able to offer more choice and diversify our service. This in turn allows us to build better relationships with social care and health teams, and increases referrals.

We have a lot more we can do to build on this work, but this project has been a fantastic opportunity for us to trial new things, without it impacting on our day to day service.



**Communications Officer Dawn Gillingwater talks about how we have found ways of recruiting new carers during the pandemic.**

As part of being involved in the national carer recruitment project we upped our game in terms of marketing strategy.

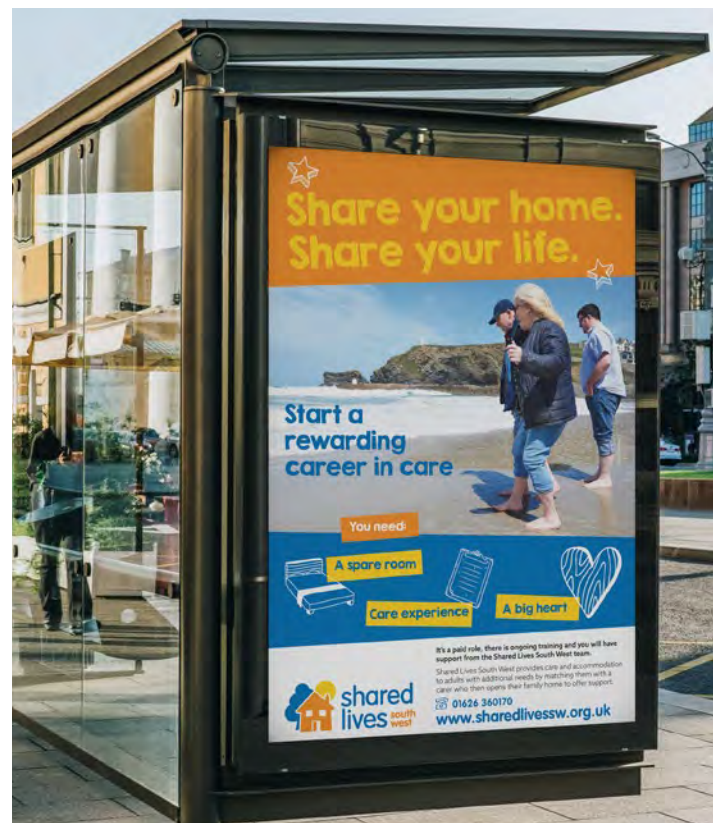
Working with the Project Manager, who defined the areas

where we needed carers, we featured on BBC Somerset, BBC Cornwall and local Somerset radio stations Apple FM and Radio Ninesprings. We also had press in the Torbay Weekly and In Our Area in Cornwall and Devon. We've also done bus stop and radio advertising to help boost brand awareness.

The main focus of our campaigns have been Facebook advertising, using the Acorn demographic postcode data to target potential carers. With the pandemic more people have been at home, some furloughed or wanting to work from home, so we felt social media was a vital platform to advertise on. In doing so we have doubled the amount of enquiries, which we hope will translate into applications.

What is also extremely positive is that we know many already have a spare room and care experience, which is a good starting ground to their journey on becoming a SLSW Carer, as we asked them as part of the Facebook adverts we posted.

Last year we re-evaluated our Refer a Friend scheme, so now carers who refer a friend to become a SLSW Carer receive £250 if they are approved. This has received a warm welcome from carers, and we have seen an increase in enquiries from people using this method.







## Working arrangements in COVID

**With a national lockdown on the horizon we realised we had to make some important decisions to ensure that we could continue to deliver services regardless of the impending restrictions. We decided that a handful of Admin staff would need to keep our offices open to maintain a point of communication with carers, but that all other staff would need to work from home.**

We rapidly purchased and deployed additional laptops and mobile phones to allow all other staff to work from home, and embraced video conferencing platforms such as Zoom and Skype.

In the summer we also upgraded all our offices to VOIP telephone systems, which uses the internet to connect calls to handsets that can be moved between office and home locations, which better supported the new ways of working.

Alongside the technological challenges of working

differently, we also considered the well-being of the staff being asked to adapt to such challenges. All staff had an individual COVID-19 risk assessment to identify their own health risks, as well as a homeworking risk assessment to consider their new working environments.

Where possible, additional support was provided, either through equipment that would make work more comfortable, or through access to coaching, counselling and other well-being resources.

We were able to make a number of changes to our offices to allow more staff to use them, including sanitizer stations, cleaning routines, and reorganising workspaces to make them 'COVID-19 secure'. As the financial year drew to a close, all three offices were returning to a more normal pattern of use, albeit with some additional restrictions on the number of occupants and use of face masks etc.

## Equality & Diversity

**At SLSW we want a culture that embraces and celebrates diversity, equality and inclusion. As a workplace we hope everyone feels valued and has a sense of belonging.**

The team has begun discussions about tackling racism and we are all on a learning journey together.

Team members had the chance to complete topic work to understand Black History, study successful black role models and understand terms like 'white privilege'.

Now we have started open conversations, it will lead to a broader review of equality and diversity as part of our workplan.

Understanding and knowledge is important when it comes to this subject area so we have made unconscious bias training mandatory for all staff. Many have completed it and those who haven't are already booked on to complete it by September 2021.

So far, almost 80% of the team have also completed Equality and Diversity training, with more courses planned.

We know we want to do more training on this in the future, in the whole SLSW community, and are currently reviewing our policies.

Going forward we aim to recruit a more diverse range of carers, trustees and staff and aim to grow our networks with wider communities and link with equality, diversity and inclusion officers in local authorities.

SLSW also now has a People and Culture Leader who will drive this work forward.

"Innovation has been key in our organisation and we are always striving to learn and improve. By having a wider spectrum of people onboard, we will instil a culture of inclusion and promote equality and diversity. Most importantly we will learn from each other," said Laura Maker, People and Culture Leader at SLSW.



# Online Training



**When the pandemic started Claire Waring, Leadership Assistant, had to find a way for all our carers and staff to keep up to date with training which is normally done face-to-face.**

**With this not being possible, Claire worked to find a solution...**

The arrival of the pandemic, and the restrictions it imposed, meant that our staff and carer training arrangements had to change dramatically as all face-to-face training was ceased.

Carer training is an essential component of SLSW. It ensures our carers feel equipped and knowledgeable in their role, as well as being empowered to provide the best care possible. It is also essential for the professional development and wellbeing of both SLSW Carers and staff. Regular training on sector specific topics, such as Safeguarding, Mental Capacity Act and First Aid skills, ensure that not only are our services compliant with CQC requirements, but that our services are safe for those that use them. Ensuring that this essential training was able to continue during the pandemic was of the utmost importance, and was a sizable obstacle to navigate. After extensive research SLSW teamed up with established online social care training provider Grey Matter Learning – an award-winning provider of eLearning where a vast variety of health and social care courses can be accessed.

Due to the immense pressures experienced by both staff and carers during the pandemic, flexibility was a keystone for the project. We needed people to undergo training without it impacting their vital caring role. Grey Matter Learning provided just that. Online courses negate the need for expensive training venues, and for carers to schedule respite cover in order to attend. They can also be accessed at any time, and on any device with an internet connection. Progress can be saved at any point, allowing learners the flexibility to complete crucial training courses at times that suit them.

The online training programme has had a positive outcome. It has given carers ownership and autonomy over their professional development, as well as expanding the catalogue of courses that they had access to prior to the pandemic. There are in excess of 50 engaging courses, written exclusively for social care providers all embedded with accessibility tools, providing dictation, alternative languages and filters for assisted learning. Carers can request any of the courses at no personal financial cost.

SLSW is in awe of how our carers have adapted to the many challenges of the pandemic, and their response to online training is no exception.

"I would like to give some feedback about SLSW Carer M – A has been with M for just over six months now, I have found her to be quietly persistent in ensuring A has the right network of support around him and in the right way. He was already in education, however his academic needs were not being met.

M has continued to advocate for A to make sure that his education provision was suited to his level of ability, this has not been easy as there continued to be barriers, the COVID-19 pandemic was part but not all of it.

It has been really great to finally hear some positive feedback that M shared with me from A's tutor.

Alongside this she is supporting him with developing his independence, and to hear that he can now cook a meal from scratch is good news indeed.

Visiting A in between lockdowns, it was good to see him interacting with another young person, which I have not seen before and to also see him smile (also not seen before).

I just wanted to say thank you to M for these achievements in such a short period of time, which has enabled A to progress, and thank you for advocating for him the way you do."

**Michelle Lobb**

**Cornwall Council Transition Team (now retired)**





# Holly AND Geoffrey







### Love shone through in lockdown for one SLSW couple.

Holly and Geoffrey were living with separate SLSW families, but couldn't bear to be apart during the pandemic.

With lots of careful planning with their families, their carers and their SLC they were able to move in together with one SLSW Carer, and their love has blossomed even more!

Evelyn Slack, Geoffrey's carer, and Marlene and John Moore, Holly's carers, talked about it; and Holly and Geoffrey couldn't wait for the big move.

Love shone through and they are now living together with Marlene and John near St Austell.

"The pandemic has been a positive in some respects as it quickened up us moving together," said Holly.

"It would have happened but maybe not quite so quickly," added Marlene.

The pair knew each other from school but it wasn't until around three years ago, when Holly was working voluntarily at a local RSPCA charity shop in Cornwall, that Geoffrey walked in and sparked up a romance.

Geoffrey proposed to Holly over dinner at their favourite restaurant two years ago, and their relationship has gone from strength to strength.

"We went to our favourite restaurant in Par where we got engaged, Geoffrey put a ring on my finger and we had a lovely walk on the beach," said Holly.

Before the pandemic they saw each other regularly, but they were worried they wouldn't see each other so much during the lockdowns.

"Evelyn and Marlene talked about us moving in together, and all decided it was a good idea," said Geoffrey.

"They explained to us that it was a big thing to move in together. We are now living together permanently and we love each other. We'd be lost without each other," added Holly.

Since moving in together, they couldn't be happier.

"He makes me laugh," said Holly.

"We share all our cooking and cleaning," said Geoffrey.

"We love walking and go around Penwithick, it's very beautiful in the woods, and we take a picnic lunch" he added.

Being together at home they enjoy cooking. "I made steak and kidney pies and they were absolutely delicious, and we made Christmas cakes for our mother's," said Geoffrey. "He made egg and bacon pie the other day too, and Holly cooked a roast and is getting good at making them," added Marlene encouragingly.

To give them more privacy and to have their own space, work is being done on the house.

"We'll have our own bedsit across the hallway with our own sitting room, bedroom and bathroom. It will be nice to have our own space," said Holly.

"We're hoping it will be ready by Easter and we can't wait."



# Approval Panel



**SLSW Administrator Stephanie Thomas, who organises meetings and liaises with panel members, writes about the changes to the Approval Panel during the pandemic.**

Many of our processes have had to change since March 2020 and one of these, which has been implemented very successfully, is our Approval Panel process. Approval panels previously took place by area, with panel members travelling to a physical location to meet the applicants. While there are obviously advantages in panel members meeting the applicants in person, when this became inadmissible due to government guidelines, we embraced the opportunity to alter our processes to take advantage of the positives that could be found from meeting virtually.

Firstly we took the opportunity to amalgamate groups of panel member from across the three counties into one

group. This allowed us much more flexibility in terms of availability of panel members who are very busy people, and also allowed panel members from different areas to work together. Our amazing panel members are all volunteers, and this has also allowed us to work with them and keep our calls on their time to a minimum; as they no longer need to physically travel to panel meetings.

Our next step was to trial a couple of virtual panels across different video conferencing platforms and to obtain feedback from all of our attending panel members, as well as the applicants who attended these panels. After collating this feedback and making the appropriate changes as a result, we then asked the opinion of all our panel members regarding our suggested process changes. With this collaborative approach, we have developed a robust virtual Approval Panel which works across county borders, and ensures that carer applicants don't have to wait for an Approval Panel to be set up in their area, but can simply attend the next available Zoom panel.

BY ANDREA DE BERKER



**When I joined the panel the Shared Lives service was based in Somerset County Council, and was undergoing some very difficult times. I was very relieved when SLSW became involved, and even more pleased when the Somerset service became part of them. I have been impressed by the professionalism of SLSW, and the standards they meet. It is a big service and only being in contact for brief panel meetings once every couple of months, has meant it has taken me a long time to become familiar with staff and procedures.**

At first when I heard that Approval Panels were going online I was rather apprehensive. At a time when so many things were changing, at the beginning of the pandemic, it seemed one more thing to have to deal with!

However, once my initial apprehension was overcome, and as I have become accustomed to using Zoom in so many aspects of my life, it has become quite 'normal'. I feel I am more able to be myself online without having to worry about how I look.

I can see the advantages with SLSW, as they are able

to use a team of panel members they have over four counties. The last panel meeting I chaired had three members from Cornwall and me from Somerset, and dealt with applicants from Cornwall. This means the service is very cohesive. Additionally, it significantly reduces the time taken as no-one has to travel, and also removes the costs of the travel.

My only concern is that we do not make the panel even more anxiety provoking for the applicants. Attending panel is never without its anxieties for applicants. In a face-to-face meeting we would spend some time settling the applicant in, and this is hard to do on Zoom. However, perhaps like me, applicants are getting more used to being on Zoom and therefore less challenged, it would be good to have feedback from applicants. I am particularly aware that it is difficult for carers who are being deapproved to attend panels, and so far in my experience with this process no carers have attended online.

I find it more difficult to remember people who I have met online, and I do think an element of face-to-face interaction is helpful. I see no reason for not continuing online panels when the needs for social distancing etc are no longer required. We are able to check that procedures have been followed, that the assessments have been thorough, and that paperwork is comprehensive and that there are adequate opportunities for discussion.





BY PAULINE HARRISON



**Becoming a SLSW Approval Panel member during a pandemic has been an interesting experience. Fortunately, I was able to meet several panel members and Shared Lives staff, when I attended a Panel Awayday last March, prior to the first lockdown.**

Naively, I thought my application would be put on hold until face-to-face meetings could take place again. How wrong could I be; no time to stand still, Zoom became my new best friend. It hasn't all been plain sailing, as during one conversation with a panel chair and an advisor, they could see me but I couldn't see them which was slightly disconcerting; as I had to remember to keep smiling whilst looking at a blank screen.

I was apprehensive about how a panel would work online but the helpfulness of fellow panel members, together with the quality of the assessments, has enabled me to gain a true feel for the prospective carers. I've had the pleasure of speaking to some enthusiastic, committed people who are keen to start their journey as Shared Lives Carers. I'm really looking forward to meeting some of them in person in the near future.

May I take this opportunity to thank the incredible support I've received over the past year; whilst appreciating the amazing opportunities communicating online can provide. Without the knowledge, support and patience of SLSW it would not have been such a positive experience.

## Experience of a new Carer



**New carer Melissa Boardman talks about her experience of becoming a SLSW Carer during the pandemic...**

"I decided to become a SLSW Carer after having my son. I felt I had a lot to offer someone who wanted to live with us as part of our family and I have the time, experience, qualifications and dedication to make a positive impact on someone's life.

"I have found the whole process really smooth. Even in the middle of a pandemic everything has been well thought out with regular contact and Zoom meetings scheduled throughout. I have found everyone helpful and friendly and Charlotte Williams, my SLC, has been fantastic and very supportive. When I went to Panel it was strange seeing so many faces looking at me but everyone introduced themselves, no one spoke over anyone else and it all flowed lovely and made me feel at ease.

"The panel all made me feel welcome. It was a formal process, but they made me feel really relaxed and I didn't feel judged. I was just reassured throughout and they asked in-depth questions to make sure I was fitting as a SLSW Carer."

"When the referral came through for the lady moving in with us she seemed very well matched with our family and her interests were so similar to our own. After the initial meeting we were happy to offer 'L' a place with us; Charlotte was supportive throughout and arranged for short stays initially to see how we all felt. This has been a natural progression to 'L' moving in."

"COVID-19 restrictions and guidelines were followed throughout and I haven't ever felt at risk. COVID-19 tests were done by everyone before meetings, and social distancing rules were followed both inside and out."

"My whole experience has been fantastic from start to finish."



# Julie's Story

**"The worst part of this year was when we got COVID-19," recalls SLSW Carer Julie Hughes.**

"It was an awful time, it really was."

Julie's husband Tommy first went down with the virus, and although Julie tested negative, she later tested positive.

"Tommy felt awful and so did I, it was when my taste went that I knew it was bad," said Julie.

She said it was a trying time as a SLSW Carer as she still had to do her best to try and support David and Peter who live in the family home, and Ed who lives in their annexe, all of whom use Shared Lives services.

"You'd never think you'd have to wear a facemask in your own home, and sanitise absolutely everything," she said.

"Peter and David stayed in their rooms and I delivered food on a tray, and Ed came and got his tray from the kitchen side. I made sure everything was cleared and constantly cleaned, I was the only one allowed in the kitchen while we isolated. Everyone else was banned, so I could control and know what was cleaned and sanitised".

"As Ed had been visiting his family he came out of isolation before the rest of us as he wasn't in contact with us, and it was a life saver as he was able to get us essentials like bread and milk".

"We just feel so lucky that we didn't pass it on to anyone else in the household. Thankfully after about two weeks we were both OK."

Throughout the pandemic, the whole household has seen a big change.

Peter who used to love going to play pool, or bowling, has spent a lot more time at home, while David who enjoys travel has seen two holidays postponed.

Ed, who usually works in local charity shop Barnado's, has also been hit hard.

"To start with I felt like my right arm had been cut off, as life changed so much," he said.

"I enjoy serving the community and I couldn't do that."

Ed moved in 17 months ago and enjoys using the Just Next Door service.

"I am 30ft away from the main house and I have my own privacy, and it's a step in the right direction for me; but I feel I have the support I need," he said.

"We all get on very well as a big family. David, Peter and myself eat together and we have a good friendship."

It's been a hard time for David as he's had to overcome some serious health worries in the last year, but he's now back enjoying life again.

In November he complained of being tired for around a week or so, and took himself off to bed one night.

"I went to check on him and his pulse was 30," said Julie.

"We called the doctor and an ambulance came, and he ended up in coronary care. He had had a cardiac arrest and needed to have a pacemaker fitted. It was touch and go for a while."

"I'm alright now," added David, "I'm able to go for my walks again now, which I enjoy."

Despite it being a hard year, there have been some better times as Peter celebrated his 60th birthday.

Between lockdowns, he was able to have people over for a little party to celebrate.

Guests included Emily who lived with Julie for more than 10 years using SLSW services, and moved into her own flat a couple of years ago.

Gareth, who also uses SLSW services and lives locally, also popped around to wish Peter Happy Birthday.

Despite it being a hard year, they have all kept themselves entertained, and a good sense of humour is important to the family.

"There is laughter, there has to be," said Julie.

"We all get on, but like doing our own things too. Ed restores train sets, and buys and sells them on eBay".

"Peter likes to join in with us and helps lay the table, he likes to watch TV with us and play scrabble, while David enjoys his own company and likes to do jigsaws and read the paper. He also enjoys dancing."

The family has now all been vaccinated, with Peter having his vaccine at home due to being clinically vulnerable.

"We are looking forward now, and want to get back to 'as normal' as we can and have people in the garden again," said Julie.











# Somerset Update



## Team Leader Amanda Maggs talks about changes to the Somerset team and how it has coped and risen to the challenge during the pandemic...

Without doubt it has been an exceptional time since we formally became part of SLSW, and now during the pandemic.

Initially there were mixed feelings amongst the team, and the carers, about the merger. Simultaneous excitement and nervousness seem to be what I remember most. As a team we wondered if it seemed too good to be true, and the cynical side of us was anticipating disappointment in the first few months after the transfer. Happily, we have been proved wrong and it has been without doubt a positive experience, even in the middle of a pandemic. We have felt both cared for and cared about by all areas of the charity.

The pandemic initially prevented us from marching ahead with all our plans including rolling out face-to-face training, and setting up a Carer Consultation Group. That said, the pandemic did give us an opportunity to adapt and develop new ways of working. It was time to explore what we could do rather than concentrating on what we couldn't and we have become stronger.

## What have we experienced?

**Working from home** Showed us how amazing we are at multitasking. We all appreciated the recognition that the safety and the welfare of our families mattered to SLSW.

**Technology** We got to grips with Zoom for meetings and social events, managing to throw in the odd celebration party. Our carers have utilised video calling for meetings, keeping in contact with day activity providers and it's really empowered individuals to use these tools to keep in touch with their family and friends.

**Guidance** There was a very clear pandemic plan, regular updates and consultation with staff which allowed us to feel respected, valued and safe.

**SLSW Carers** We have always appreciated our carers, but going through the lockdown gave us an even greater appreciation of what they do. They have supported individuals to stay safe and make sense of a chaotic and unfamiliar situation, when everything they knew and had confidence in changed. They have dug in and kept spirits high and I know, from feedback we have received, they

very much appreciated the care package they received from the organisation.

**Referrals** They remained steady even at the height of lockdown. We are fortunate to know the locality teams well and keep in regular contact.

As an organisation we have experienced a number of staff changes recently and for us in Somerset the decision of Anne Bilham to explore new pastures was difficult. Anne was the steady hand at the tiller as we left Somerset Council and sailed into new waters. She supported, nurtured and coached us to the realisation that we are a highly skilled, creative, adaptable and immensely resilient group of people – without doubt we owe her a debt of gratitude.

However, for me personally I value highly the trust and confidence placed in me when I was offered the opportunity to become the Team Leader for Somerset in March 2021. I know from comments that SLSW Carers have made they are pleased to have someone they know in the position and for the staff team it has demonstrated that the organisation offers opportunities to staff to develop their career pathways.

I have an amazing team around me and we are all very much looking forward to the next chapter.







# Art for Charity



**Ivor and Peter, who use SLSW services, celebrated being winners of the Coronavirus Learning Disability and Autism Leaders' List, which is in partnership with Dimensions to raise money for the NHS and COVID-19 Appeal.**

Both Ivor and Peter, who are supported by SLSW Carers Rachel and Fran Bunce in Somerset, unearthed their artistic skills during lockdown along with Carol who is the sister of Rachel. They have been painting ever since.

Since COVID-19 began they have been honing their skills, and their fantastic pieces of art are now raising money for the NHS.

They have created some wonderful pieces of art – Ivor and Peter were two of the final 25 winners on the Leaders' List.



"SLSW is a fantastic option for those wanting either short breaks or full-time placements.

Every client is considered as an individual by SLSW and their person-centred approach is second to none.

The team is professional, efficient and very skilled in matching people with the right family.

The support and monitoring of the individual placements is excellent.

Thank you for all you have done for us in The Transition Team.

We appreciate it more than you can ever know!"



**Sadie Gray**

**Transitions Adult Social Care Practitioner**

*Preparing for Adulthood Team  
Adult Social Care, Somerset County Council*





# Abby's

**There's no doubt about it, 2020 was a tough year, but Mum Abby had the best Christmas wish she could ever hope for.**

Abby, who uses our services and lives with SLSW Carer Melanie Thomas in Cornwall, was thrilled when the child protection order imposed, when her daughter Isabella was born, was removed.

Such orders are put into place when the local authority has concerns about a child's safety and wellbeing.

Abby has constantly proved she can be a great mum to Isabella and now the order has lifted.

"It feels amazing and I feel so proud of myself. I love being a mum," said Abby.

Since Isabella was born, Abby has stepped up to the challenge of being a mum and put her daughter's needs first.

"I go out with Isabella in the afternoons, we play with her toys; she's loving her baby doll and nursing her. We also love drawing, colouring and painting together," said Abby.

"Isabella's bedtime routine is good and the healthy food that Isabella has is great. It's also important to sit down and eat with her at the table while she is in her highchair."

"She's also now in a local nursery on Tuesday and Thursday and it's really nice for her and really important for her."

"She certainly isn't a baby any more and is into everything, the biggest challenge is keeping up with her!"

"Isabella is reaching all her milestones."

Abby has said there's no getting away from it being a hard year. She said it's been difficult at times for them to see Martin, Isabella's Dad as much as they'd like due to COVID-19 rules.

"We can't go and see him now because of the





# Story

lockdown again and we are just sticking to the rules," she said.

"It's not been a nice this year with all the restrictions."

"It's been a rollercoaster, hasn't it Abby," added Mel.

During the last year, Abby has also been working hard on losing weight and joined Slimming World.

She has now lost five stone thanks to her own self-belief and encouragement from Mel.

The weight loss helped her win Slimmer of the Year at her local group.

"I eat healthier, I prepare more food and walk more," said Abby.

"I look at old photos of me and think 'wow I've done well!'"

"I was awarded Slimmer of the Year and got a certificate and I cried as it meant a lot to me."

"My food choices will also have an impact on Isabella so I want her to see me eating healthily. I do my own breakfast and lunch and Mel does the tea."

"It's a team effort really, Abby helps me prepare it and we work together," added Mel.

As a support arm for Abby, Mel has seen Abby's confidence grow hugely in the last year.

"It's wonderful to see Abby not only grow as a mum, but her personal growth too," said Mel.

"She will now stand up for herself and say how she feels which is important. She is also looking to the future and would like to volunteer or work now Isabella is at nursery more."

"Abby is part of our family and we embrace life together. Even my son recently said to me it would be weird without having Abby with us as she is one of us."





# New team members



**We welcomed new Trustee Christian Jenkins to our SLSW Board of Trustees. Here we find out more about him...**

**Firstly can you tell us a little about your career background?**

My career started at the Royal Military Academy Sandhurst, where I was commissioned into the Royal Irish Rangers. This was followed by a lengthy spell as an Executive Headhunter working with some of the UK's leading search firms, as well as a period running my own business. More recently I was Director of Operations at the Plymouth Science Park during which time I became involved in voluntary roles within the not-for-profit sector.

**We know you are a trustee with other charities, can you name the charities?**

I have held roles in local government, arts centres, heritage and environmental charities and I currently sit on the Boards of Connect Academy Trust, Wave Multi Academy Trust, Lifeworks and The Marine Biological Association. I am also an Academic Mentor with the University of Exeter Business School.

**Why did you decide to become a trustee on our Board, and what sparked your interest?**

I have a strong sense of civic duty, none more so then towards helping the most vulnerable in our society. I also

enjoy working with people who share the same beliefs and passions as I do, and that is so evident with the team at SLSW.

**What will you bring to the Board?**

SLSW has a very strong Board and I hope that my breadth of knowledge and skills can be put to good use to support its growth and success.

**What makes a good trustee?**

I believe a trustee needs to have an emotional connection with the charity, because this is what drives our dedication and motivation.

**With the pandemic, Board meetings take place via Zoom rather than face-to-face. How have you found that as an introduction to SLSW?**

I was able to meet the Board face-to-face during the gap between lockdowns, which was really useful. The induction has been very smooth and efficient.

**Where would you like to see SLSW in five years?**

I believe in what SLSW is all about and I want to widen our reach so that we can help more disadvantaged people, and provide a wider choice of opportunities.

**What do you enjoy doing when you aren't working, or being a trustee?**

Cycling, paddle boarding, kayaking, tennis, skiing, cross-country running, hiking and fishing. I have just started wild swimming.



**Rose Gapper has joined us as East Team Leader. Let's find out more about her...**

**What were you doing before joining SLSW?**

I have worked in the health and social care sector for nearly 20 years, I have been a registered manager for the last seven years. My previous role was a regional manager for a

large supported living service across Devon, supporting vulnerable adults to live within their own homes. I have a real passion for enabling people to live as independently as possible in placements most suited to their needs. A person's development has always been the forefront of why I work in the health and social care sector.

**How are you finding working at SLSW?**

I am really enjoying it at SLSW, the team have been extremely welcoming and it's really lovely to be a part of an organisation who really cares about the people, carers and staff.

**What made you apply for the role?**

I have known about Shared Lives for a number of years, as friends of mine have grown up in the Shared Lives environment. This was the first opportunity I had to apply for a role at SLSW.

I felt I shared the same values as the organisation. After reading the recent newsletters and how SLSW actively changed its way of working throughout the pandemic without losing sight of their values really reiterated why I want to work for this organisation.

**What will you bring to the team?**

I am a very positive and motivated individual, with a vast experience in the health and social care sector. I hope to bring my knowledge and commitment to the organisation.

**Outside of work what do you enjoy doing?**

During lockdown I have taken some time to learn how to paint, being creative is very important to me. I also enjoy being by the sea and attempting to stand up on my paddle board, and spending time with family and friends is very important to me.





### **We also welcomed Edward Bunce-Phillips as our new Mid Team Leader.**

#### **You are a Shared Lives Team Leader, but have a long history with Shared Lives – can you tell us a little about that?**

I grew up in a 'Shared Lives' family home in Somerset because my parents started supporting

people when I was about two years old. My earliest childhood memories include sharing my home, family, friends, mealtimes, Christmases, holidays, weekends and birthdays with people using Shared Lives services. When I was old enough I registered as a Support Carer to help my parents and when my partner Becky moved in she also registered. Becky and I got our first house together and we registered as short breaks carers, which we did alongside our other employment. We enjoyed the experience of opening up our own home, sharing our active lifestyle – cooking, dog walking, chickens, bonfires and barbecues – whilst also continuing to help out my parents when needed.

#### **Why do you think Shared Lives as a model of care works so well?**

I have huge belief in the Shared Lives model because I have seen first hand the success for supported people in living natural, varied, happy and fulfilled lives. There is a freedom in a family home that is difficult to recreate in

more traditional care environments. I have always felt the Shared Lives model fills this void effectively.

I proudly remember the people who shared our home and witnessing their confidence grow, watching their networks develop; both as part of our family and independently, within our wider community.

The Shared Lives model enables the right balance of freedom and security that encourages the development of the individual's sense of self.

I have always described Shared Lives as the organic model of care. This is because each household and each carer-supported person relationship is unique; each has its own opportunity for successful outcomes, its own challenges and its own varied make-up. These dynamics ensure support is person-centred, because support is delivered within a unit that is naturally curated because of the acceptance and respect between all participants and the evolving nature of a family home.

#### **What made you apply for the role as Team Leader?**

Seeing the job advert felt a little bit like a touch of fate. I wasn't actively seeking a new job but I noticed the vacancy on the SLSW Facebook page. There wasn't much more to it. Here was my preferred model of care, one that I had been affiliated with for pretty much all my life, carried out by a CQC rated 'Outstanding' organisation, and a job role that met my qualifications and skills.

To be honest, I think it's a dream job for a registered manager.



### **Tim Wickson joined the Shared Lives South West team as our Business & Finance Leader. Here's a bit more about him.**

#### **Tell us a bit about your working/career background?**

Industrywise I've spent just over half my career in tourism and hospitality and the other half in local government, manufacturing

and helping start-ups, so fairly varied. I spent the last six years with Japanese toy manufacturer TOMY.

In terms of roles, I've spent two-thirds of my career in finance and accounting and a third in operational/customer services, dealing with the public.

My wife says I've got soft hands because I don't work hard, but my grey hair and wrinkles say otherwise!

#### **What made you decide to apply to work at SLSW?**

It was good timing. I was leaving my old position, saw the advert, did the research and applied. Clearly SLSW has a lot to shout about and thanks to the decent online presence, it was easy to quickly grasp what SLSW was all about.

The interview process helped, in that it was relaxed and spread out over a few meetings before the big formal

interview. It was all through Zoom, but even through the screen, the team's positivity was almost palpable.

#### **Had you heard of Shared Lives before applying for the role as Business Leader?**

To be honest I'll have to say no. I was aware of the concept of 'Homeshare' – yes I know that's different – but I wasn't aware of SLSW as a provider.

#### **What makes a good leader?**

Integrity, transparency and empathy.

#### **How did you find your first week?**

Confusing and enlightening in equal amounts. It feels good to be part of something that feels like it's doing groundbreaking work.

#### **What are you looking forward to most about role as Business & Finance Leader and being at SLSW?**

I enjoy collaborative projects, so I'd say working with my immediate team and peers to consolidate our position as the lead provider in our field and to provide a safe position to move forward.

#### **Outside of SLSW what do you enjoy doing?**

Spending time with my family and finding new places to take our daughter on mini-adventures, weather permitting.



# Meet the team



**People & Culture Leader**  
Laura Maker



**Business & Finance Leader**  
Tim Wickson



**Team Leader Somerset**  
Amanda Maggs



**Team Leader Mid**  
Edward Bunce-Phillips



**Administrator**  
Catherine Morgan



**Finance Manager**  
Ali Kingdon



**SLC**  
Sharon Button



**SLC**  
Bill Drysdale-Wood



**Administrator**  
Nichola Taylor



**ICT Support Officer**  
Mariana Wilson



**SLC**  
Hayley Nicholls



**Administrator**  
Penny Smith



**SLC**  
Claire Bettinson



**Administrator**  
Sam Baxter



**Finance Officer  
- Corporate  
Appointeeship**  
Amanda Greig



**SLC**  
Anne-Marie Carmichael



**SLC**  
Holly Anderson



**Administrator**  
Sarah Robinson



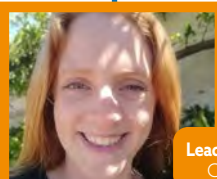
**Finance Officer  
- Short Breaks**  
Jessica Parkes



**SLC**  
Jean Harper



**Comms Officer**  
Dawn Gillingwater



**Leadership Assistant**  
Claire Waring



**SLC**  
Chrissy Goodridge



**Project Manager**  
Laura Clements





**Chief Executive**  
Dominic Spayne

These are the key personnel at SLSW, those individuals you are most likely to correspond with day-to-day.



**Team Leader East**  
Rose Gapper



**Team Leader West**  
Becki Shepstone



**Funding & Benefits Leader**  
Donna Bounden



**SLC**  
Fiona Glanvill



**SLC**  
James Silgram



**Administrator**  
Steph Thomas



**Senior Funding and Benefits Officer**  
Ali Langmead



**SLC**  
Sarah Casey



**SLC**  
Lesley Saunders



**Funding and Benefits Officer**  
Julie Bladon



**SLC**  
Charlotte Williams



**SLC**  
Angela Rowe



**Administrator**  
Chloe Boyd



**Funding and Benefits Officer**  
Laura Critchon



**SLC**  
Holli Youster



**SLC**  
Jenny Butt



**Funding and Benefits Officer**  
Sarah Thompson



**SLC**  
Sally Smith



**SLC**  
Claire Connor



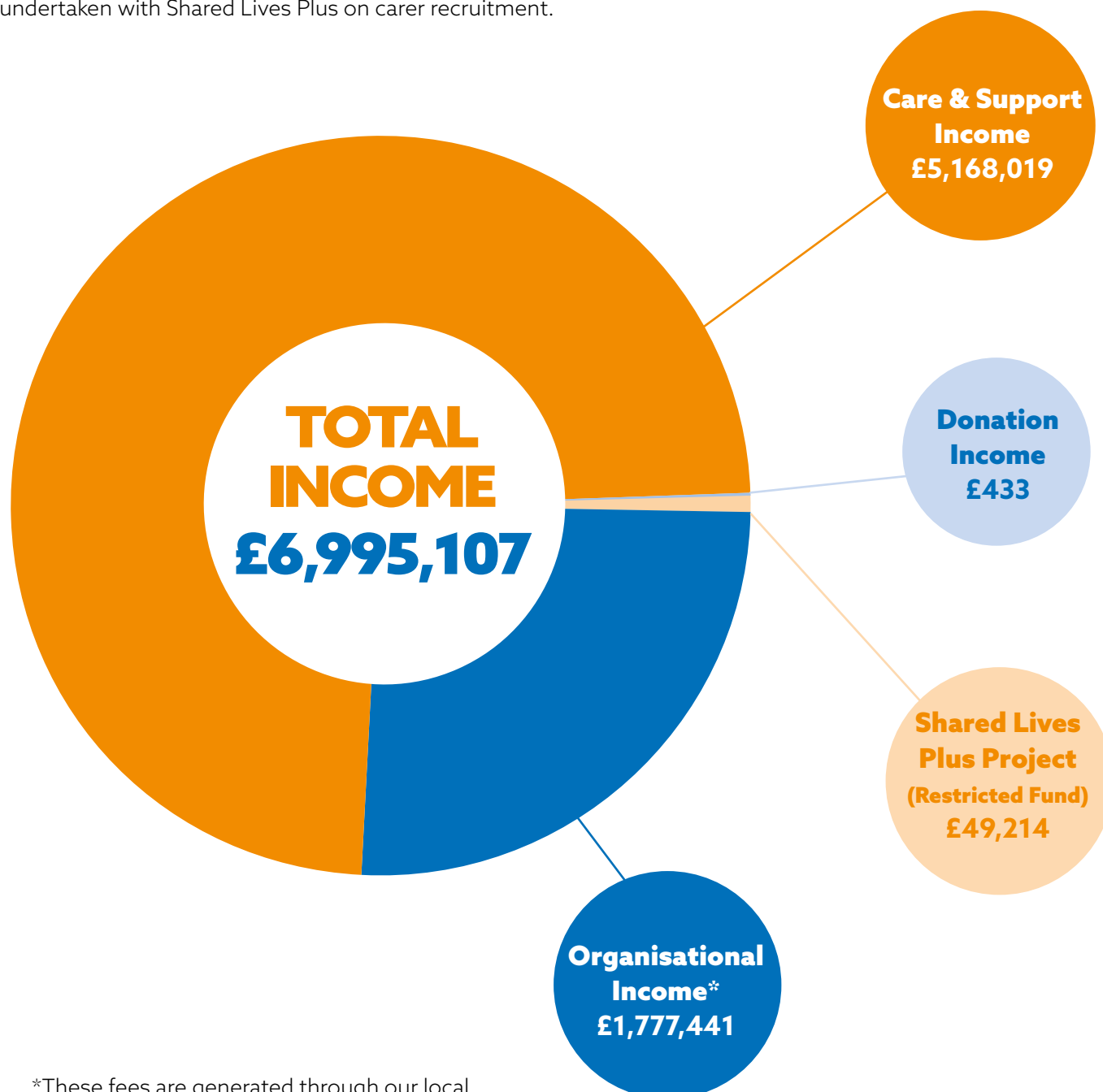
**SBC**  
Amy Pamphilon



**SBC**  
Mary Stewart

## Income

Our primary source of income are the five Shared Lives contracts we have with local authority commissioners in Cornwall, Devon, Plymouth, Somerset and Torbay. Income (excluding income related to care & support) increased by £206,305 equivalent to 12.7% compared to last year, reflecting a full year for Somerset Shared Lives provision. Additional income included consultancy work undertaken with Shared Lives Plus on carer recruitment.



\*These fees are generated through our local authority contracts and cover the cost of staff and facilities used in providing Shared Lives services:

### Organisational Income Breakdown:

Long Term Fee Income £1,651,020

Short Break Fee income £106,447

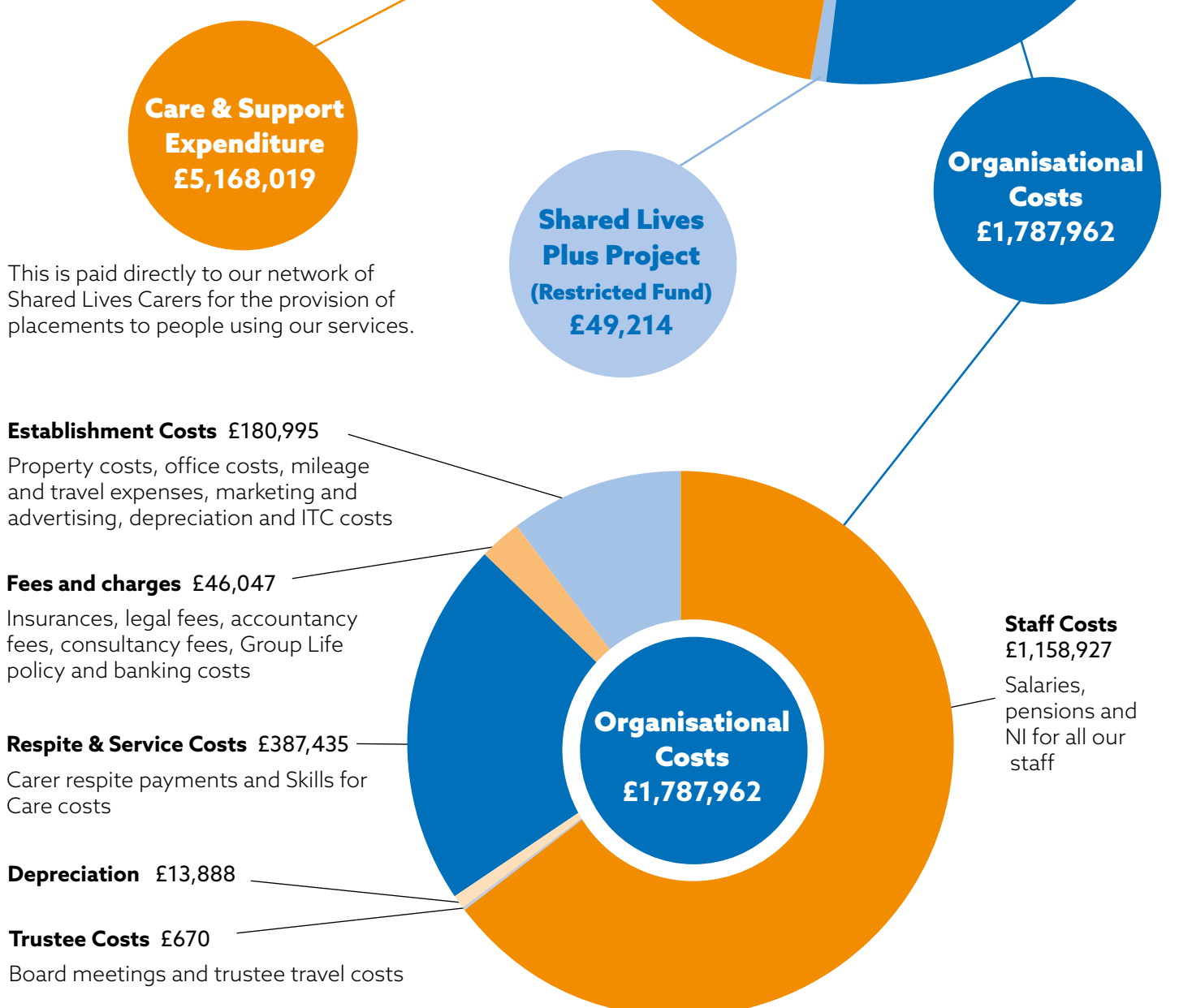
Service Related Income £19,974



# Expenditure

Expenditure (excluding payments related to care and support) increased by £279,700, equivalent to 18.0% compared to last year. This reflects the provision for Shared Lives services in Somerset for a full year and additional staff costs in delivering the Shared Lives Plus Project. The increase also reflects the unexpected cost of homeworking equipment for staff and personal protection equipment for carers and staff due to COVID-19.

Despite the challenges of delivering our services during the COVID-19 pandemic, the organisation made a small deficit of £10,088 in the year.



## Financial Considerations

### RESERVES

The Board of Trustees reviews the organisation's reserves policy on an annual basis. It agreed that SLSW should hold unrestricted general reserves sufficient to provide for; the working capital needed as a result of paying Carers before being reimbursed by the local authorities that commission our services; the financial impact of losing a major contract; and to provide designated funding for specific projects. The reserves policy was reviewed by the Board of Trustees at the March 2021 board meeting.

The board review the required general reserves needed to cover working capital requirements and the impact of major contract loss, concluding that the desired level of unrestricted reserves (excluding designated funds) should be no less than £550,000. The balance achieved at 31st March 2021 was £624,344 leaving £74,344 available to support development of further operations.

The total amount of unrestricted funds as of 31st March 2021 was £739,405. This included the following designated funds:

<b>ITC Development</b>	£10,000
<b>Special Projects</b>	£14,716
<b>Service User Involvement</b>	£14,323
<b>Training &amp; Development</b>	£10,000
<b>Marketing</b>	£10,000
<b>Pandemic Response</b>	£6,022
<b>Carer Support</b>	£50,000

### INVESTMENT

The Board of Trustees recognises that surplus funds should be managed to optimise financial returns and ensure that the organisations objectives can be achieved.

Due to current liquidity requirements and the level of risk required to achieve meaningful return on investment, Shared Lives South West have not currently allocated any reserves in investment opportunities.

### FINANCIAL CONTROLS

The Board of Trustees reviews financial controls regularly, both internally and through engagement with their auditors. All financial policies were reviewed by the Business Leader, whilst at board level the reserves policy was reviewed and updated as part of the budget setting process in January. Authorisation levels and the number of bank signatories have been evaluated during the year to ensure the best balance of accessible signatories and security.

### GOING CONCERN

The Board of Trustees has reviewed our financial position and the financial forecasts, taking into account the levels of reserves, the systems of financial controls and risk management and the impact of COVID-19. Accordingly, the Board of Trustees has a reasonable expectation that the charity has adequate resources to continue to operate for the foreseeable future. As a consequence, it continues to adopt the going concern basis in accounting in preparing annual accounts.

## Structure, governance and leadership

### CHARITABLE OBJECTIVE

The principal activity of Shared Lives South West is to deliver a range of Shared Lives services (formerly known as adult placement services) across the South West of England – primarily Devon, Cornwall, Plymouth, Somerset and Torbay. This is done through our network of assessed and approved Shared Lives carers who offer accommodation, care and support within their own family homes. Shared Lives promotes the strengths and abilities of each individual and gives adults with a wide range of support needs the opportunity to share in family and community life. The Trustees have complied with their duty within the Charities Act 2011 by having referred to the Public Benefit Guidance published by the Charity Commission. The

main beneficiaries of Shared Lives South West are the people who use our services. Where the necessary funding is available, access to support is open to all who could benefit.

This broad addition provides us with the flexibility to explore other aspirations, but it doesn't represent a firm commitment to undertake any radical changes just yet. Our first aim is to explore the 'Homeshare' model, which is closely linked to Shared Lives.

### LEGAL AND CHARITABLE STATUS

Shared Lives South West was registered as a charity on 1st July 2004 (registered charity number 1104699) and was incorporated as a company limited by guarantee on 26th January 2004 (no: 05025213). The organisation formally changed its name on 11th May 2011 to Shared Lives South West.

The charity is governed by its memorandum and articles of association. Shared Lives South West is registered with the Care Quality Commission as we are a provider of personal care.

The organisation officially launched its services on 1st April 2004.

### BOARD OF TRUSTEES

Under company law, the Board of Trustees acts as the company director of the charity, and under charity law it has legal duties and responsibilities.

**Cheryl Lewis** (Chair)

**Thomas Bromwich** (Vice Chair)

**Louise Beard**

**Edward Jackson**

(Appointed 01 June 2020)

**Francis Bourke**

**William Roberts**

**Christian Jenkins** (Appointed 11 November 2020)

**Marilyn Minter-Newson** (Resigned 07 April 2021)

**Kevin Orford** (Resigned 31 May 2020)

**Janet Regan** (Resigned 09 September 2020)

Edward Jackson re-joined the Board of Trustees as treasurer on 1st June 2020 following the resignation of Kevin Orford on 31st May 2020. At the AGM on 9 September 2020 Janet Regan resigned from the board having completed a full three terms with SLSW. Christian Jenkins joined the board on 11 November 2020, whilst Marilyn Minter-Newson resigned on 7 April 2021.

The Board of Trustees held regular meetings in May 2020, July 2020, September 2020, November 2020, January 2021 and March 2021, whilst additional extraordinary meetings were held in September 2020 and March 2021. All meetings were held virtually in response to the COVID-19 pandemic.

New trustees are recruited to the Board of Trustees through formal and informal advertising. Trustees are recruited on the basis of expertise and knowledge in relevant areas and taking geographical representation into account. New trustees receive appropriate induction and written information about their role.

The Board of Trustees delegates the running of Shared Lives South West to the Chief Executive within agreed policies and operational objectives. The Chief Executive is responsible for ensuring the delivery of these objectives working closely with the staff team of SLSW.

### LEADERSHIP AND STAFFING

#### Key leadership personnel

Chief Executive  
Team Leaders

**Dominic Spayne**

**Laura Maker**

**Rebecca Shepstone**

**Amanda Maggs**

**Donna Bounden**

**Tim Wickson**

**Rose Gapper**

**Edward Bunce-Phillips**

The Chief Executive also fulfils the role of Company Secretary.

As of 1st April 2020 there were 45 staff employed. During the year, 6 new staff joined the organisation, whilst 2 left. As of 31st March 2021 there were 49 employees, comprised of 17 full time staff and 32 part time staff, which was a full time equivalent of 40 employees.

The average number of staff during the year was 47.

Sickness absences were 3.78% compared to 1.7% in 2019/2020.



## RISK MANAGEMENT

The Board of Trustees is responsible for ensuring prudent management of the risks faced by SLSW. It delegates the monitoring and review of risks on an ongoing basis to the Chief Executive and Leadership Team.

A risk register is maintained and reviewed on a regular basis by the Leadership Team and on a quarterly basis by the Board of Trustees. As part of the planning and budgeting process each year, risks and appropriate controls are identified, documented and assessed.

A separate Pandemic Risk Register has been established due to the onset of COVID-19 to ensure all potential risks associated with the outbreak have been identified and can be monitored. This is regularly reviewed by the Leadership Team.

## Principal Risks and Uncertainties

RISK	MANAGEMENT
<b>COVID-19 – physical, emotional harm for carers or persons using the service due to effects of Coronavirus pandemic</b>	<p>Pandemic policy and risk register in place to identify all key areas of risk, regularly reviewed in line with latest guidance.</p> <p>Regular support and monitoring of all carers and service users by co-ordinator team.</p> <p>Supplies of PPE made available to all carers and service users along with guidance for use.</p> <p>Increased carer recruitment to build a network of alternative provision, either to cover emergency situations or to provide respite opportunities.</p> <p>Sourcing of additional funding through purchasers to provide financial support during the crisis.</p> <p>Continued provision of carer training to ensure skills remain up-to-date.</p>
<b>COVID-19 – staffing and financial risks due to Coronavirus pandemic</b>	<p>Pandemic policy and risk register in place to identify all key areas of risk, regularly reviewed in line with latest guidance.</p> <p>Regular contact with finance teams within purchasing authorities to ensure continued payment of invoices</p> <p>Use of payment options available to ensure continued strong cash flow performance including deferral of VAT payments.</p> <p>Regular interaction with commissioners to facilitate funding of additional carer payments and management fees.</p> <p>Staff wellbeing measures such as additional coaching being made available to whole staff team.</p> <p>Sourcing of individual IT equipment to facilitate better homeworking.</p> <p>Frequent supervision of all staff by Leadership team.</p>
<b>Physical, sexual and financial abuse of person using our service by carer (including death or serious injury)</b>	<p>Safeguarding policy and procedures, serious incident reporting</p> <p>Regular triangulation across family and other support providers</p> <p>Carer assessment and approval, rigorous assessment checks, matching, carer training inc. Safeguarding Adults, First Aid and Health &amp; Safety</p> <p>Monitoring procedures, ensuring all required visits to carers take place, close management of complex cases</p> <p>Ensuring carer &amp; scheme insurance is in place</p> <p>Corporate appointeeship scheme, agreements for those not using it, My Money reviews</p>

<b>Decline in long term service users or lack of referrals for the service</b>	<p>Team Leaders and SLCs creating networking relationships with care managers, funders or commissioners</p> <p>Marketing and communications plans to generate referral of people who use our service and enquiry of carers, update website vacancies</p> <p>Diversification of client group</p> <p>Placements monitored to ensure safety and satisfaction</p>
<b>Loss of funds through loss of major contract</b>	<p>Fixed term contracts in place with all purchasers, tender process for renewals etc</p> <p>Regular contract meetings with each key purchasers &amp; commissioners &amp; reporting</p> <p>Clear communication of purchaser requirements to all staff</p> <p>Maintenance of reserves</p>
<b>Non-compliance with regulatory bodies (Due to changes from CQC)</b>	<p>Regular updates from all regulatory bodies received via email and reviewed immediately</p> <p>Any regulatory changes discussed at weekly Leadership team meetings, issues raised to board</p> <p>All regulatory bodies have implemented strategies to overcome issues relating to social distancing</p>

The Board of Trustees is aware of some general uncertainties relating to the work of SLSW which it monitors as required through discussion with the Chief Executive and Leadership Team. These include;

- Significant changes in the provision of social care that might affect the Shared Lives model
- Significant changes to the welfare benefits system that might impact on the ability of people who use our service to afford Shared Lives services
- Significant changes in the financial ability of our key local authorities to contract with us for the delivery of services
- Changes arising within the emerging Shared Lives market that change how Shared Lives services are commissioned

## APPROVAL PANEL

Shared Lives South West use volunteers, with relevant experience in health or social care, to form an independent approval panel. The approval panel held 14 approval meetings in the year where they interviewed 35 prospective carers, taking evidence from the Shared Lives Coordinator who assessed them, ultimately recommending that all 35 should be approved by the Registered Manager.

## STATEMENT OF TRUSTEES RESPONSIBILITIES

Law applicable to charities in England and Wales requires the Board of Trustees to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charity for that period. In preparing financial statements, the Board of Trustees is required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles of the Charities SORP;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable UK standards have been followed, subject to any material departures disclosed and explained in the financial statements;

# Trustees Annual Report

Year Ended 31st March 2021

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its operations.

The Board of Trustees is responsible for keeping proper accounting records, which disclose with reasonable accuracy the financial position of the charitable company and enable it to ensure that the financial statements comply with the Companies Act 2006. It is also responsible for safeguarding the assets of the charity and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors, we certify that:

- in so far as we are aware, there is no relevant audit information of which the company's auditors are unaware;
- as the directors of the company we have taken all steps that we ought to have taken to make ourselves aware of any relevant audit information and to establish that the company's auditors are aware of that information.

This report has been prepared in accordance with the Charity's Statement of Recommended Practice: SORP (FRS102) and in accordance with the special provisions of part 16 of the Companies Act 2006 relating to small entities.

Approved by the Board of Trustees of Shared Lives South West on 8th September 2021 and signed on its behalf by:



Cheryl Lewis  
Chair

## Independent Auditor's Report to the Members of Shared Lives South West

Year Ended 31st March 2021

### OPINION

We have audited the financial statements of Shared Lives South West ('the charitable company') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, Balance Sheet, Statement of Cash Flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Charity's affairs as at 31 March 2021 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

### BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### CONCLUSIONS RELATING TO GOING CONCERN

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.

### OTHER INFORMATION

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report (which includes the directors' report prepared for the purposes of company law), for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' Report included within the Trustees' Report has been prepared in accordance with applicable legal requirements.

### MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the Charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees Report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or



- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a strategic report.

### RESPONSIBILITIES OF TRUSTEES

As explained more fully in the Statement of Trustees' Responsibilities set out on page 37, the trustees (who are also the directors of the Charity for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

*PKF Francis Clark*

Sharon Austen FCCA (Senior Statutory Auditor)

PKF Francis Clark, Statutory Auditor  
Sigma House, Oak View Close, Edginswell Park,  
Torquay. Devon TQ2 7FF

Date: 8th September 2021

## Statement of Financial Activities

(incorporating the Income and Expenditure Account) Year Ended 31st March 2021

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2021 £	Total Funds 2020 £
<b>Income from:</b>					
Donations and legacies	2	433	-	<b>433</b>	3,667
Charitable activities	3	1,777,441	5,217,233	<b>6,994,674</b>	5,512,506
Other income		-	-	-	15,012
<b>Total Income</b>		<u>1,777,874</u>	<u>5,217,233</u>	<u><b>6,995,107</b></u>	<u>5,531,185</u>
<b>Expenditure on:</b>					
Charitable activities	4	1,787,962	5,217,233	<b>7,005,195</b>	5,467,878
<b>Total Expenditure</b>		<u>1,787,962</u>	<u>5,217,233</u>	<u><b>7,005,195</b></u>	<u>5,467,878</u>
Net (expenditure) /income		(10,088)	-	<b>(10,088)</b>	63,307
Transfers between funds		13,086	(13,086)	-	-
<b>Net Movement in Funds</b>		<u>2,998</u>	<u>(13,086)</u>	<u><b>(10,088)</b></u>	<u>63,307</u>
<b>Reconciliation of funds:</b>					
Total funds brought forward		736,407	18,529	<b>754,936</b>	691,629
<b>Total funds carried forward</b>		<u>739,405</u>	<u>5,443</u>	<u><b>744,848</b></u>	<u>754,936</u>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

## Balance Sheet

31st March 2021

	Note	2021 £	2020 £
<b>Fixed Assets</b>			
Tangible assets	8	<u>27,329</u>	<u>15,984</u>
		<b>27,329</b>	<b>15,984</b>
<b>Current Assets</b>			
Debtors	9	<b>797,285</b>	841,603
Cash at bank and in hand		<b>544,677</b>	<u>482,564</u>
		<b>1,341,962</b>	<u>1,324,167</u>
<b>Creditors - amount falling due within one year</b>	10	<b>624,443</b>	<u>585,215</u>
<b>Net current assets</b>		<b>717,519</b>	<u>738,952</u>
<b>Net assets</b>		<b>744,848</b>	<u>754,936</u>
<b>Funds</b>	12		
Unrestricted funds – General		<b>624,344</b>	662,358
Unrestricted funds – Designated		<b>115,061</b>	74,049
Restricted funds		<b>5,443</b>	<u>18,529</u>
<b>Total charity funds</b>		<b>744,848</b>	<u>754,936</u>

The accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by the Trustees on 8th September 2021 and signed on their behalf by:

**Cheryl Lewis**

Chair

Company Number: 05025213



# Statement of Cash Flows

Year Ended 31st March 2021

	Note	2021 £	2020 £
<b>Cash flows from operating activities</b>			
<b>Net cash provided by / (used in) operating activities (see below)</b>		<b>87,544</b>	(119,036)
<b>Cash flows from investing activities</b>			
Purchase of equipment	8	<b>(25,682)</b>	(12,131)
Proceeds from disposal of equipment		<b>251</b>	-
Cash provided by / (used in) investing activities		<b>(25,431)</b>	(12,131)
<b>Change in cash and cash equivalents in the year</b>		<b>62,113</b>	(131,167)
Cash and cash equivalents at the beginning of the year		<b>482,564</b>	613,731
<b>Cash and cash equivalents at the end of the year</b>		<b>544,677</b>	482,564
<b>Reconciliation of net income/(expenditure) to net cash flow from operating activities:</b>			
<b>Net income for the year (per statement of financial activities)</b>		<b>(10,088)</b>	63,307
<b>Adjustments for:</b>			
Depreciation	8	<b>13,888</b>	12,278
Loss on sale of fixed assets		<b>198</b>	-
Decrease / (Increase) in debtors	9	<b>44,318</b>	(308,571)
Increase in creditors	10	<b>39,228</b>	113,950
<b>Net cash provided by / (used in) operating activities</b>		<b>87,544</b>	(119,036)

# Notes and Accounting Policies

Year Ended 31st March 2021

## 1 ACCOUNTING POLICIES

### a Basis of preparation and assessment of going concern

The financial statements have been prepared under the historical cost convention with items being recognised at cost or transaction value unless otherwise stated in the notes to these accounts.

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) (effective 1 January 2019), FRS 102 and with the requirements of the Companies Act 2006.

The Charity constitutes a public benefit entity as defined by FRS102.

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern.

The functional and presentational currency is sterling.

### b Company status

The charity is a company limited by guarantee. The members of the company are the trustees named on page 36. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

The charitable company was incorporated in England and Wales.

### c Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

The charity has designated certain funds for specific purposes although there is no legal force for the designations.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the local authorities or which have been obtained by the charity for particular purposes. The majority of restricted funds relate to care payments received that enable payments to be made to carers.

### d Judgements

In application of the charitable company's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates. No judgements are considered to be key.

### e Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Management fee, administration fee and service related income is recognised in the period in which the associated service is performed.

Care payments received from local authorities to purchase placements for service users are recognised when the placements have been provided.

Voluntary income including grants, donations, gifts and legacy income is recognised when there is entitlement, receipt is probable and the amount can be measured with sufficient reliability.

### f Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Where costs relate to both Shared Lives and governance activity they

have been apportioned on the basis of the time spent by staff on each activity.

Governance costs include those costs associated with meeting constitutional and statutory requirements of the charity and costs linked to strategic management of the charity. All governance costs are allocated to charitable activities as shown in note 6.

Database costs are expensed in the period in which they occur.

Irrecoverable VAT is included in the Statement of Financial Activities under the appropriate expenses heading.

### g Reserves

Shared Lives South West aims to hold unrestricted general reserves of £550,000. For further detail see page 36 of the Trustees Report.

### h Fixed assets and depreciation

Fixed assets are included at cost and the capitalisation threshold is £1,000.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value over the useful economic life of that asset as follows:-

IT Equipment	5 years
Fixtures and Fittings	4 years
Office Equipment	5 years

The charity has not capitalised the cost of constructing its database as permitted by FRS102.

### i Pension costs

The Charity participates in the following pension schemes:

- A defined contribution pension scheme administered by Scottish Widows. Contributions to the scheme are charged to the SOFA. Shared Lives South West will match employee contributions to the pension scheme on a one-to-one basis up to the maximum of 5% pensionable salary.
- Local Government Pension Scheme (LGPS). The LGPS is a funded defined benefit scheme that currently provides retirement benefits based on career average revalued salary and length of service in employment. Shared Lives has entered into arrangements through its contract with the Local Authority to the effect that its liability is capped at the level of payments for ongoing service during the period of the contract, as determined by the Scheme's triennial actuarial valuation. The funding risk for any past service deficit contribution remains with Somerset County Council. Pension costs are therefore accounted for as in a defined contribution scheme.

### j Operating lease agreements

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the SOFA on a straight line basis over the period of the lease.

### k Financial instruments

Financial instruments are classified and accounted for, according to the substance of the contractual arrangement, as financial assets, financial liabilities or equity instruments.

The company holds the following financial instruments, all of which are considered to be basic:

- Short term trade debtors and creditors.



## 2 DONATIONS

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
Donations	<u>433</u>	-	<u>433</u>	<u>3,667</u>

All 2020 donations related to unrestricted funds.

## 3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
<b>Shared Lives services</b>				
Management fee and care payment for long term services:	1,651,020	4,276,202	<b>5,927,222</b>	4,675,969
Management fee and care payment for short break services:	106,447	891,817	<b>998,264</b>	803,662
Service related income	19,974	49,214	<b>69,188</b>	33,424
Reimbursement from benefit maximisation	-	-	-	(549)
	<u>1,777,441</u>	<u>5,217,233</u>	<u><b>6,994,674</b></u>	<u>5,512,506</u>

Income from charitable activities in 2020 related to £1,602,653 unrestricted funds and £3,909,853 restricted funds.

## 4 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	2021 £	2020 £
<b>Shared Lives services</b>				
<i>Shared Lives long term services:</i>				
Establishment costs	171,963	-	<b>171,963</b>	177,431
Depreciation	13,179	-	<b>13,179</b>	11,665
Fees and charges	43,746	-	<b>43,746</b>	56,872
Staff costs	1,098,519	49,214	<b>1,147,733</b>	1,011,457
Service costs	<u>387,435</u>	-	<u><b>387,435</b></u>	<u>228,472</u>
	<u>1,714,842</u>	<u>49,214</u>	<u><b>1,764,056</b></u>	<u>1,485,897</u>
<i>Care payments to carers:</i>				
Long term service	-	4,276,202	<b>4,276,202</b>	3,208,510
Reimbursement from benefit maximisation	-	-	-	(549)
	-	4,276,202	<b>4,276,202</b>	3,207,961
<i>Care payments to carers:</i>				
Short break service	-	891,817	<b>891,817</b>	701,892
	<u>1,714,842</u>	<u>5,217,233</u>	<u><b>6,932,075</b></u>	<u>5,395,750</u>
<i>Governance Costs:</i>				
Establishment costs	9,032	-	<b>9,032</b>	9,337
Depreciation	709	-	<b>709</b>	613
Fees and charges	2,301	-	<b>2,301</b>	2,993
Staff costs	60,408	-	<b>60,408</b>	53,235
Trustee costs	<u>670</u>	-	<u><b>670</b></u>	<u>5,950</u>
	<u>73,120</u>	-	<u><b>73,120</b></u>	<u>72,128</u>
	<u>1,787,962</u>	<u>5,217,233</u>	<u><b>7,005,195</b></u>	<u>5,467,878</u>

The charity has just one activity, the provision of Shared Lives Services, against which all expenditure has been allocated, including governance costs. In 2020, total expenditure on charitable activities was £5,467,878 of which £1,556,455 was general and £3,911,423 was restricted. Restricted funds included £83 Establishment costs, £1,487 Service costs, £3,208,510 Long term service care payments, (£549) Reimbursement from benefit maximisation and £701,892 Short break service. There were no restricted governance costs.

## 5 ANALYSIS OF STAFF COSTS, TRUSTEES' REMUNERATION AND EXPENSES AND THE COSTS OF KEY MANAGEMENT PERSONNEL

Trustees do not receive any remuneration or benefits by virtue of their position as trustees.

Three trustees (2020: 9) have been reimbursed a total of £240 (2020: £1,915) for expenses incurred for services provided to the charity. A further Enil (2020: £572) has been paid directly to third parties mainly relating to travel, board meetings and the costs of an away day.

	2021 £	2020 £
Salaries costs	1,002,744	844,378
National Insurance costs	84,690	67,574
Pension costs	70,654	64,482
Other staff costs	50,053	88,258
	<b>1,208,141</b>	<b>1,064,692</b>
Full time equivalent number of employees during the year	<b>44</b>	<b>36</b>

The average number of employees during the year was 47 (2020: 40). No employees earned emoluments, excluding pension contributions, but including benefits in kind, equal to or greater than £60,000 per annum (2020: none).

The key Leadership personnel comprise the Chief Executive, the Business Leader, the Funding and Benefits Leader, and three Shared Lives Team Leaders. The aggregate employee benefits payable to key Leadership personnel for the year was £252,680 (2020: £241,954).

## 6 TAXATION

The charitable company is exempt from corporation tax on its charitable activities.

## 7 NET INCOME

	2021 £	2020 £
This is stated after charging:		
Pension costs	70,654	64,482
Auditors remuneration:		
Audit	8,000	6,375
Other services	2,500	2,325
Depreciation	<b>13,888</b>	<b>12,278</b>

## 8 TANGIBLE FIXED ASSETS

	IT Equipment £	Office Equipment £	Fixtures & Fittings £	Total £
<b>Cost</b>				
At 1 April 2020	63,309	20,666	34,138	118,113
Additions	18,635	7,047	-	25,682
Disposals	-	(5,670)	-	(5,670)
<b>At 31 March 2021</b>	<b>81,944</b>	<b>22,043</b>	<b>34,138</b>	<b>138,125</b>
<b>Depreciation</b>				
At 1 April 2020	52,867	18,307	30,955	102,129
Charge for year	9,533	1,258	3,097	13,888
Disposals	-	(5,221)	-	(5,221)
<b>At 31 March 2021</b>	<b>62,400</b>	<b>14,344</b>	<b>34,052</b>	<b>110,796</b>
<b>Net book value at 31 March 2021</b>	<b>19,544</b>	<b>7,699</b>	<b>86</b>	<b>27,329</b>
At 31 March 2020	10,442	2,359	3,183	15,984

## 9 DEBTORS: DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade Debtors	438,362	690,159
Prepayments	38,067	33,743
Accrued Income	27,792	22,954
Other debtors	293,064	94,747
	<b>797,285</b>	<b>841,603</b>

## 10 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	477,625	414,584
Other creditors	318	17,579
Other Taxation and social security	106,941	105,312
Accruals	26,477	32,499
Deferred Income (Note 11)	13,082	15,241
	<b>624,443</b>	<b>585,215</b>

## 11 DEFERRED INCOME

Deferred income comprises grants or income received under contracts that have been received by the charity but that have not been recognised as income because of conditions attaching to them that result in the charity not having entitlement to the funds at 31 March 2021.

	£
Balance as at 1 April 2020	15,241
Amounts released to income earned from charitable activities	(3,939,793)
Amount deferred in the year	3,937,634
Balance as at 31 March 2021 (Note 10)	<b>13,082</b>

# Legal and Administrative

## REGISTERED OFFICE

Suite 3, Zealley House, Greenhill Way, Kingsteignton, Newton Abbot TQ12 3SB  
Registered Company Number: 05025213 Registered Charity Number: 1104699

## BANKERS AND PRINCIPAL ADVISORS

Bankers	Independent Auditors	Legal Advisors	Insurance Brokers
Lloyds Bank	PKF Francis Clark	Tozers Solicitors	Arthur J Gallagher Insurance
2nd Floor	Sigma House	Broadwalk House	Ground Floor
234 High Street	Oak View Close	Southernhay West	Milford House
Exeter	Edginswell Park	Exeter	Pynes Hill
EX4 3ZB	Torquay	EX1 1UA	Exeter
	TQ2 7FF		EX2 5AZ



## 12 FUNDS

### Current year:

	At 01.04.20 £	Income £	Expenditure £	Transfers £	At 31.03.21 £
<b>Unrestricted funds – General</b>	662,358	1,777,441	(1,758,984)	(6,471)	<b>674,344</b>
<b>Unrestricted funds – Designated</b>					
ITC Development Reserve	10,000	-	-	-	<b>10,000</b>
Special Projects Reserve	14,716	-	-	-	<b>14,716</b>
Service User Involvement Reserve	14,323	-	-	-	<b>14,323</b>
Donated Funds for Events Reserve	5,010	433	-	(5,443)	-
Training & Development Reserve	10,000	-	-	-	<b>10,000</b>
Marketing Reserve	10,000	-	-	-	<b>10,000</b>
Emergency Respite Reserve	10,000	-	(10,000)	-	-
Pandemic Response Reserve	-	-	(18,978)	25,000	<b>6,022</b>
Carer Support	-	-	-	50,000	<b>50,000</b>
Total designated funds	74,049	433	(28,978)	69,557	<b>65,061</b>
Total unrestricted funds	736,407	1,777,874	(1,787,962)	13,086	<b>739,405</b>
<b>Restricted funds:</b>					
Care payments	-	5,168,019	(5,168,019)	-	-
Older People in Rural Communities	18,529	-	-	(18,529)	-
SLP Expansion Project (Restricted Fund)	-	49,214	(49,214)	-	-
Donated Funds for Events Reserve	-	-	-	5,443	<b>5,443</b>
Total restricted funds	18,529	5,217,233	(5,217,233)	(13,086)	<b>5,443</b>
<b>Total funds</b>	<b>754,936</b>	<b>6,995,107</b>	<b>(7,005,195)</b>	-	<b>744,848</b>

### Previous year:

	At 01.04.19 £	Income £	Expenditure £	Transfers £	At 31.03.20 £
<b>Unrestricted funds – General</b>	640,675	1,602,665	(1,555,216)	(25,766)	<b>662,358</b>
<b>Unrestricted funds – Designated</b>					
ITC Development Reserve	5,055	-	-	4,945	<b>10,000</b>
Special Projects Reserve	14,716	-	-	-	<b>14,716</b>
Service User Involvement Reserve	14,500	-	(177)	-	<b>14,323</b>
Donated Funds for Events Reserve	2,405	3,667	(1,062)	-	<b>5,010</b>
Training & Development Reserve	6,129	-	-	3,871	<b>10,000</b>
Marketing Reserve	-	-	-	10,000	<b>10,000</b>
Emergency Respite Reserve	-	-	-	10,000	<b>10,000</b>
Total designated funds	42,805	3,667	(1,239)	28,816	<b>74,049</b>
Total unrestricted funds	683,480	1,606,332	(1,556,455)	3,050	<b>736,407</b>
<b>Restricted funds:</b>					
Care payments	-	3,909,853	(3,909,853)	-	-
DH SW Shared Lives regional project	3,050	-	-	(3,050)	-
Cornwall Marketing Project Fund	-	-	-	3,050	-
Cornwall Marketing Project Fund (cont)	-	-	-	(3,050)	-
Shared Lives Plus – Pam Wood	99	-	(99)	-	-
Older People in Rural Communities	5,000	15,000	(1,471)	-	<b>18,529</b>
Total restricted funds	8,149	3,924,853	(3,911,423)	(3,050)	<b>18,529</b>
<b>Total funds</b>	<b>691,629</b>	<b>5,531,185</b>	<b>(5,467,878)</b>	-	<b>754,936</b>

### Unrestricted fund

The unrestricted fund relates to the management fee and admin fee received from local authorities, service related income and bank interest received. These funds are used to meet the operating costs incurred by the organisation.

### Designated funds

**ITC Development Reserve** – To fund the development of our bespoke database to the point of completion, as well as providing for the procurement of IT equipment and upgrades to our website.

**Special Projects Reserve** – To provide for investment in specific expertise sufficient to support exploration of new opportunities outside of the scope of our current service.

**Service User Involvement Reserve** – To ensure the long-term project of involving service users at all levels of the organisation can be achieved.

**Donated Funds for Events Reserve** – During the year this fund was reclassified from designated to a restricted fund.

**Training & Development Fund** – To support cultural change work, leadership development and individual or group coaching, needed as a result of organisational changes.

**Marketing Reserve** – To provide resources to pursue additional carer recruitment campaigns.

**Emergency Respite Reserve** – To provide targeted additional respite in order to maintain vulnerable long term placements.

**Carer Support** – To cover the cost of specific activities that encourage ongoing support and engagement of the Carer network.

**Pandemic Response Reserve** – To address additional resource requirements specifically associated to responding to the COVID-19 pandemic.

### Restricted funds

**Older People in Rural Communities** – The project was funded to undertake work to target rural areas with historically low Shared Lives provision, looking to expand awareness and use of the Shared Lives model. A transfer of £18k was made to retain the project manager role which had been originally paid from general funds.

**SLP Expansion Project** – Shared Lives Plus funded project to explore new ways to recruit and assess Shared Lives carers to enable the sector to remain resilient through the pandemic.

**Donated Funds for Events Reserve** – To fund events or activities to the benefit of carers and service users, which are not covered by existing contracts with Local Authorities.

**The 'DH SW Shared Lives Regional Project'** – after approval from the Charities Commission, the balance from Fund was transferred out into the newly created Cornwall Marketing Project Fund. This was then later transferred to the General Fund to cover specific expenditure.

**Cornwall Marketing Project Fund** – see above. The fund was set up to provide funds for marketing projects for Cornwall services. Relevant expenditure was incurred during the year from the unrestricted General Fund and consequently this restricted fund balance was transferred to the General Fund.

**Shared Lives Plus – Pam Wood** – A project funded by Shared Lives Plus to be used to arrange carer networking meetings in Plymouth. This fund is used on an infrequent basis when meetings occur.

### Analysis of assets between funds

All funds are represented by net current assets apart from the General Fund that includes £27,329 (2020: £15,984) fixed assets.

## 13 FUNDS RECEIVED AS AGENT

Shared Lives South West is the Corporate Appointee for the majority of its service users and collects benefits as agents on their behalf. These benefits are then paid into a ring fenced Corporate Appointee Client Fund which Shared Lives operate as agents and used to pay service users' expenses including their contributions towards their care and support costs through fairer charging. Any balance of service users' benefits are paid to the service users.

During the year, receipts totalling £5,471,549 (2020: £5,388,460) and payments totalling £5,712,068 (2020: £5,323,949) were dealt with in this way. The balance of the Corporate Appointee Client Fund was £708,055 (2020: £218,320). These balances are not included in the statement of financial activities or balance sheet in accordance with SORP FRS102.

## 14 OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

### Land & Buildings

	2021 £	2020 £
In less than 1 year	42,250	42,250
Within 2-5 years	<u>27,795</u>	<u>61,162</u>

During the year lease payments totalling £33,500 (2020: £33,500) were recognised as an expense.

## 15 CONTROL AND RELATED PARTY TRANSACTIONS

The charity is under the control of its Trustees. During the year end 31 March 2020 Cheryl Lewis, a trustee was paid £3,019 for consultancy advice. At the year-end no balance was owed. The payment was approved by the Trustees and is permitted by the Articles of Association.

## 16 PENSION

The Organisation participates in two pension schemes:

### Defined Benefit Scheme

The four staff that transferred under TUPE to Shared Lives South West on 1 November 2019 are entitled to participate in the Local Government Pension Scheme (LGPS) as administered by Somerset County Council. Shared Lives South West participates in this scheme on a closed admission basis, and staff participation is limited to contributing employees at 1 November 2019. The LGPS is a contribution based funded defined benefit scheme that currently provides retirement benefits based on career average revalued salary and length of service in employment.

Subject to certain conditions, which Shared Lives South West has fully complied with in 2019/20, Somerset County Council acts as guarantor to the Pension Scheme. Under this arrangement Shared Lives South West's liability is capped at the level of payments for ongoing service during the period of the contract, as determined by the Scheme's triennial revaluation.

The funding risk for any past service deficit contribution remains with Somerset County Council.

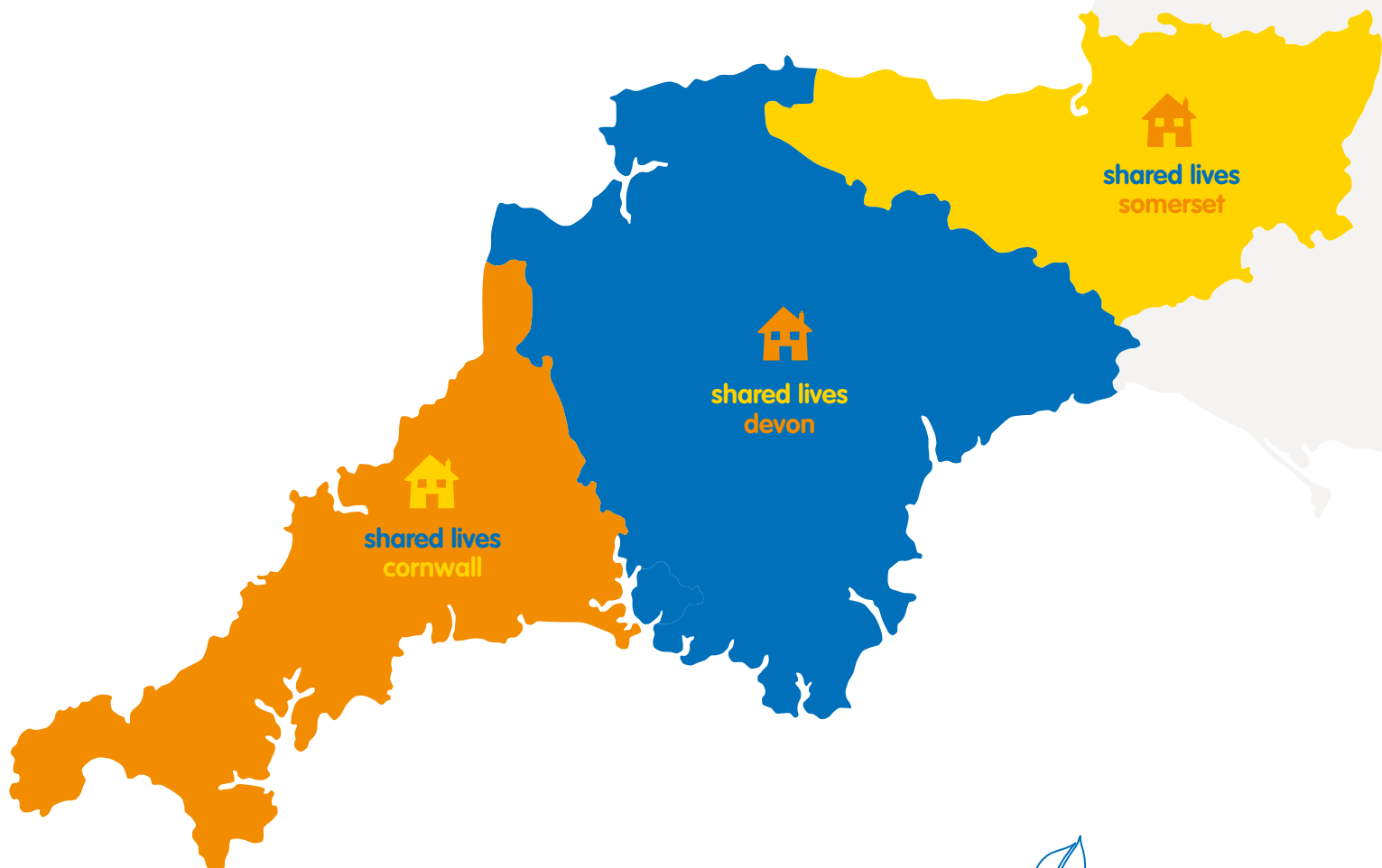
Pension costs are therefore accounted for as in a defined contribution scheme.

Employer contribution rates into this scheme amount to 19.4% of pensionable pay in 2020/21, with the Shared Lives employee contribution rates being 5.8%.

At 31 March 2021, 4 employees (2020: 4 employees) participated in the scheme and employer's costs charged to the Statement of Financial Activities, amounted to £14,014 (2020: £9,158).

### Defined Contribution Scheme

The charity operates a defined contribution scheme. The assets of the scheme are held separately from those of the company in a fund independently administered by Scottish Widows. The contributions paid from unrestricted funds by the charity to the fund during the year totalled £56,265 (2020: £55,324).



#### Devon

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Kingsteignton, Newton Abbot, Devon TQ12 3SB  
T: 01626 360170

#### Cornwall

Trewellard Farm, Wheal Rose  
Scorrier, Redruth, Cornwall TR16 5DH  
T: 01209 891888

#### Somerset

The Wagon House, Eaglewood Park  
Dillington, Ilminster, Somerset TA19 9DQ  
T: 01460 477980



Registered charity number 1104699.

A not for profit company limited by guarantee and registered in England and Wales, number 5025213

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Kingsteignton, Newton Abbot,  
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