



**Outlook Care**  
*It's our business to care*



Annual Report 2009-2010  
our journey to  
personalisation



care &  
support  
to fit  
your  
needs

Providing  
support and  
care to people  
with a learning  
disability,  
those with  
mental health  
needs and  
older people

listening  
to you,  
putting  
you in  
control

Outlook Care is celebrating its 20th anniversary this year and it is amazing to look back at where we have come from and how much has happened since 1990. Once again we are facing major challenges. The pace of change is unprecedented and brings with it uncertainty over exactly what the sector will look like in the future. We are actively responding by embracing the personalisation agenda and are busy implementing our plans to remodel our services to better meet the needs of the people who use them. We are also delighted to announce the launch of People4People which is a new service matching Personal Assistants (PAs) to people with support needs.

Operating more efficiently and controlling our costs will be crucial to our ability to offer services at a competitive market price. We are implementing a rigorous plan to reduce our costs, while at the same time still offering high quality services and real value for money.

The progress we have made would not have been possible without commitment from our board, our staff and our partners who we would like to thank for their continued support.

**Albert Rowley**  
Chairman

**Penny Taylor**  
Chief Executive

foreword



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“Outlook Care has made significant progress on the road to personalisation with a flexible approach to building tailored services for each and every person.”

our  
personalisation  
journey

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Outlook Care has been actively engaged in person-centred planning since 2000 however the introduction of personalisation has seen an exciting step-change in the way we deliver individual care and support.

The transformation of a registered residential home in Dagenham, in partnership with the borough, has enriched the lives of the tenants who now have full tenancy rights, control over their money through a personal budget, and real choice over how and when their support is delivered. Staff members have responded positively to this new way of working and are benefiting from a more equal relationship.

Tenants are continually amazing us with the variety of choices they make and we are learning and evolving as a result of our new approach to working. The improved outcomes for tenants have inspired us to talk to other commissioners about the model and further remodelling is planned in the coming year.



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“I walk to work on my own now - I know all about crossing roads safely. When I get home I let myself in with my door key.”

Anne moved to Raydons Road shortly before the home was de-registered. At first, she was unsure whether she wanted the choice it offered.

Now in her fifties, Anne was used to care home life and lacked confidence to do things for herself. “I didn’t want to change,” she admits, “but I’m glad I did.”

Anne selected Saturday and Thursday for her one-to-one support with grocery shopping and other activities. She used to be scared of using the oven but now loves to choose what she can eat and prepare it herself. “I’m getting used to deciding what I want for dinner and doing all my own cooking.

I never liked carrots so I don’t buy them!” Planning meals and weekly food quantities is a new skill, too. “The other day I ran out of potatoes, so I had chips with my roast chicken,” she laughs.

With her personal budget, Anne has bought herself a TV, a radio alarm clock and a fan for her room. She also has control over her medication and knows what each tablet is for.





## continuing growth

“ The People4People (Personal Assistant) service will meet the need for a more flexible alternative to traditional support or care through which people will choose, employ, pay for and hold accountable the staff who work for them. ”

Outlook Care remains a thriving organisation with a key aim of developing and growing specialist services.



In April 2009 we were awarded the contract to provide support at Scott Court in Waltham Forest. This scheme provides newly built self-contained flats for four people with learning disabilities and the tenants are flourishing under their personalised plans. So that more people can benefit from flexible independent living, we created the Housing Solutions Service which finds similar high quality accommodation from private landlords where the service user holds the tenancy.

Recognising that demand for specialist nursing care will continue to grow, our subsidiary company Outlook Venture Limited recently purchased land in Colchester to build a nursing home.

This will offer professional care and support services that enhance dignity and comfort in a state of the art building.

Our new Personal Assistant service, provided in partnership with the London Boroughs of Havering, Redbridge, Waltham Forest, and Barking and Dagenham, increases choice and control for people with support or care needs. A direct response to the transformation of social care agenda, the service matches budget holders with vetted personal assistants who they can employ to meet their assessed needs.



“ I make sure I pay the rent and know how much shopping I need. I am eating more healthily, too. I never ate carrots and broccoli or lettuce and celery before! ”

It's hard to convey just how far Sherman has come in a year from the young man with a police record who had trouble looking after himself, his money and his temper.

“I hated being told what to do,” admits Sherman, “but I have learned to control my anger. It has been a very good experience moving to Scott Court. Now I like to keep myself and my flat clean. Before I go to work I have a shower and clean the bathroom. I have also learned to look after money and spend it on the right things and I have new friends.”

Penny Gosai, Waltham Forest Mencap Advocate, says: “I am very pleased that Outlook Care was willing to take a risk and give Sherman a chance when others weren't. It proves that the right support, social workers, advocates and multi-disciplinary teams can really make a difference.”





“ Within three months of the Outlook Care Bank launch last spring, we had met our target to fill 90% of shifts, and now regularly attain 98% fill rate. ”

remodelling  
for the future

The personalisation agenda runs through every department, shaping current and future plans.

At Louise Graham House in Barking, 20 adults with learning disabilities are preparing to move on from a supported housing project to independent living in the community. Thornebury Nursing Home is being reviewed to offer supervised care for people with drug and alcohol related mental health issues as well as offering a hub for supported living services nearby.

Housing management for supported living services was handed back to landlords last year, enabling us to separate support or care service delivery

from housing management services. Tenants are being supported on how to solve housing queries and interact with landlords independently, with coaching from our staff.

The Outlook Care Bank, our internal staff bank, is a huge success, allowing us the flexibility to tailor our services to each service user's needs and requirements.





“ I like it much better here. We have a timetable and staff come to make sure we keep to the routine, but we are independent. ”

After ten years at Thornebury Nursing Home, Mustaza was ready to move on from its supervised environment to supported living in a shared house.

Mustaza's condition is under control and he now enjoys the independence of living in the community, with support during the day. "We each have our own bedroom and share the rest of the house and garden," he explains of his new life. "We have daily chores, such as vacuuming or cleaning the fridge and the carer reminds us to do it."

"We also do our own shopping and cooking, manage money, pay rent and go out to places like Pizza Hut. I listen to music in my room, watch DVDs or we talk to each other in the living room."

Mustaza's progress means he is maintaining contact with family much more reliably and he and his co-tenants have even taken a supported holiday in Bognor Regis.



Outlook Care was formed for the benefit of the community and this very much underpins our daily activity, with the focus on people's individual wishes. Our staff are well trained and committed to supporting people to make their own choices and take control of the way they lead their lives.

Now in its 20th year, Outlook Care operates more than 40 schemes in eight local authority areas across London and Essex. Our services include residential and nursing care, supported living, domiciliary care, housing management, housing search and personal assistant matching provision.

We include the people who use our services in making decisions about how they are delivered through the very active Service User Committee and use this valuable feedback to continually improve. In responding to changing needs and aspirations, we ensure that Outlook Care remains a successful, financially sound and responsible organisation.

### Our partners

Outlook Care would like to thank its staff, partners and supporters for the invaluable assistance and encouragement given over the past year.

about  
outlook care

## Our Vision

People with individual needs, living the lives they choose

## Our Values

- Respect and support the rights of people to be involved in decisions that affect their lives
- Welcome diversity and ensure fairness across all aspects of our work
- Value the people who use our services and their contribution to communities
- Recognise the important contribution our staff and partners make in the delivery of our services
- Be honest, open and accountable in all that we do
- Ensure that we are environmentally sound and socially responsible
- Aim for excellence and encourage a culture of innovation, expertise and continuous improvement

## Our performance

Thanks to the dedication and hard work of all our staff, all Outlook Care registered services have been rated good or excellent again this year by the Care Quality Commission.

Outlook Care	National comparators
Excellent 61%	19.2%
Good 39%	59.2%
Adequate 0%	11.6%
Poor 0%	1.5%



### People we support

Outlook Care supports more than 358 people each day across London and Essex in registered care, supported living and nursing settings.

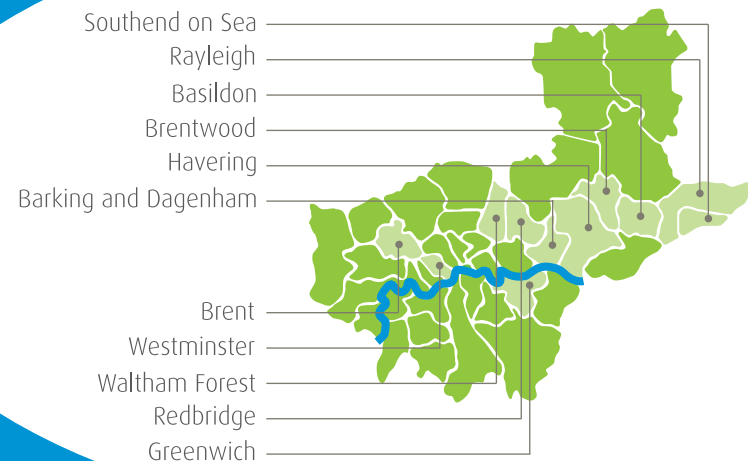
### Compliments and complaints

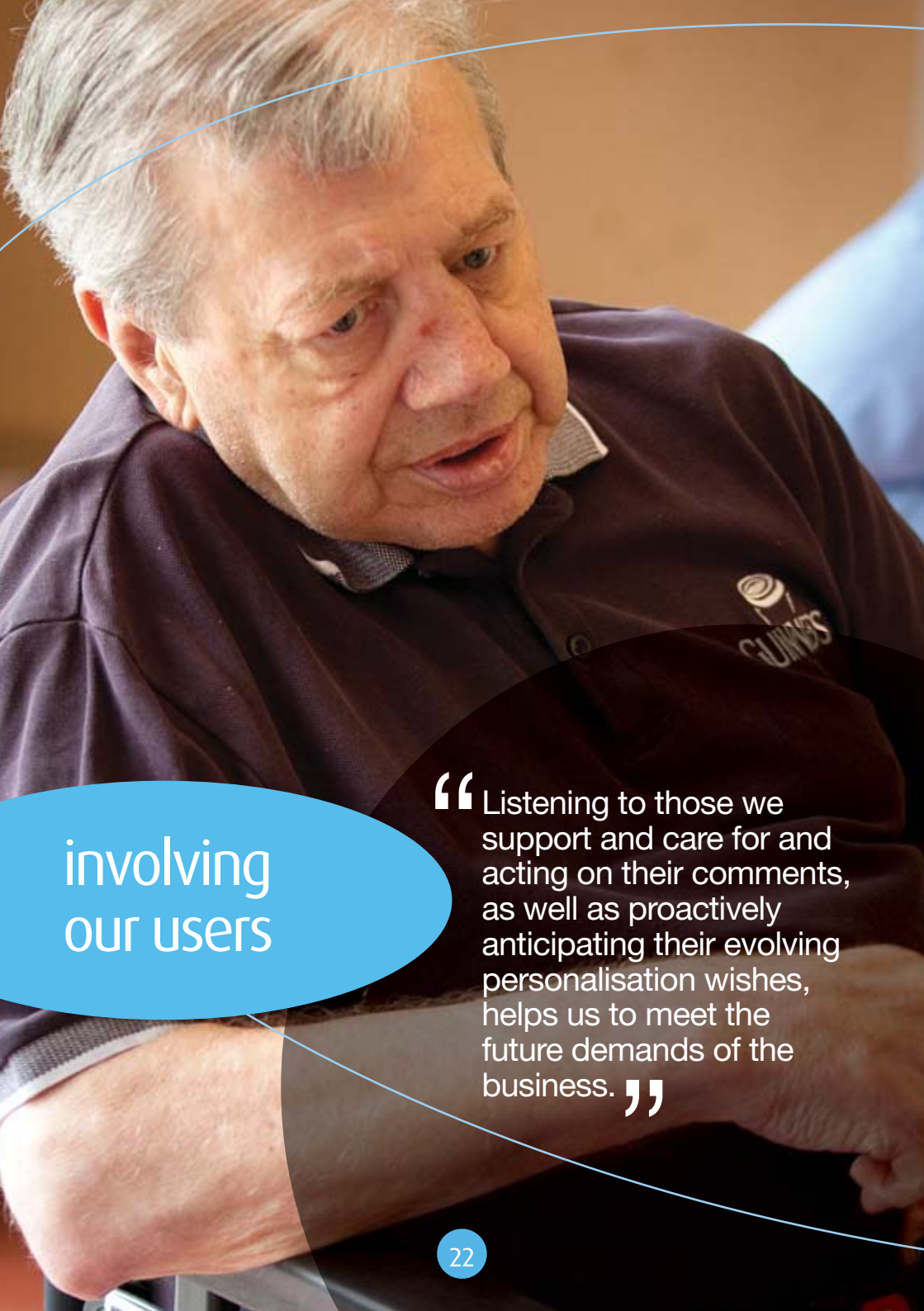
We are pleased to receive both compliments and complaints about the services we provide as they give us an objective opinion, helping us to review practices and improve year on year. Comments are actively sought from those we support and their families. In 2009-10, we received 21 compliments and 31 complaints.

### Dignity in Care

Our dignity policy and 10 key pointers remind us daily of the importance of quality of life for all those in our care. These include; respecting people's rights to privacy, treating each person as an individual by offering a personalised service and, listening to and supporting people to express their needs and wants.

### Where we work





## involving our users

“Listening to those we support and care for and acting on their comments, as well as proactively anticipating their evolving personalisation wishes, helps us to meet the future demands of the business.”

We value and respect the opinions of everyone receiving our support and care.



Our panel of service user auditors looked at a selection of our services through the eyes of the people receiving them. Supported by the advocacy group BATIAS, the panel undertook their first audits investigating subjects such as relationships, privacy, and choice and control, then presented the results to the Audit and Risk Committee. Valuable information gathered is being fed into our future plans.

Recognising the importance of Valuing People, a number of people we provide support to are also employed by us as

consultants to deliver training, drawing on their experiences and expertise. They advise other tenants on subjects such as person-centred planning and moving on.

In preparation for the general election we worked with people we support to create a DVD which explained all about voting, giving everyone an insight into their right to vote, why, and how, to do it. The Voting DVD, supplemented by easy-read manifestos and other information, resulted in many people voting for the first time in their lives.



“ I didn't think I would work again, so conducting the audit has helped my confidence enormously. It was quite challenging but I miss it now. I hope we can do some more. ”

Following a stroke in 2008 Deirdre moved to self-contained supported accommodation at Dobsons House, near to her daughter in Rayleigh.

Not long after her arrival, Deirdre became involved in the Service Users' Forum through the suggestion of the scheme manager. She then volunteered to be a member of the Service Users Audit Team.

“I had really lost confidence after my stroke. Being part of the audit team was a great pick-me-up,” recalls Deirdre, who worked as a civil servant for 30 years and was delighted to be chosen for the project.

The team visited six properties calling on each site for a pre-audit one week before to get to know the residents, followed by the audit the next week. “We would meet and role play various scenarios, so that we knew what to expect,” Deirdre explains. “To record people's views, we helped develop a simple questionnaire which all users could understand.”





## supporting our staff

“ Winning ‘Best Employer of over 250 Staff’ in the Skills for Care Accolades demonstrated our vision to improve the lives of people through a qualified and empowered workforce. ”

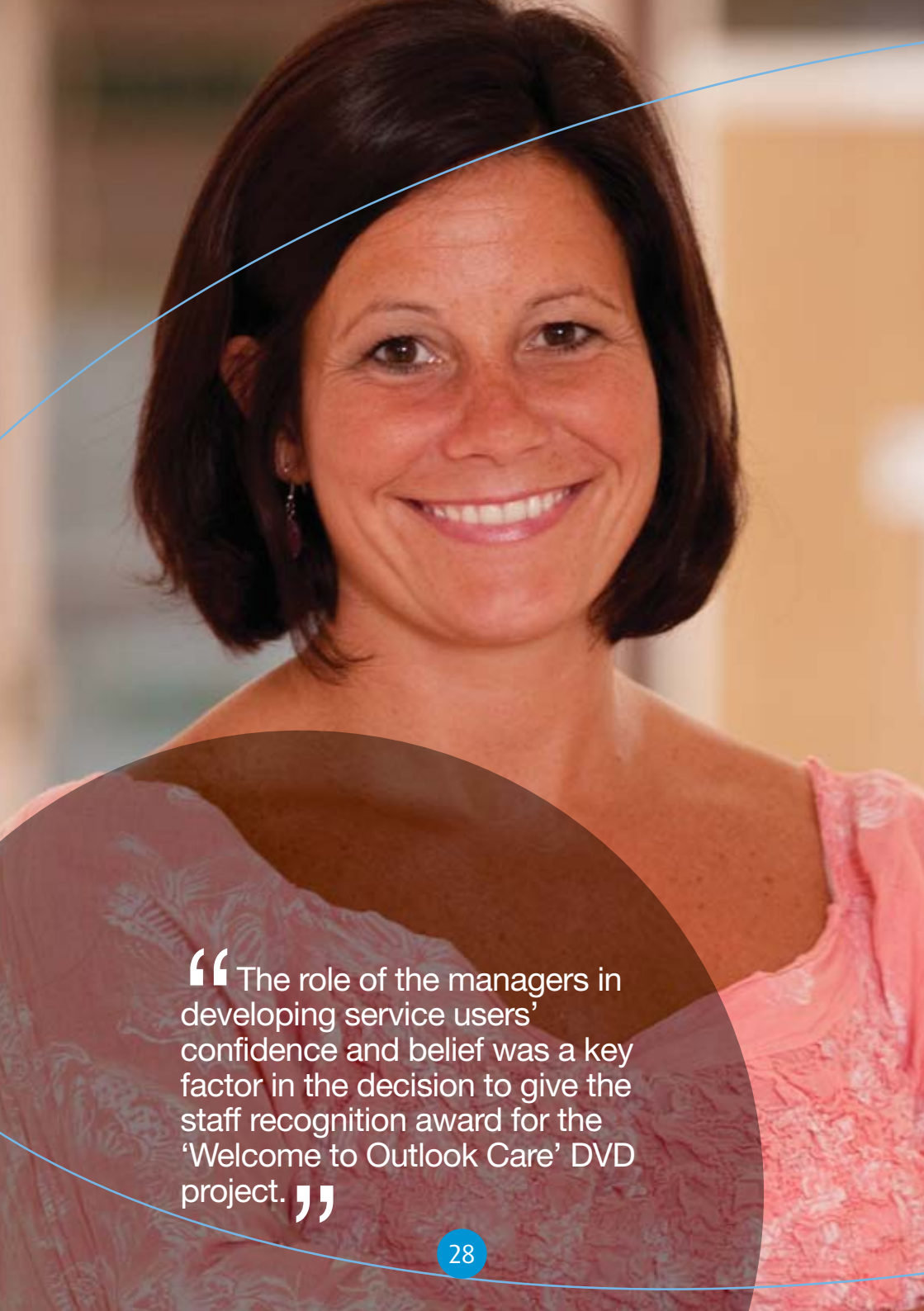
Our superb staff are the backbone of Outlook Care and we value their dedication to their roles and to the organisation as a whole.

In appreciation of exceptional performance, responding well to challenge, and innovative projects that have a positive impact on those we support and care for, we introduced a Staff Recognition Scheme. Sixteen awards have been given in the past year to individuals and groups.

In 2009 we won the Skills for Care Accolade Best Employer of Over 250 Staff at the prestigious Skills for Care Awards which celebrate best practice in social care workforce development. Seventy per cent of our staff are trained to at least NVQ level 2, and in 09-10 our staff turnover was just 13%.

To support staff through the de-registration of Raydons Road, workshops were held to create a dialogue which informed, dispelled worries and resulted in a cohesive team who pool knowledge to ensure the confidence and wellbeing of tenants and staff alike.





“The role of the managers in developing service users’ confidence and belief was a key factor in the decision to give the staff recognition award for the ‘Welcome to Outlook Care’ DVD project.”

‘Welcome to Outlook Care’, a DVD that explains all about our organisation, won two staff recognition awards for members of the Make it Easy Group who created it. This marks their extraordinary commitment and hard work.

The Make It Easy Group looks at different ways of making information accessible to people and includes three home managers and four service users. Service Manager Natelie Bessey who leads the group says: “Many people thinking about using our services can’t read and we didn’t have anything accessible for them.”

Natelie was so impressed by the support of the members that she nominated them for an award, then found that her manager had nominated her for her role in facilitating the project.

“It took a lot of hard work and planning. We had to write scripts, carry out auditions, supervise two days of filming, and arrange a premier event to launch it. All this was done on top of everyday operations,” she explains.





## controlling our costs

“An organisational audit undertaken by students from the London Business School confirmed that we had already identified and had projects well underway for key areas of development.”

## How we respond to the changing marketplace in social care is at the heart of our Development Plan.

During the past year, a radical review of our systems and processes has taken place to make the organisation even more people-focused.

A restructure of core and support management teams is underway offering maximum use of resources, 24 month financial rolling forecasts have been introduced for optimum efficiency and we plan to invest in IT to streamline and integrate various areas of the business to meet the future requirements of personalisation. All of the above fortify our business plan objective to 'provide high

quality services that meet the expectation of service users for the price agreed'.

Meanwhile, the environmental steering group is working hard to ensure our targets are met in line with our Environmental Accreditation ISO14001:2004. These include: reducing energy use by 2%; reducing water and fuel use; reducing waste sent to landfill; and improving our corporate social responsibility globally and locally.



## Statement by the Board of Management

These summarised financial statements contain information from the Statement of Financial Activities and Balance Sheet for the year ended 31 March 2010, but are not the full statutory report and accounts. The full financial statements were approved by the Board of Management and will be submitted to the Financial Services Authority. They received an unqualified audit report and copies may be obtained from Outlook Care's head office.

Signed on behalf of the Board of Management



**Albert Rowley**, Chairman  
23 August 2010

our finances

## Balance sheet

	2010 £	2009 £
<b>Fixed Assets</b>		
Tangible fixed assets	2,190,303	2,237,119
<b>Current assets</b>		
Debtors	502,976	382,870
Short term deposits	3,104,709	2,831,928
Cash at bank & in hand	400	135,861
	<b>3,608,085</b>	<b>3,350,659</b>
<b>Creditors: amounts due within 1 year</b>	<b>1,272,626</b>	<b>1,412,684</b>
<b>Net current assets</b>	<b>2,335,459</b>	<b>1,937,975</b>
<b>Net assets excluding pension liability</b>	<b>4,525,762</b>	<b>4,175,094</b>
<b>Long term liability</b>	<b>(405,000)</b>	<b>(405,000)</b>
<b>Defined benefit scheme liability</b>	<b>(1,164,000)</b>	<b>(1,028,000)</b>
<b>Net assets including pension liability</b>	<b>2,956,762</b>	<b>2,742,094</b>
<b>Funds</b>		
Share capital	9	8
Restricted funds	<b>12,945</b>	11,196
<b>Unrestricted Funds</b>		
Designated funds	<b>3,530,990</b>	3,229,107
General funds	<b>576,818</b>	529,783
<b>Unrestricted funds excluding pension liability</b>	<b>4,107,808</b>	3,758,890
<b>Pension reserve</b>	<b>(1,164,000)</b>	<b>(1,028,000)</b>
<b>Total charity funds</b>	<b>2,956,762</b>	<b>2,742,094</b>

## Where our money comes from

1 April 2009 - 31 March 2010

### Income

	Totals £
Resident charges	2,819,916
Grants and contracts	11,485,438
SP funding	888,034
Other	558,651
	15,752,039

## How we spend our money

1 April 2009 - 31 March 2010

### Expenditure

	Totals £
Support	2,286,584
Governance	90,090
Direct charitable	13,045,698
	15,422,372

## Our turnover

1 April 2009 - 31 March 2010

	2010 £000's	2009 £000's
Turnover	15,752	15,507

## Auditors' Statement to the Members of Outlook Care

We have examined the summarised financial statements for the year ended 31 March 2010 on pages 33-34.

This report is made solely to the society's members, as a body. Our work has been undertaken so that we might state to the society's members those matters we are required to state to them in an auditors' statement on the summarised financial statements and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the society and the society's members, as a body, for our audit work, for this report, or for the opinions we have formed.

### Respective responsibilities of trustees and auditors

The Trustees are responsible for preparing the summarised financial statements in accordance with applicable United Kingdom law and the recommendations of the Charities SORP. Our responsibility is to report to

you our opinion on the consistency of the summarised financial statements with the full annual financial statements.

We also read the Board of Management Annual Report and consider the implications for our report if we become aware of any apparent misstatements within it.

### Basis of opinion

We conducted our work in accordance with Bulletin 2008/3 issued by the Auditing Practices Board. Our report on the full accounts describes the basis of our audit opinion on those financial statements.

### Opinion

In our opinion the summarised financial statements are consistent with the full annual financial statements of Outlook Care for the year-end 31 March 2010.

haysmacintyre  
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23 August 2010



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**Board of Management**

Albert Rowley, Chairman  
 Ian Churley, Vice Chairman  
 Gerald Bayliss, Treasurer  
 Fred Baker  
 Beryl Bristow  
 Derek Hardy  
 Peter Kerly (resigned December 2009)  
 Carole Rainbird  
 Barry Sansom (resigned April 2010)  
 David Thomas (Appointed March 2010)  
 Penny Taylor, Chief Executive

**Senior Management Team**

Penny Taylor, Chief Executive  
 Georgina Penketh, Director of Finance  
 Jacky Taylor, Director of Corporate Services  
 Anne Cooper, Director of Operations  
 Piotr Rejek, Director of Operations  
 Sian Hajba, Assistant Director of Finance  
 Robert Smith, Assistant Director of HR

**Bankers**

NatWest

**Auditors**

haysmacintyre

**Solicitors**

Pretty's



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INVESTORS  
 IN PEOPLE

