



At Shared Lived South West we listen, engage, grow the support we offer, work with other organisations and put the people who we support at the heart of the charity

## Shared Lives Coordinators

Support, listen, match, resolve complex issues, monitor wellbeing, signposting, mediation.

#### Communication

Events, newsletter, website, social media, inspirational stories, networking, news.

## Funding and Benefits team

Funding arrangements, appointeeship and benefits, contributions and personal allowances, respite, short-breaks.

#### **Management Team & Trustees**

Planning, governance, continuity, compliance, contract management, recruitment.

#### **Admin team**

Disclosures & Barring Service, insurance, training, communication.

## Service Users

#### **Finance team**

Payments to carers, suppliers and staff, invoicing local authorities, budgeting, monthly reporting, banking.

## Contents

- 4 Highlights
- 6 Letter from the Chair of Trustees
- Five-YearStrategicPlan

#### **8 Service Users**

- **9** Outcomes
- 10 Colin's Story
- 12 What Shared Lives means to Me
- 14 Jodene's Story
- **16** Service Users by Numbers
- 17 Objectives Met
- **17** Plans for 2018–19

#### 18 Carers

- 19 Training for Carers
- 20 Lynn's Story
- 22 Three case studies
- **24** Carers by Numbers
- 25 Objectives Met
- **25** Plans for 2018–19

#### 26 Growth

- **27** Hopes for the Future
- 28 Kay's Story
- 30 Visit to Poland
- **31** Objectives Met
- **31** Plans for 2018–19

#### **32 Quality**

- 33 Objectives Met
- **33** Plans for 2018–19
- 34 Financial Review
- 37 **Governance**
- 40 Independent Auditor's Report
- 55 Legal & Administrative

# Promote independence and choice

Shared Lives South West is an award winning regional charity that has delivered Shared Lives services across Devon, Plymouth, Cornwall and Torbay since 2004.

Our mission is to support vulnerable people to have full and active lives in their communities using the amazing personalised support that Shared Lives can offer.

Shared Lives South West supports adults over 18 years of age and young people in transition from the age of 16 upwards.

We support people with a learning disability, mental health issues, dementia and the older generation.

More recently we've also supported parents with a learning disability and we have launched a home from hospital service.

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 those who use our services so that they can live their life their way and flourish.

We are registered with Care Quality Commission as a Shared Lives provider and have a 'Good' rating.

## Our Values

We are person-centred in everything we do and value the contribution each person makes

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

We continue to develop a culture of fairness, honesty and integrity in everything we do with everyone we work with

We believe our Shared Lives carers are our greatest asset and should be championed as the lifeblood of the organisation

We must be open to new ideas, change, challenges and innovation to continue to improve and develop our services and ourselves



# Highlights

Here are just some of the things we've been up to in the past 12 months

#### **June 2017 Shared Lives Week**

Shared Lives carers and people who use Shared Lives services got behind spreading the word about this unique form of care and support by opening their homes and hosting coffee mornings.

The national theme was Shared Lives Choice For All to raise awareness of the Shared Lives care model

#### July 2017 Polish delegates visit

Knowledge, skills and the great work Shared Lives South West does was shared with Polish delegates during a two day visit to our organisation.

The team of ten people – from various charities, organisations and local authorities – were on a fact finding mission learning about Shared Lives South West and specifically wanting to hear about its award winning Short Break Services.

On arrival they were welcomed by Teignmouth mayor Cllr Paul Burgess and the following day enjoyed a day conference in Teignmouth, where staff shared their knowledge with the group and deputy mayor Cllr June Green talked about Teignmouth's history.

They also spent a day with staff at The Manor House, Dawlish and met with Shared Lives South West carers and people who use our services.

#### October 2017/February 2018 Shared Live South West Discos



There were spooky goings on when carers and people who use our services descended on a Cornwall community hall for the Shared Lives South West Cornwall disco, just in time for Halloween.

The fun filled event was well supported, with everyone turning up in a variety of fitting fancy dress.

Devon Shared Lives families also got involved when a Valentine Disco was hosted in February.

#### October 2017 SLSW gets cash boost from Carnival committee



Shared Lives South West celebrated receiving a funding boost of £750 after being selected as a beneficiary for the carnival in Newton Abbot.

Donations were received at a variety of events including a duck race, tractor pull and the finale, the town's carnival procession to raise the cash in the Summer.

The money is being used for carer events.

### November 2017 SLSW go to Westminster to meet MPs

Some of the team visited the Houses of Parliament and hosted an event for MPs to find out more about what we do.

The room was sponsored by St Austell and Newquay MP Steve Double.



Carer Jane Jefferies-Jones and Gemma who uses our services went to the event to talk to the MPs who popped in to Portcullis House to see us. Some of the team also attended.

MPs Scott Mann, George Eustice and Michael Tomlinson and staff from Mel Stride's office all visited us to find out more.

The team was also given a private tour of the Houses of Parliament.

# December 2017 SLSW scoops the Excellence in Vulnerable Adult Support Services award

Shared Lives South West celebrated scooping the gong for Excellence in Vulnerable Adult Support Services in The Corporate LiveWire Healthcare and Life Sciences Awards.

Corporate Livewire's panel of judges selected Shared Lives South West as they were particularly impressed with the charity's 'pioneering spirit'.

#### March 2018 Our carer couple win top Cornwall Care Award

Shared Lives South West carers Sheila and Brian Baker won the top award for care at the Cornwall Care and Support Awards.

The couple, who live in Penzance, beat off strong competition from more than 420 nominations to win the



Outstanding Home Carer Award at the ceremony which was held at The Eden Project.

"The award ceremony was like the Oscars of the care world, with lots of sparkly outfits", said Sheila.



# March 2018 Carers film for BBC Spotlight feature

BBC Spotlight spent the day filming our award winning carers Sheila and Brian Baker. They won a top Carer award at the CAHSC Learning Partnership Awards.

They also chatted to Laura, who lived with the Shared Lives South West family for four years and

thanks to Sheila and Brian's help and support, she now lives independently.

Angela Rowe, Shared Lives South West Coordinator, was also interviewed.

# March 2018 Carer Teresa Walker attends Great British Care Awards after shortlisting

Plymouth based Shared Lives carer Teresa Walker mingled with the crème de la crème of the care industry when she attended the Great British Care Awards at the ICC, Birmingham.

The experienced carer beat off stiff competition and was shortlisted in the Home Carer of the Year Award at the national awards.

Despite not winning her category, she enjoyed hearing inspirational stories from carers and was supported by members of the Shared Lives South West team.



# Letter from the Chair of Trustees

Welcome to our new-style annual report. We've made it more comprehensive than ever before and what a story we have to tell. Near-record numbers of people benefited from being part of our very special Shared Lives community and you can read in the following pages about just some of our wonderful carer families who help to transform the lives of those who live with them.

Read about how Jackie and her family in Bodmin have helped Colin gain in health and confidence, as he is now actively involved in the local community. Hear about Jodene who is building her life skills after moving to Exmouth and Simone's caring household. In Portreath, Mark, Andrew, Chris and Marianne have had their lives transformed thanks to super-carer Lynn. Near Newton Abbot, Shared Lives carer Susan has been helping Holly's mum and dad Sean and Zoe to develop their parenting skills. You can also read about Kay from the Kingsteignton area who has signed up to be a Home from Hospital carer. These case studies are just a small sample from our carer network that now supports adults of all ages including some parents, with a learning difficulty; together with those who have mental health issues or dementia. There is clearly tremendous scope for the Home from Hospital service to grow over the coming years, subject to adequate carer recruitment and funding arrangements being in place.

A significant event for all of us at Shared Lives was the departure in December of our Chief Executive Jane Bell, in order to take up the role of Principal/CEO with a large educational charity. Jane took the helm of SWAPS, as we were then known, back in 2004 when we had less than 50 carers supporting around 80 people using our services on a long term basis. Under her leadership the number of Shared Lives carer families throughout Devon and Cornwall increased five-fold, with pioneering initiatives to apply the Shared Lives concept in new areas. We shall always be grateful for what Jane achieved in her time with us and wish her continuing success in the future.

After a thorough externally facilitated recruitment process, the Board appointed Matt Bell (no relation)



as Jane's successor from January 2018. Due to differences of view regarding a shared vision, we agreed to part company with Matt at the end of his six months probationary period. Our Finance and Business Manager Dominic Spayne was appointed Interim CEO in July 2018.

Our talented and dedicated staff deserve special mention this year for the way in which they have responded positively to recent changes in structure and working methods that have been introduced to further improve the value and efficiency of the services we provide. A big thank you is due as always to our wonderful carers whose achievements have once again been recognised through regional and national awards. I'm also very grateful for the time given and work done by our volunteer approval panel members and fellow trustees.

Finally, if you would like to be part of the Shared Lives future, whether as a carer, volunteer, fundraiser or sponsor, then read page 55 and get in touch.

KEITH RICHARDS CHAIR OF BOARD OF TRUSTEES

# 5-Year Strategic Plan 2015-2020

#### In 2015/2016 Shared Lives South West launched a new five year strategic plan called "Going beyond..."

The title "Going beyond..." indicated our ongoing desire to ensure that Shared Lives South West goes beyond the basic delivery of a traditional care service. We want to ensure that people who use Shared Lives get much more than a transactional relationship with a paid carer and instead get the opportunity to share in home and family life, to live life to the full and to be an active part of their local community. We want to offer people the chance for a full and happy life, not just a care service.

We want the quality of our support to our Shared Lives carers to go beyond a traditional relationship of worker/manager, which reflects that our carers go beyond a traditional support relationship every day!

#### As part of our strategic plan our four key objectives are:



#### Service users

We put the needs and aspirations of service users at the heart of our work, and enable people who use our services to identify, meet and exceed their desired goals through Shared Lives. People who use our services can influence what Shared Lives South West does and how it does it.



#### **Shared Lives carers**

We create and maintain trusted and enduring relationships with our Shared Lives carers as a partnership, which enables them to be great shared lives carers. Carers are supported to influence the quality of our services through participation and consultation with the organisation.



#### Growth

We will deliver Shared Lives services and other support services to more people in more places to meet a wider range of support needs, whilst always maintaining the quality of all the services we deliver.



# Quality, management and excellence

We provide high quality, safe, person-centred services. We are well led, employ great staff and are financially stable. We continue to innovate and there is increased awareness of Shared Lives South West as a centre of Shared Lives excellence and as an exemplary social care provider in the south west.



## Service Users

We put the needs and aspirations of service users at the heart of our work and enable people who use our services to identify, meet and exceed their desired goals through shared lives.

Those who use our services can influence what the organisation does and how we do it.



# Outcomes

We have started collecting information on the achievements of people who use Shared Lives South West services with the aim of showing how living in a Shared Lives family can help transform and enhance that person's life.

Key outcomes include:

- Improving choice and control over decision making
- Improving health and wellbeing
- Increasing learning opportunities
- Improve financial wellbeing, increase self-worth
- Increase leisure and hobby opportunities

- Increase work, employment and volunteering opportunities
- Support relationships and increase social networks.
- Promote and increase independence.



# Gareth crosses the finish line in 5k run in marvellous Madrid

Gareth put on his running shoes and competed in the Madrid 5k with his Shared Lives family.

The Torbay runner, who lives with Chrissie and Marc Walpot, completed the course in 42 minutes 54 seconds. He ran the route alongside his Shared Lives family.

His determination to cross the finish line earned him achiever of the month at South Devon Athletics Club, which he attends with Chrissie and Marc every Tuesday and Wednesday.

#### Ryan celebrates landing a paid job



Ryan, who lives with carer Rachael Lyes in Cornwall, is celebrating getting a paid job in Subway. He started working at a local branch of the fast-food sandwich eatery.

He's doing two shifts a week and his working title is 'Subway sandwich artist'.

Ryan has a lot to celebrate lately having recently

excelled in his driving theory test. He's also done well at college and is now doing a patisserie course.



#### Kerry's work is recognised as she is a 'star employee'

Kerry, who uses our services and lives with carer Teresa Walker in Plymouth, celebrated being awarded employee of the month.

She volunteers regularly at Amber's Angels charity shop, which is based in the

city. She works part-time and is learning to use the till and put out stock. Carer Teresa has worked hard at building Kerry's confidence to take the role and prepare her for the volunteer post.

Amber's Angels Trust is a charity store supporting survivors of childhood sexual abuse. The money goes towards running a dropin centre for people who need support and help.

#### SLSW's Karen to rap at sold out Port Eliot Festival

Rapper Karen Smithen performed at the sold out Port Eliot Festival in Cornwall.

The festival, set on the side of the river Tiddy, offers an array of entertainment featuring literary, musical and culinary delights.

Karen, who lives with Shared Lives South West carer Joy Roodenburg, is helping pave the way for disabled artists and took to the stage under her stage name DJ Dolphin.

Her Shared Lives family were in the audience to support her.

She began freestyle rapping at the age of six and has enjoyed gigs in London, Bristol and Plymouth.

She is mentored by Funky Llama, who work with performers to achieve their own creative ambitions with the aim of taking their work to a professional level.

# 441 can do more for

Since moving in with a Shared Lives family two years ago, Colin's life has changed in so many ways and he has become a lot more independent.

Living with carer Jackie, near Bodmin, he leads a really active life and is a firm part of the local community.

"I go to church and was given a keyboard by the vicar and the church warden, who plays the organ, is now teaching me how to play it," he said.

"I also like going to the pub, playing darts and going to quiz nights."

Due to walking the family dogs and learning about healthy food, he has lost more than two stone in weight.

"Exercise was one of my goals when I moved in," said Colin.

"I had been known to eat a whole tub of Quality Street chocolates all in one go!"

He's also built up his skills by taking up a work placement: upcycling old furniture, white goods and bikes, which he loves.

With support from Jackie, he has also learnt to catch the bus on his own to his placement.

"I can do more for myself now," said Colin.



He also fills his time looking after two donkeys, called Ralph and Malteser, and has got really competent tending to them.

"I give them water, clean up their dung and I can also long-rein them," he said proudly.

Colin has a real love of the outdoors, which goes hand in hand with his time at Oak Park Farm, which he visits every Tuesday.

"I cut the grass, help with the animals and like cutting up logs," said Colin.

"I have lots of friends there and we have social nights too where we go to the cinema and bowling."

He's now making more choices about how he spends his time and for his last birthday decided he wanted to try camping.

"He got a tent for his birthday and we've been teaching Colin how to pitch it," said Jackie.

"My family went to a nearby forest and we all camped overnight and lit a fire. He now wants to put it up in the garden and do it by himself.

"It's a challenge, but one I'm sure he will manage. Camping is something he definitely wants to do more of and we'll support him with that."

He also has more responsibility inside the house and cleans his room, does his own washing and strips and makes his own bed.

Colin also helps Jackie's husband with DIY and gardening duties.

"I help with tightening screws and even made a box for someone in my family," said Colin.

"I also help with the weeding and making a bonfire."

Jackie is extremely proud to see Colin come so far.

"It is great fun being a carer and it has it's challenges, but if you find the right match with the person you are going to support it is really rewarding.

"It's great to see the way Colin has progressed and his achievements give me a real buzz."

### **Service Users**



# What Shared Lives means to me





#### **Vicki**

#### "This is my third year living with Sheila and Brian in Cornwall.

"I feel settled and like living in a family environment. I regularly see their grandchildren who live nearby and play with them, I feel like they are my nieces and nephews as we are really close.

"I live in an annex which gives me privacy, but I know Brian and Sheila are still close by to support me and are on hand if I need them.

"I feel really happy living here."

#### **Esme**

Esme celebrated her 103rd birthday in April with her Shared Lives family, who she has lived with for 15 years.

She is happy and has regular visits from Father Harry from her local parish church. Her carers Sarah and Ron take her every week to see her friends at a local residential home.



#### Ann-Mari

In the last 18 months since moving in with Shared Lives South West carer Eileen, there's no doubt Ann-Mari's confidence and self-belief have grown in bucketloads.

"I'm now on the right road to achieve my goals and dreams," said Ann-Mari.

"I feel safe and I'm happy. It's warm, happy, fun and in the house we all have a good laugh together.

"I don't feel like I'm on my own. I have someone I can talk to if I'm anxious and Eileen can tell if there's something wrong as she knows me so well

"I'm so pleased I live in a Shared Lives house. I'd say to people thinking about moving in to a placement, go for it."

#### Malcolm

Malcolm has been living with his Shared Lives family – Joy and Bou – for almost three years.

Prior to that he had only lived with his mother, who is now in a nursing home.

Malcolm visits her weekly in Plymouth.

Malcolm has settled into life on the farm and now has his own Indian Runner ducks and chickens. Having the animals has also helped Malcolm's anxiety as he has a real connection with the animals.

"I feed them twice a day and I tell them all my secrets," joked Malcolm.

"I also have a blackboard where I keep a record of how many eggs they lay. I like cooking the eggs and doing boiled egg or omelettes."

Two days a week Joy and Bou's son Rob works as a support carer and the pair enjoy each others company.

"Malcolm is very capable and enjoys being outside, so we do lots of things outdoors together," said Rob.

"We see to the chickens, feed them and muck them out as well as going for walks on the beach when the weather is nice. We also do DIY. When the weather isn't so great we may go to the cinema or do some cooking."

"He helps me change my bed and sort my bedroom out on a Monday too," added Malcolm.

"We get on well and do a lot of nice things together."



# 44 I feel I've Grown Gs

### With stability, support and her own self-belief, Jodene has become more independent and confident in her life.

She's had a traumatic time and has had to overcome so much in the last year to find her own happy place.

Just over a year ago her mum died suddenly and in turn Jodene moved hundreds of miles from Coventry to Devon to live with her auntie.

A social worker suggested Jodene move and live with Shared Lives carer Simone to help with her independence and she hasn't looked back.

She's learnt about taking pride in herself, how to cook and is now part of the local community. Her next step is

finding voluntary or paid employment.

"My life has changed so much, I can be myself and I feel I've grown as a person," said Jodene.

"Having Simone, and the dogs which I love beside me, makes me more confident and makes me believe in myself.

"Eventually, I'd love to have a place of my own and live independently and I know I'm on the right road with Simone's help and support."

"I got a lovely Mother's Day card from Jodene, which made me very proud and also makes me emotional to see how far she has come," said Simone.



## Service Users



# Service users – by numbers

Long Term Service Users 2017–18



5 YEAR TREND – SERVICE USERS				
2013-14	2014–15	2015–16	2016–17	2017–18
284	294	301	291	299

#### PRIMARY SUPPORT NEED

Learning Disability	207
Mental Health	44
Older Adult	22
Parent with a Learning Disability	4
Autism	15
Other	7

# SHORT BREAK PLACEMENTS

2014-15

2015-16 2016-17 2017-18

212 188 196 173

# Objectives met in 2017–2018

#### Service users

Customer Focused Money Management – We implemented annual statements for all the people receiving a money management service from us, giving them greater information about their benefits and monies.

#### **Outcomes for service users**

Following the project work with the 'Impact Readiness Fund' last year on defining and support outcomes for the people using our service, we took an important step forward by developing tools on our database to capture those outcomes.

#### Service user involvement

We continued our focus on enabling the people who use our service to have meaningful input in how the organisation is run. This year we formed the 'Action for Shared Lives' group, allowing the people who use our service to decide how they feel they should contribute and engage with us.

## Plans for 2018-19

#### **Outcomes for people in Shared Lives**

We aim to develop a consistent approach to supporting people in Shared Lives in identifying meaningful outcomes in their lives. This will include introducing data systems to record these outcomes, so that we can track and demonstrate the impact of the fantastic work done by our staff and Shared Lives carers.

#### **Involving people in Shared Lives**

We will support the 'Action for Shared Lives' group in producing a survey for people in Shared Lives, focusing on the issues that truly affect those that matter the most in our service. We will also develop methods to involve more people in our marketing and communications, as the people who use our service are the best advocates for the scheme.

#### **Customer Focused Money Management**

We will continue to develop the money management service by producing welcome packs and agreements for all people receiving money management support. This will give greater clarity on the service being received, and more transparency on how we handle benefit monies.



## Carers

We create and maintain trusted and enduring relationships with our Shared Lives carers as a partnership, which enables them to be great Shared Lives carers. They are supported to influence the quality of our service through partnership and consultation with the organisation.



# Training for Cares



Our carers complete various training sessions as part of their induction and continue with courses throughout their caring career, with Shared Lives South West, in order to make sure they are up-to-date with the latest information, policies and procedures.

It is mandatory for our carers to complete our Mental Capacity Act training, Safeguarding for Adults training and a First Aid course.

They are also expected to attend training sessions in: Introduction to Shared Lives, Health and Safety, Person Centred Approaches, Communications and Finance.

In the last year we've also introduced other training sessions for carers who wish to expand their knowledge.

This year we've started an Autism course, Cyberbullying training course and there are also regular sessions on Dementia.

Staff also get the chance to complete some of the courses to help their skill sets and knowledge.

# 44 Work doesn't feel like w

With encouragement, support and a 'can do' attitude, Shared Lives South West carer Lynn Whiting has been instrumental in transforming the lives of all the people she supports in her family home.

Mark, Andrew, Chris and Marianne all use Shared Lives services and live with Lynn, along with her twin boys and a collection of pets.

"I heard about Shared Lives through word of mouth within the care community in Cornwall and contacted the local Redruth office to enquire and apply," said Lynn, who has a steeped history in the care industry.

She has now been doing the job for seven years and loves seeing each of the people she supports thrive in their own right.

"Work doesn't feel like work as we live as a family the challenge is making it possible to have time apart and make space and room for us all to enjoy our lives separately at times as well as together," said Lynn.

"I support everyone individually to live the life they want. I want to be able to give so much time to each person and be there to encourage new skills and experiences within a safe and secure environment.

"It has also been very rewarding to watch my twin boys grow up with the people I support and see them develop an understanding and appreciation that we all have different needs."

She said that there are challenges, like in any job, but the rewards certainly outweigh any negatives.

"The biggest reward is seeing them happy, helping them to understand they are supported in everything they wish to try or have in their lives and also providing varied and enriching experiences for them all to try," she said.

"A big achievement has been seeing Marianne grow and develop her independent living skills. She is now living in her own bedsit/flat within the grounds of the main house. She has her own space, her own life but with the knowledge she always has me 24/7 should she need support or help.

"She has a boyfriend, visits her family regularly and goes out most weekends. She enjoys leading the most independent life she can. It's so great and it's something that may not have been possible for her if she'd been living in a large residential setting."

Living in a small coastal village in Cornwall, her whole extended Shared Lives family are a real part of the local community.

"We live a ten minute walk from the beach and enjoy swimming in the Summer and long walks in the Winter," said Lynn.

"The village where we live is very friendly. We are involved in various village activities and clubs and enjoy socialising in the local pub, we go to the Chinese restaurant, attend church and use the local shop and post office.

"Everywhere is in walking distance and it allows everyone to be as independent as they choose."

Lynn is clearly passionate about helping individuals live life their way and being a carer is the only job for her.

"I would highly recommend this way of life to anyone who feels they could offer a real home to any adults with additional needs. It is rewarding both financially, emotionally and relationships develop that are precious and fulfilling for all of us."





# Carers



#### **Teresa**

Carer Teresa Walker has spent the whole of her career working in the care industry and decided she wanted to make a real difference to the lives of people she supports.

She worked in residential and traditional care settings at the start of her career, but once she had children she knew things had to change so she opened her own family home to people with support needs. That was 30 years ago and she has never looked back.

Most importantly her whole family have embraced the people who live within the household and are very much part of all of their lives. Roma, 76, has lived with Teresa for 30 years, along with couple Kerry and Matt who have stayed with Teresa for 18 years and six years respectively.

She was shortlisted for Home Carer of the Year at the Great British Care Awards this year.

"To me it doesn't feel like a job, it's a lifestyle choice and I love it.

"Seeing the changes in the people I support is beyond rewarding and having the support from Shared Lives, when things are more challenging, makes caring the only career for me."



#### Jane

Gemma combines her week with living with her father in Cornwall and staying with Shared Lives South West carer Jane Jefferies-Jones.

Since starting breaks with Shared Lives South West two years ago, both Gemma and Jane have joined Slimming World and both lost weight. Jane has also encouraged Gemma with healthy eating.

"I enjoy it with Jane it's given me more independence," said Gemma.

"It's good to provide support in a homely environment and it's really rewarding," said Jane.

"Gemma is an absolute dream to support and it's wonderful to see her happy at our house."



#### **Anne**

Teignbridge based carer Anne Dowsing currently supports three men in her family home through the Shared Lives scheme.

Many of her family members are also carers within the organisation.

"I've learnt as much from the people who live with me as they have from me.

What's great about

Shared Lives is you are supported by the organisation.

My coordinator Jane is fantastic and is the best support I've ever had. She knows her job inside out and delivers whenever we need her.

"I think I've built up a great relationship with the people I support and bring out the best in them so that they can lead fulfilled lives."



We recently conducted a carer survey and these are some of the comments carers made about the organisation and being a carer...



#### Comments about the Shared Lives South West team ...

Whoever I may deal with have always been very supportive and knowledgeable.

We are very happy with the support and could not do the job we do without you all. A good team I think and the best for our clients.

Keep up the excellent work - it's a remarkable scheme and benefits service users totally and it's such a wonderful way of life for us all involved. I cannot recommend it highly enough.

We are all a team. They may be in the office but there is no way I could do my job as well as I do without the support from the office staff. They are amazing.

#### I couldn't do it without you all.

We value what you do for us that frees us up to provide the 24/7 care.

#### What are the positives about being a Shared Lives South West carer?

The enjoyment the Service User brings to our family life, and the pleasure gained by being part of the Shared Lives organisation.

#### Enabling someone to live a normal life.

It provides vulnerable adults a real opportunity to live their lives as part of a family and community. They do not become invisible as can often happen in large residential homes. Their needs are met individually and the true sense of living as independently as they can is achievable. It is also a perfect opportunity for people to work from home within a supportive and professional work group.

# I just enjoy supporting people and watching them achieve some of their goals.

To have a job which is actually making a difference to someone's life and making sure the person I care for is as happy and comfortable as they are able to be.

I like working from home. There is great job satisfaction to know you are providing a caring safe personal service.

To be able to concentrate on your client and to give them the best home life and enabling them to access the community as their needs allow. Also being able to meet their everyday needs and allowing their independence and confidence to grow enabling them to meet their own goals in life.

Everyone's a winner! Everyone has to work. This brings the best of both worlds together. Working from home and sharing your life, being able to offer a home to someone is a beautiful thing...Kindness and care in action. The ability to make a difference.

The satisfaction and enjoyment of enabling young people to become as independent as they can. It's great to see the people trying their best and achieving things they didn't think possible. I absolutely love my job.

We cannot put into words how much we enjoy our "job". It's the best reason to wake up every day and we just love what we do.

# Carers – by numbers

Number of Carers 2017–18

# IN OUT TOTAL+/15 19 240 -4

# ENQUIRY TO APPROVAL ENQUIRIES APPLICATIONS APPROVALS 82 46 15

5 YEAR TREND — CARERS				
2013–14	2014–15	2015–16	2016–17	2017–18
234	246	247	244	240

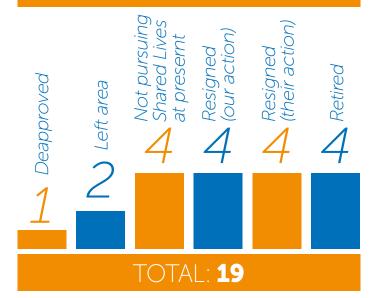
#### **DEMOGRAPHICS: AGE**

Under 24	0	0.00%
24-35	2	0.83%
35-45	10	4.17%
45-55	82	34.17%
55-65	98	40.83%
65+	48	20.00%
Total	240	

#### **DEMOGRAPHICS: GENDER**

Male	32	13.33%	
Female	208	86.67%	
Total	240		

#### **REASON FOR LEAVING**



Overall support they receive from the SLSW team:

POOR	OK	SATISFACTORY	GOOD	EXCELLENT
1%	3.25%	6.5%	16.3%	72.8%

DAYS TRAINING 2017/2018:



# Objectives met in 2017-2018

#### **Care Engagement**

To increase care engagement we looked at ways to form smaller, more regional, carer groups.

#### **Carer Support**

We developed a new approach to the provision of 'support and monitoring', moving away from the traditional format of quarterly household visits. The new model of 'contacts' is aimed at being more personalised to the needs of the carers and people using our service, allowing our Shared Lives Coordinators to be more efficient. By expanding the format and source of our contacts we can better consoliodate information that guides the monitoring of the placement, whilst giving our coordinators the ability to provide support when it is needed most, not just at predetermined dates.

# Plans for 2018-19

#### **Carer Support**

We will work with carers and Shared Lives Coordinators to streamline the carer support system. This will increase the capacity of staff, carer empowerment, compliance, continuous improvement and promotion of service user financial wellbeing.

#### Carer Respite

In cooperation with carers, we will review the current use of carer respite and consider different approaches, resulting in clear and consistent guidance to carers.

#### **Carer Involvement**

We will explore ways to increase carer involvement in shaping the way we work, including a review of the purpose of the carer consultation group.





# Growth

We will deliver Shared Lives services and other services to more people to meet a wider range of support needs, whilst always maintaining the quality of all the services we deliver.



# Hopes for the future

After spending more than two years living in a Shared Lives family, couple Sean and Zoe and their daughter Holly, have high hopes of moving on and living independently.

Shared Lives stepped in to provide support for the couple who were previously separated and living in different areas with their daughter in foster care.

SLSW matched the family with carer Susan Smith and her husband Robert, who live in the Teignbridge area. There have been challenges along the way, but they have managed to overcome many hurdles and as a family they are thriving.

They have built their parenting skills and understanding of Holly's needs, are working as a team to be responsive to Holly to ensure she has the best possible upbringing and opportunities.

"If it wasn't for Shared Lives we would have lost Holly and for that we are grateful," said Zoe.

"I feel since we've moved in we have become better parents. The goal eventually would be to have our own place."

They are currently still living with Susan, but feel like they have learnt skills to live as their own family unit and have their own home.

"Zoe may need Susan to help her here and there when she gets stuck with cooking, but we've really all come a long way," said Sean.

"We used to need Susan's help with laundry and needed more help when Holly was a baby, but not anymore as we do it for ourselves."

The couple, who married in 2011 at Oldway Mansion in Paignton, do things regularly as a family from going swimming to trips to the park and attractions such at Pennywell Farm.

"Susan and Robert step in when Holly acts up, but they now tend to leave us to it more as we know how to parent Holly," said Sean.

They enjoy doing things together, but know it's healthy to have their own interests. Sean loves classic car shows, while Zoe enjoys Comic Conventions.

"I'll go and take hundreds of photos of cars at every angle," said Sean.

"Every year we go to a big Comic Convention in London and have a great time meeting the actors from our favourite TV shows."

Zoe and Sean are both also trying to expand their skills. Sean is learning to drive and Zoe has recently passed a Level 3 entry course in Maths at Newton Abbot Library. "I hope I'll be able to put in for my driving theory test very soon. I want to be able to drive as it will give us more freedom as a family," said Sean.

Carer Susan is proud of their achievements and how far they have come, with their own self-belief and her guidance.

"They came to me as three individuals and now they are a unit," said Susan.

"I've given them prompts, guidelines and reassurance that they are doing things right.

"Don't get me wrong there have been challenges, but I am really pleased they have come such a long way.

"The hardest thing was working with them to maintain their goals once they achieve them, but we have got there.

"Holly was a whirling dervish when she arrived, but she has become a happier and more content little girl now that there are boundaries are in place. Now Zoe and Sean are also working hard to sing off the same hymn sheet, for example when they discipline her.

"Because of all this she is a lot more secure and settled."

#### **Parents with Learning Disabilities**

Over the last year we've explored the possibility to grow this project and assign a skilled coordinator for the service, but unfortunately funding was pulled at the last minute.

We've researched extensively and looked to multiple sources to help grow this unique service. We are now looking at whether it is viable to use internal funds.



# Home from

Kay Rhodes has been a healthcare worker for many years and has gained a wealth of knowledge from hands on work and became a carer with Shared Lives South West nine years ago.

She currently supports two people long term in her own home and offers a short break service to a further two people regularly.

Over the years she has supported a variety of people with complex health needs, mental health needs and long term conditions

"I love helping people to become more independent and watching them grow," she said.

"I also like humour and there's a lot of laughter in my house."

At the beginning of the year, Kay signed up to also become a Home From Hospital carer with the charity.

She loves the concept of the service and thinks it has many benefits.

"I want to help people to safely return home in a safe and managed way. I've done a similar role privately in the past, but know this time it's good to have the backing and support network of Shared Lives.

"People who stay with me enjoy relaxing and recuperating in my house, I've been told many times it is very calming. I think the views of Dartmoor and my garden also help them feel at home and at ease."

We wanted to grow our services and we've worked with Torbay and South Devon NHS Foundation Trust and Cornwall Council on the service, which has been given funding from Shared Lives Plus to employ a coordinator for the project.

Shared Lives South West is one of the schemes selected from across the UK to work with health services to relieve pressures on the health sector as a pilot.

It will coordinate matching a carer with the person who needs the support.

Learning from the two year project will be shared to support the growth of Shared Lives nationally.





# Visit to Polana



# International links have been forged with numerous care organisations and charities in Poland where we are sharing best practice on our short break service.

In 2016 our team manager Anne Bilham was a speaker at the International Short Break conference in Scotland, where she met Piotr Kuźniak, President of the Imago Foundation in Poland.

Piotr was looking for inspiration on how to develop social innovation in his country and he sought to develop a connection and network with forerunners in the international care industry. Through the Operational Programme Knowledge Education Development Programme, Piotr and Anne arranged for a delegation of experts from Poland to visit Shared Lives South West and meet staff, carers and the people who use our services to gain knowledge and an understanding of Shared Lives and the type of care we offer.

We shared information on recruitment of carers, how we are funded as well as how we support the work of our carers and the aspirations of the people who use our services and their families. The relationship was cemented further when staff from Shared Lives South West were invited to spend a week in Poland in 2017, to see how care services are delivered there. We were joined by colleagues from Germany who work for the Red Cross.

Anne Bilham has been asked to return to Poland again this November to talk at a care conference exploring development of autonomy of people with learning disabilities.

"We've been working with the top level experts in their field in Poland and believe by sharing best practice we can all learn from the experience," said Anne.

"When it comes to care, what is important is that people are given choices so that they are able to choose what is right for them."

# Objectives for 2017–2018

#### **Home From Hospital**

We agreed grant funding with Shared Lives Plus to develop a reablement service with Torbay and South Devon NHS Foundation Trust, known as 'Home From Hospital'.

This was expanded towards the end of the year through the inclusion of support from Cornwall Council, and by matching contributions from our own Special Projects Reserves, we were able to appoint a dedicated project worker by the end of the year. The project is in its infancy but will hopefully become a viable and self-sufficient addition to our service offer over the coming years.

#### **Parents with Learning Disabilities**

We have been providing services to parents with a learning difficulty for a number of years, receiving court referrals for placements that are in crisis.

We recognised that developing relationships with child services earlier we could have a more manageable service that was more supportive to the parents involved, aiming to recruit a project worker through a grant funded project. We approached a number of sources for funding but were not having much success, although at the end of the year we entered positive discussions to launch a project with Shared Lives Plus that we hope to explore next year. Meanwhile, we have still been able to provide support to four parents with learning difficulties during the year using our existing service offer.

# Plans for 2018-19

#### **Contract tendering**

We will ensure that we are ready to tender for the anticipated renewal of our contract with Cornwall Council, and be ready to consider other contracts in the Westcountry that become available.

#### **Home from Hospital**

Following initial exploration into providing a reablement service with regional NHS hospitals, we will use the grant funding received from Shared Lives Plus and Cornwall Council to develop a self-sustaining 'Home from Hospital' service with a dedicated project worker.

#### **Parents with Learning Difficulties**

We will work with Shared Lives Plus on improving the existing service to parents with a learning disability, by using grant funding to appoint a designated project worker.



# Quality

We provide high quality, safe, personcentred services. We are well led, employ great staff and are financially stable. Our service is more affordable and competitively priced. We continue to innovate and there is increased awareness of Shared Lives South West as a centre of Shared Lives excellence and as an exemplary social care provider in the south west.

# Objectives met in 2017-2018

#### Organisational restructure

Following difficult contract discussions with two of our local authority commissioners that resulted in significant cuts to our income, we undertook the largest restructuring that the organisation has seen in its 15 year existence. We made difficult decisions with staffing that resulted in three posts being made redundant and two seeing a reduction in hours, whilst other benefits such as mileage rates and car allowances were affected. Whilst the review had the desired effect of preventing a significant in-year loss, the changes did have an impact on staff morale, which is being addressed in a positive fashion by the management team. Unfortunately the continued reduction in social care budgets for local authorities made this work inevitable and highlighted the need to be as efficient and flexible in future staff and capital decisions.

#### **PQASSO**

In July we completed the process and achieved accreditation with PQASSO, highlighting our continued commitment to quality assurance in all aspects of our work.

#### **Trustee Recruitment**

We were able to recruit two new trustees this year, bringing our total number of trustees to eight and diversifying the range of skills at board level.

#### **Database development**

We brought the hosting and management of our bespoke service database in-house within the year, appointing freelance developers to enhance and develop the functionality of the database. This resulted in a rapid period of growth and improvement in the last six months of the year, vastly improving the access to key information and usability of systems for all staff.

#### Management team training

As part of the organisational review we recognised that management staff needed additional training and development to better support the organisation in a more streamlined staffing structure. We engaged with a local training partner and began a project of training and development towards the end of the year.

#### **Environmental and social responsibility**

We began looking at ways of engaging locally with social and environmental issues, to become better contributors to our community. We also reviewed all procurement and energy decisions to reduce the environmental impact of the organisation, switching to more recycled products and installing energy efficient LED lighting in our offices.

# Plans for 2018-19

#### Pay and remuneration system

Responding to feedback from staff, we will work to create a more fair and transparent system which allows greater staff involvement in pay and remuneration decisions.

#### Coaching and training programme

We will implement a coaching and training programme to develop more inclusive, transparent and reflective decision making. This was highlighted as being a key priority in the organisational review conducted in 2017, as skilled and empowered staff are required to operate a more efficient staffing structure.

#### CQC

We will use the upcoming CQC inspection as an opportunity to develop internal improvement processes for all key lines of enquiries.

#### **Telecoms**

We will migrate our office telephones to a more futureready web-based system and develop a smart phone provision that better supports staff in service delivery. For the Year Ended 31 March 2018

## Income

Our primary source of income is the four Shared Lives contracts we have with local authority commissioners in Cornwall, Devon, Plymouth and Torbay. Income (excluding income related to care & support) decreased by £48,898, equivalent to 3.2% compared to last year, as a result of two local authorities reducing our Organisation Fees within the year. The fluid landscape of adult social care, specifically the cuts to local authority budgets, remains the biggest factor likely to affect future financial performance.

Care & Support Income £3,553,368

This income is generated through our local authority contracts and is paid directly to our network of shared lives carers:

#### Care & Support Income Breakdown:

Long Term C&S £3,041,191

Short Break C&S £512,177

> **Home from Hospital Project** £10,690

This is grant funding income to develop a reablement service that helps people transitioning out of hospital.

Access to **Work Grant** £5,464

**TOTAL** INCOME £5,034,209

**Organisational Income** £1,463,088

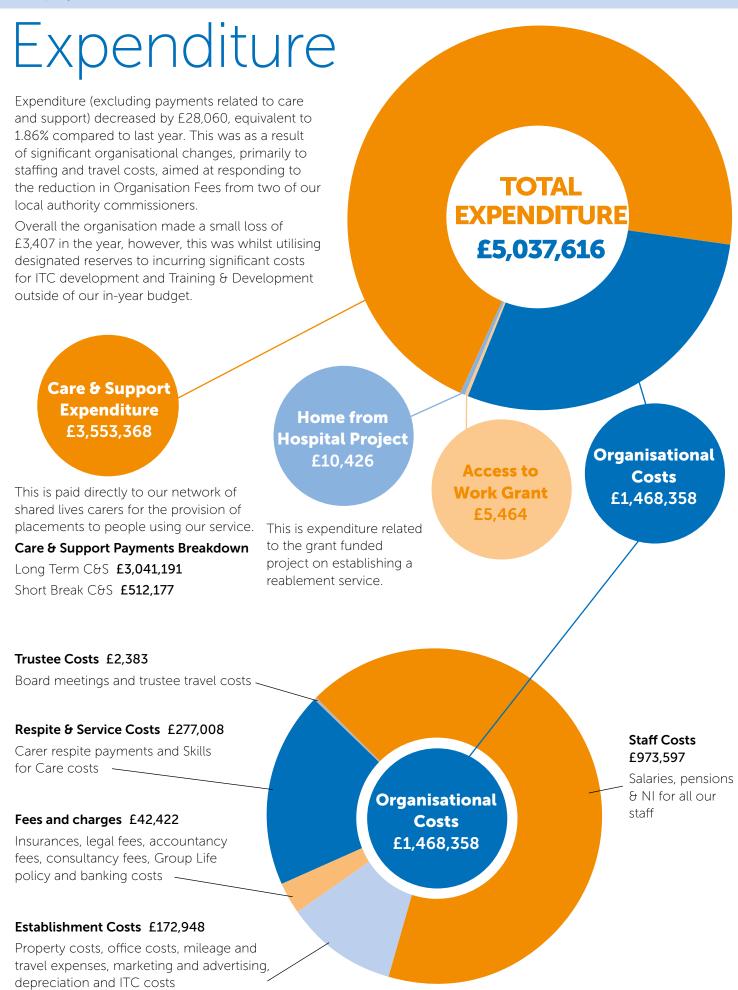
These fees are generated through our local authority contracts and cover the cost of staff and facilities used in providing shared lives services;

#### Organisational Income Breakdown:

Long Term Fee Income £1,376,145 Short Break Fee income £80,148 Service Related Income £6.795

**Donation Income** £1,599

This income was kindly donated to us by the Newton Abbot Carnival Committee, St Mary the Virgin Church, and at various events we have attended



### Financial Considerations

#### **RESERVES**

The board of trustees reviews the organisations reserves policy on an annual basis. It agreed that Shared Lives South West should hold unrestricted general reserves sufficient to ensure a specified level of continuity in the event of major loss of income, as well as designated reserves for key future projects.

An assessment has been undertaken to identify the most likely risks to the stability of the organisation, outlining the desired continuity and quantifying the expected costs. The board concluded that the desired level of unrestricted reserves should be no less than £525.000 and the balance

achieved at 31st March 2018 was £532,398.

The total amount of unrestricted funds as of 31st March 2018 was £659,353. This included the following designated funds;

ITC Development	£42,220
Special Projects	£37,213
Service User Involvement	£14,704
Training & Development	£29,835
<b>Donated Funds for Events</b>	£2,983

#### **INVESTMENT**

The board of trustees recognise that the funds held in reserve should be invested to ensure financial returns that can be used to further the organisations objectives, but that exposure to risk and liquidity requirements should be considered.

The board of trustees appoints an internal investment committee, chaired by the treasurer, and the organisation will manage its own investments. External advice will be sought before making significant investment, as required by the memorandum and articles of association.

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 review financial controls regularly, both internally and through engagement with their auditors. All financial policies were updated within the year with finance staff, whilst at board level the reserves policy was reviewed and policy framework on Conflicts of

Interests was implemented. The level of oversight given to bank transfers was increased, plus a workshop with the treasurer was held to review the management of funds held in trust for service users.

#### **GOING CONCERN**

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

## Structure, governance and management

#### 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 and Torbay through our network of assessed and approved Shared Lives carers who offer accommodation, care and support within their own family homes. Shared Lives services promote the strengths and abilities of each individual and give adults with a wide range of support needs the

opportunity to share in family and community life.

The trustees have complied with their duty in 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 from the Devon and Cornwall area. Where the necessary funding is available, access to support is open to all who could benefit.

#### **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 act as the company directors of the charity, and under charity law they have legal duties and responsibilities as Trustees.

Keith Richards (Chair) Sue Joseph (Vice-chair) Edward Jackson (Treasurer) Janet Regan Cheryl Lewis Louise Beard Nadia Hewitt (Appointed 7 September 2017) Marilyn Minter-Newsom (Appointed 7 September 2017)

Julia Bell (Resigned 7 September 2017) The trustee board held regular meetings (May 2017, September 2017, November 2017 and February 2018).

They also held an extraordinary meeting in June 2017 to finalise the organisational review, and one in March 2018 to approve the budget for 2018/2019. The chair and vice

chair have regular meetings with the chief executive to set the board agenda and discuss any urgent matters between board meetings.

At the AGM on 7 September 2017, Julia Bell resigned as trustee whilst Nadia Hewitt and Marilyn Minter-Newsom were both appointed.

New trustees are recruited to the board 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 received appropriate induction and written information about their role.

The board of trustees delegate the running of Shared Lives South West to the chief executive within agreed policies and in line with agreed operational objectives. The chief executive is responsible for ensuring the delivery of these objectives working closely with the staff team of Shared Lives South West.

#### MANAGEMENT AND STAFFING

#### **KEY MANAGEMENT PERSONNEL**

Interim Chief Executive Team Managers

Dominic Spayne Janice Brown Anne Bilham Laura Maker Donna Bounden The Chief Executive also fulfils the role of Company

As of 1st April 2017 there were 38 individual staff employed. During the year 6 new staff joined the organisation, whilst 8 staff left. As of 31st March 2018 there were 10 full time staff and 26 part time staff, with a full time equivalent staff of 28.2 employees. Sickness absences were 3.87% compared to 4.25% in 2016/2017.

#### **RISK MANAGEMENT**

The board of trustees is responsible for ensuring prudent management of the risks faced by Shared Lives South West. They delegate the monitoring and review of risks on an ongoing basis to the Chief Executive and Management Team.

A risk register is maintained and reviewed on a regular basis by the management 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.

#### PRINCIPAL RISKS AND UNCERTAINTIES

RISK	MANAGEMENT
Physical, sexual, financial, etc abuse of service user by carer (including death or serious injury)	Safeguarding policy and procedures, serious incident reporting Regular triangulation across family and other support providers Carer assessment and approval, rigorous assessment checks, matching, carer training inc. Safeguarding Adults, First Aid and Health & Safety Monitoring procedures, ensure all required visits to carers take place, close management of complex cases Ensure carer & scheme insurance is in place Corporate appointeeship scheme, agreements for those not using it, My Money reviews
Loss of funds through loss of major contract	Fixed term contracts in place with all purchasers, tender process for renewals etc Regular contract meetings with each key purchasers & commissioners & reporting Clear communication of purchaser requirements to all staff Maintenance of reserves
Decline in long term service users or lack of referrals for the service	Team managers and SLCs creating networking relationships with care managers, funders or commissioners  Marketing and communications plans to generate referral of service users and enquiry of carers, update website vacancies  Diversification of client group  Placements monitored to ensure safety and satisfaction
Data Breach or failure to comply with Data Protection legislation	Limit exposure by reducing physical records; all information and records stored electronically Significant investment in ITC infrastructure, anti-virus, malware and firewalls, with warnings and notifications of attacks in place Data back-ups in place to restore any data that might be subject to breach Training of staff regarding acceptable use of ITC, data protection policies and how to safely handle data.

The board are aware of some general uncertainties relating to the work of Shared Lives South West which it monitors as required through discussion with the Chief Executive and Management 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 service users 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 10 approval meetings in the year where they interviewed 16 prospective carers, taking evidence from their assessing Shared Lives Coordinator, ultimately recommending that all 16 should be approved by the Registered Manager.

#### STATEMENT OF TRUSTEES RESPONSIBILITIES

Law applicable to charities in England and Wales requires the 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 trustees are required to:

- Select suitable accounting policies and then apply them consistently; and
- Observe the methods and principles of the Charities SORP; and
- Make judgements and estimates that are reasonable and prudent; and
- State whether applicable UK standards have been followed, subject to any material departures disclosed and explained in the financial statements: and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its operations.

The trustees are responsible for keeping proper accounting records, which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charity and hence 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; and
- 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 2nd August 2018 and signed on its behalf by:

**Keith Richards** 

Chair

#### **NEW TRUSTEES**



This
year we
welcomed
Nadia
Hewitt
who has
worked in
health and

social care settings since the 1980s and served as a board member with accommodation providers, so has an insight into peoples' needs and the challenges they face.

Nadia, who lives in Cornwall with her partner, became a trustee in September.

"I believe Shared Lives SW is a valuable service, that really makes a difference."



Marilyn Minter-Newson was appointed as a trustee in September.

"Having recently moved down from North Devon, I wanted to continue to help a charitable organisation and was very impressed with Shared Lives," she said.

Previously she was a Board member involved with a large community project, a parish councillor and was a founder member of an Allotment Association.

She began her working life as a teacher, but a career change about twenty years ago, as a result of unresolved health issues, took her to Naturopathic Nutritional Therapy which has become a passion.

"This has involved working with people on the autistic spectrum, which I believe will be useful to Shared Lives," she said.

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

Year Ended 31st March 2018

#### **OPINION**

We have audited the financial statements of Shared Lives South West (the 'Charity') for the year ended 31 March 2018, which comprise the Statement of Financial Activities incorporating Income and Expenditure Account, Balance Sheet, Statement of Cash Flows and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 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 affairs of the Charity as at 31 March 2018 and of the Charity's results 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.

#### **USE OF OUR REPORT**

This report is made solely to the Charity's Members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the Charity's Members those matters we are required to state to them in an

auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and its Members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **CONCLUSIONS RELATING TO GOING CONCERN**

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the Trustees use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial

statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### 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 audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is 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 for the financial year for which the financial statements are

prepared is consistent with the financial statements; and 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 our 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 where the Companies Act 2006 requires us to report to you if, in our opinion:

adequate accounting records have not been kept by the

Charity, 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.

#### **RESPONSIBILITIES OF TRUSTEES**

As explained more fully in the Statement of Trustees' Responsibilities set out on page 39, the Trustees 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 the Trustees 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. This description forms part of our auditor's report.

Sharon Austen FCCA (Senior Statutory Auditor)

PKF Francis Clark, Statutory Auditor

PKF Franco Clah

Sigma House

Oak View Close

Edginswell Park

Torquay

Devon

TQ2 7FF

Date: 3rd August 2018

# Statement of Financial Activities (incorporating the Income and Expenditure Account)

Year Ended 31st March 2018

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2018 £	Total Funds 2017 £
Income from:					
Donations and legacies	2	1,599	-	1,599	3,025
Charitable activities	4	1,463,088	3,553,368	5,016,456	4,961,660
Investment income	3	-	=	-	692
Other income		-	16,154	16,154	40,401
Total Income		1,464,687	3,569,522	5,034,209	5,005,778
Expenditure on:					
Charitable activities	5	1,467,443	3,570,173	5,037,616	4,988,347
Total Expenditure		1,467,443	3,570,173	5,037,616	4,988,347
Net (expenditure)/income		(2,756)	(651)	(3,407)	17,431
Transfers between funds		1,500	(1,500)	-	-
Net Movement in Funds		(1,256)	(2,151)	(3,407)	17,431
Reconciliation of funds:					
Total funds brought forward		660,609	5,681	666,290	648,859
Total funds carried forward		659,353	3,530	662,883	666,290

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 2018

		2018	2017
	Note	£	£
Fixed Assets			
Tangible assets	9	24,575	25,354
		24,575	25,354
Current Assets			
Debtors	10	606,944	653,582
Cash at bank and in hand		458,326	426,047
		1,065,270	1,079,629
Creditors - amount falling due			
within one year	11	426,962	438,693
Net current assets		638,308	640,936
Net assets		662,883	666,290
Funds	13		
Unrestricted funds – General		532,398	547,151
Unrestricted funds – Designated		126,955	113,458
Restricted funds		3,530	5,681
Total charity funds		662,883	666,290

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 2nd August 2018 and signed on their behalf by:

**Keith Richards** 

Trustee

Company Number: 05025213

## Statement of Cash Flows

Year Ended 31st March 2018

	Note	2018 £	2017 £
Cash flows from operating activities			
Net cash provided by operating activities		45,682	73,159
Cash flows from investing activities			
Investment income		-	692
Proceeds from sale of equipment		-	50
Purchase of equipment		(13,403)	(16,727)
Cash (used in) / provided by investing activities		(13,403)	(15,985)
Change in cash and cash equivalents in the year		32,279	57,174
Cash and cash equivalents at the beginning of the year		426,047	368,873
Cash and cash equivalents at the end of the year		458,326	426,047
Reconciliation of net income/(expenditure) to net cash flow f	rom operating a	ctivities:	
Net income for the year (per statement of financial activities)		(3,407)	17,431
Adjustments for:			
Depreciation	9	14,182	8,763
Investment income	3	-	(692)
Profit on sale of fixed assets		-	(50)
(Increase) / Decrease in debtors	10	46,638	(161,304)
Increase / (Decrease) in creditors	11	(11,731)	209,011
Net cash used in operating activities		45,682	73,159

### Notes and Accounting Policies

Year Ended 31st March 2018

#### **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 Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and

Republic of Ireland (FRS102) (effective 1 January 2015) – (Charities SORP (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 37. 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 5.

Data base 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 £525,000. 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 2–4 years
Fixtures and Fittings 4 years
Office Equipment 5 years

#### i) Pension

Shared Lives South West operates a defined contribution pension scheme for its employees. 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.

#### 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**

	General Funds £	Restricted Funds £	2018 £	2017 £
Donations	<u>1,599</u>	-	<u>1,599</u>	3,025
All 2017 describes and the second formula				

All 2017 donations related to general funds.

#### **3 INVESTMENT INCOME**

	General Funds £	Restricted Funds £	2018 £	2017 £
Bank interest	-	-	-	<u>692</u>

All 2017 investment income related to general funds.

#### **4 INCOME FROM CHARITABLE ACTIVITIES**

	General Funds £	Restricted Funds £	2018 £	2017 £
Shared Lives services				
Management fee and care payment for	1,376,145	3,049,291	4,425,436	4,405,822
long term services:				
Management fee and care payment for	80,148	512,177	592,325	549,318
short break services:				
Service related income	6,795	-	6,795	9,550
Reimbursement from benefit maximisation	-	(8,100)	(8,100)	(3,030)
	1,463,088	3,553,368	5,016,456	4,961,660

Income from charitable activities in 2017 related to £1,485,621 general funds and £3,476,039 restricted funds.

#### **5 ANALYSIS OF EXPENDITURE ON CHARITABLE ACTIVITIES**

	General Funds £	Restricted Funds £	2018 £	2017 £
Shared Lves services				
Shared Lives long term services:				
Establishment costs	150,555	5,464	156,019	131,010
Depreciation	13,473	-	13,473	8,310
Fees and charges	40,301	-	40,301	61,380
Staff costs	924,396	10,426	934,822	974,877
Service costs	276,093	915	277,008	279,287
	1,404,818	16,805	1,421,623	1,454,864
Care payments to carers:				
Long term service	-	3,049,291	3,049,291	3,010,835
Reimbursement from benefit maximisation	-	(8,100)	(8,100)	(3,030)
	-	3,041,191	3,041,191	3,007,805
Care payments to carers:				
Short break service	-	512,177	512,177	468,234
	1,404,818	3,570,173	4,974,991	4,930,903
Governance Costs:				
Establishment costs	8,211	-	8,211	6,745
Depreciation	709	-	709	437
Fees and charges	2,121	-	2,121	2,187
Staff costs	49,201	-	49,201	44,999
Trustee costs	2,383	-	2,383	3,076
	62,625	-	62,625	57,444
	1,467,443	3,570,173	5,037,616	4,988,347

The charity has just one activity, the provision of Shared Lives Services, against which all expenditure has been allocated, including governance costs.

In 2017, total expenditure on charitable activities was £4,988,347 of which £1,471,756 was general and £3,516,591 was restricted. Restricted funds included £2,857 Establishment, £19,860 Fees and charges, £17,301 Staff costs, £534 Service costs, £3,010,835 Long term service care payments, (£3,030) Reimbursement from benefit maximisation and £468,234 Short break service. There were no restricted governance costs.

## 6 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.

Seven trustees (2017: six) have been reimbursed a total of £1,582 (2017: £1,645) for expenses incurred for services provided to the charity. A further £801 has been paid directly to third parties mainly relating to travel, board meetings and the costs of an away day.

	2018 £	2017 £
Salaries costs	780,839	794,088
National Insurance costs	63,611	67,666
Pension costs	55,198	65,210
Temporary staff	-	1,496
Other staff costs	84,375	91,416
	984,023	1,019,876
Full time equivalent number of employees during the year	28	<u>30</u>

The average number of employees during the year was 36 (2017: 38).

No employees earnt emoluments, excluding pension contributions, but including benefits in kind, equal to or greater than £60,000 per annum (2017: none).

The charity undertook an organisational review within the year, removing a layer of senior management. As a result, the key management personnel is a larger group of staff than in the previous year, and thus incurs a greater salary cost. Since 1st November 2017, the key management personnel has comprised of the Chief Executive, the Business Manager, the Funding and Benefits Manager, and three Shared Lives Team Managers.

The aggregate employee benefits payable to key management personnel for the year was £227,695 (2017: £179,293).

#### **7 TAXATION**

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

#### **8 NET INCOME**

	2018 £	2017 £
This is stated after charging:		
Pension costs	55,198	65,210
Auditors remuneration:		
Audit	5,700	5,700
Other services	1,100	1,200
Depreciation	<u>14,182</u>	<u>8,763</u>

#### **9 TANGIBLE FIXED ASSETS**

	IT Equipment £	Office Equipment £	Fixtures & Fittings £	Total £
Cost				
At 1 April 2017	50,673	18,383	29,983	99,039
Additions	4,839	4,409	4,155	13,403
Disposals	(5,929)	(2,126)	-	(8,055)
At 31 March 2018	49,583	20,666	34,138	104,387
Depreciation				
At 1 April 2017	41,712	12,231	19,742	73,685
Charge for year	7,422	3,080	3,680	14,182
On disposals	(5,929)	(2,126)	-	(8,055)
At 31 March 2018	43,205	13,185	23,422	79,812
Net book value at 31 March 2018	6,378	7,481	10,716	24,575
At 31 March 2017	<u>8,961</u>	<u>6,152</u>	10,241	<u>25,354</u>

#### **10 DEBTORS: DUE WITHIN ONE YEAR**

	2018 £	2017 £
Trade Debtors	465,392	386,569
Prepayments	26,286	25,849
Accrued Income	25,325	21,128
Other debtors	89,941	220,036
	606,944	653,582

#### 11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2018 £	2017 £
Trade creditors	274,659	234,012
Service Users cash flow account	-	52,978
Other creditors	2,700	30,705
Other Taxation and social security	80,891	83,309
Accruals	45,814	22,303
Deferred Income (Note 12)	22,898	15,386
	426,962	438,693

#### 12 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 2018.

	£
Balance as at 1 April 2017	15,386
Amounts released to income earned from charitable activities	(2,234)
Amount deferred in the year	9,746
Balance as at 31 March 2018 (Note 11)	22,898

#### **13 FUNDS**

Current year:	At				At
Current year.	01.04.17	Income	Expenditure	Transfers	31.03.18
	£	£	£	£	£
Unrestricted funds – General	547,151	1,463,088	(1,437,841)	(40,000)	532,398
Unrestricted funds – Designated					
ITC Development Reserve	19,938	-	(17,718)	40,000	42,220
Special Projects Reserve	37,213	=	-	-	37,213
Growth & Expansion Reserve	40,000	=	-	(40,000)	-
Service User Involvement Reserve	15,057	-	(353)	-	14,704
Donated Funds for Events Reserve	1,250	1,599	(1,366)	1,500	2,983
Training & Development Reserve	-	=	(10,165)	40,000	29,835
Total unrestricted funds	660,609	1,464,687	(1,467,443)	1,500	659,353
Restricted funds:					
Care payments	-	3,553,368	(3,553,368)	=	-
National Skills Academy	915	=	(915)	=	-
Fundraising fund	1,500	=	-	(1,500)	-
DH SW Shared Lives regional project	3,050	=	-	-	3,050
Shared Lives Plus – Pam Wood	216	=	-	-	216
Home From Hospital	-	10,690	(10,426)	-	264
Access to Work	-	5,464	(5,464)	-	-
Total restricted funds	5,681	3,569,522	(3,570,173)	(1,500)	3,530
Total funds	666,290	5,034,209	(5,037,616)		662,883
	<del></del>				

Previous year:	At			_ ,	At
	01.04.16 £	Income £	Expenditure £	Transfers £	31.03.17 £
Unrestricted funds – General	523,949	1,488,138	(1,465,686)	750	547,151
Unrestricted funds – Designated					
ITC Development Reserve	24,438	=	(4,500)	-	19,938
Special Projects Reserve	37,213	=	-	=	37,213
Growth & Expansion Reserve	40,000	=	-	_	40,000
Service User Involvement Reserve	16,627	=	(1,570)	_	15,057
Donated Funds for Events Reserve	-	1,250	-	_	1,250
Total unrestricted funds	642,227	1,489,388	(1,471,756)	750	660,609
Restricted funds:					
Care payments	-	3,476,039	(3,476,039)	_	-
National Skills Academy	1,763	450	(548)	(750)	915
Fundraising fund	1,500	=	-	-	1,500
DH SW Shared Lives regional project	3,050	=	-	-	3,050
Shared Lives Plus – Pam Wood	216	=	-	-	216
Shared Lives Plus – Bowling Event	103	=	(103)	-	-
Impact Readiness Fund	-	39,901	(39,901)	-	-
Total restricted funds	6,632	3,516,390	(3,516,591)	(750)	5,681
Total funds	648,859	5,005,778	(4,988,347)		666,290

#### **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.

**Growth & Expansion Reserve** – To fund start-up costs associated to expansion of our shared lives services into other markets.

**Service User Involvement Reserve** – To facilitate the participation of service users in the running of the organisation.

**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.

Training & Development Fund –To facilitate staff development through external training and coaching.

#### Restricted funds

The 'Home from Hospital' fund was set up during the year to offer an intermediate care service for people leaving hospital or to avoid hospital admission through offering short term care arrangements. The 'National Skills Academy' funded the development of a region network of registered managers. The 'Fundraising fund' was transferred to donated income for events during the year.

The 'DH SW Shared Lives Regional Project' (£3,050), 'Shared Lives Plus – Pam Wood' (£216) had no activity within the year.

#### Analysis of assets between funds

All funds are represented by net current assets apart from the General Fund that includes £24,575 (2017: £25,354) fixed assets.

#### 14 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 £5,051,328 (2017: £4,733,971) and payments totalling £5,145,607 (2017: £4,634,734) were dealt with in this way. The balance of the Corporate Appointee Client Fund was £157,219 (2017: £237,522). These balances are not included in the statement of financial activities or balance sheet in accordance with SORP FRS102.

#### 15 OPERATING LEASE COMMITMENTS

The total of future minimum lease payments is as follows:

	Land	Land & Buildings	
	2018	2017	
	£	£	
In less than 1 year	27,250	27,020	
Within 2-5 years	23,613	41,863	

During the year lease payments totalling £29,100 (2017: £28,790) were recognised as an expense.

#### 16 CONTROL AND RELATED PARTY TRANSACTIONS

The charity is under the control of its Trustees. During the year Cheryl Lewis, a trustee was paid £4,854 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.

#### 17 PENSION

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 £55,198 (2017: £65,210).

## 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**

Lloyds Bank 2nd Floor

234 High Street

Exeter

EX4 3ZB

#### **Independent Auditors**

PKF Francis Clark Sigma House Oak View Close Edginswell Park

Torquay

TQ2 7FF

#### **Legal Advisors**

Tozers

Broadwalk House Southernhay West

Exeter EX1 1UA

#### **Insurance Brokers**

Pavev Group Minerva House Orchard Way Edginswell Park

Torquay TQ2 7FA

## How you can help

- Become a carer
- Tell someone you know about becoming a carer
- Tell someone about our services
- Volunteer as a trustee or panel member
- Do some fundraising for us
- Make us your charity of the year
- Like and follow us on Facebook or Twitter

If you like what we do and want to help us do it or raise awareness about it, then get in touch: www.sharedlivessw.org.uk





## www.sharedlivessw.org.uk

Email: enquiries@sharedlivessw.org.uk



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Registered charity number 1104699.

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

Registered address: Suite 3, Zealley House, Greenhill Way, Kingsteignton, Newton Abbot, TQ12 3SB