Summary
annual report
2017/18
St. Anne’s was founded in 1971 as a daytime shelter for homeless men in Leeds. From these small beginnings it has gradually expanded to become the organisation it is today, with around 1,500 staff supporting people across the North of England.

Our very first service was shaped around people’s needs and wishes and that’s still the case now, across all our services.

We are proud to support people with learning disabilities, mental health, substance misuse and homelessness issues and to help them achieve their aspirations.

We are led by our Chair, Terry Moran, and Chief Executive, Derek Bray, with a Board of Trustees and Executive Directors who are in charge of our day-to-day work, supported by a number of committees.

We are registered with the Charity Commission and are a registered housing provider regulated by Homes England (previously the Homes and Communities Agency).
Making a difference every day

Our services include:

- Supported living services
- Residential care, including nursing care
- Specialist detoxification and rehabilitation (alcohol and substance misuse)
- Respite care
- Domiciliary care
- Floating outreach
- Carers support
- Day services
- Shared Lives
- Community mental health and substance use services
- Housing with support (long and short term)

We work in the following areas:

**North East:**
- Durham
- Gateshead
- Middlesbrough
- Newcastle Upon Tyne
- North Tyneside
- South Tyneside
- Sunderland

**Yorkshire:**
- Barnsley
- Bradford
- Calderdale
- City of York
- Doncaster
- East Riding
- Kirklees
- Leeds
- North Yorkshire
- Sheffield
- Wakefield
Our focus

Every day of every year, staff across St Anne’s work hard to provide the best possible services to the people they support. In 2017 we updated our mission, values and strategic objectives, to make sure they reflect what matters most to the people we support and our staff who work with them.

Our mission

To be an outstanding provider of high quality care, support and housing services that help vulnerable members of society achieve their aspirations and lead fulfilling lives.

Our values

Person centred
People are at the centre of all we do, whether this is promoting client choice or ensuring staff are consulted on changes we make. We aim to promote inclusion and always put our people first.

Dignity and respect
We respect the choices of the people we support and the contribution each of our colleagues makes. We respect the opinions and beliefs of each other and treat everyone with dignity.

Quality
We strive to provide services of the highest quality and challenge each other to develop and improve.

Caring
We are a caring organisation that is considerate of our actions; we support people to grow and achieve.

Our strategic objectives

During 2017 we streamlined our core principles and strategic aims into one set of strategic objectives which support our values:

- **Our clients**: To be inclusive and ensure that our clients are at the centre of everything we do by actively listening and responding to and involving them, their families and carers, in all decisions about the services we provide.

- **Quality**: To provide safe services of the highest quality which deliver agreed measurable outcomes for our clients.

- **Our finances**: To ensure that St Anne’s is financially sound and sustainable, provides value for money and seeks opportunities for growth and development.

- **Our people**: To be an employer of choice able to attract, recruit, develop and retain a high-quality workforce which is skilful, competent, compassionate and engaged.

- **Learning and development**: To be a learning and developing organisation which celebrates and promotes success and excellent research-based practice and care.

- **Housing and maintenance**: To provide safe housing which is maintained to a consistently high standard in a supportive, caring environment, whether it is owned or leased by St Anne’s Community Services.
Our achievements

Over the last year, our scores for quality and safety from the Care Quality Commission – the independent regulator of health and social care services – showed improvement across all our services and remain consistently high.

Figures show us to be one of the best organisations of our type, with an organisational rating of ‘Good’ across 92 per cent of all our registered services, compared to a national average of 71 per cent.

Supporting people

During 2017/18 we worked hard to improve the daily lives and future prospects of the people we support in all kinds of ways. Some of the ways in which we did this included:

Meeting the Eastenders

The South Tyneside Supported Living Team helped Rachel fulfil her ambition of visiting the EastEnders set. Together with a support worker she met many of the stars, including Danny Dyer, who plays pub landlord Mick Carter.

Focusing on dignity in Calderdale

The Calderdale Dignity Group organised events which offered clients the opportunity to meet old friends and make new ones. The group works closely with the Calderdale Love 2 Meet U group and also includes a healthy choice group, which aims to provide accessible information to help people make informed healthy choices.
Our achievements

Supporting people

Learning about fire safety
Teams across our services have helped support education for clients, including fire safety training at a People’s Voice event run by the Durham Supported Living Services and guidance on recycling for clients and staff from Wakefield Mental Health Supported Living Services at Wakefield Council’s Waste and Education Centre. On a more formal level, more than 100 learners supported by St Anne’s Adult Community Learning Team passed adult learning courses at York Road in Leeds.

Getting involved in recruitment
In our Gateshead Supported Living Services, our clients have a say when it comes to recruitment. Robert helped with the recruitment of support workers, reading about the interviewees to help prepare for the interviewing and making notes to help him with questions.

Helping David back to better health
Huddersfield mental health services supported David after he was diagnosed with coeliac disease. His support team researched the condition and attended training so that they could support him appropriately. David had also been diagnosed with chronic kidney disease but has now been taken off the transplant list after his new, healthier diet made a big difference.

Let’s talk about...
We worked to raise awareness amongst our clients of a range of wider issues affecting health and wellbeing. For example, during Mental Health Awareness Week, the RAISE homelessness resource centre supported four clients to host a special event where colleagues and clients held important conversations about wellbeing and found out about the specialist services available in Leeds. They also held a ‘White Ribbon’ event in support of the UK’s national campaign to end male violence against women, and the Doncaster office held a ‘Let’s talk about…’ coffee morning, with clients of the Doncaster Supported Living team talking about dignity and safeguarding.

Doing it my way
Our comprehensive guide to end of life care for people with learning disabilities (called ‘Doing it my way’) has received interest from colleagues in London, Manchester and Liverpool. The Doing it my way group presented its work at the RCN Learning Disabilities Practice Conference and the University of Salford Palliative Care Conference, and discussed the work with the chief executive and head of consultancy at the British Institute of Learning Disabilities (BILD). The guides are available online at www.st-annes.org.uk/our-services/doing-it-my-way/.

Making the most of technology
We have improved the way we use technology to help our staff work more efficiently and to provide Wi-Fi access for the people we support in some locations.
Our achievements

Raising awareness

We also linked with other organisations across the region to help raise awareness of our services and what we are trying to achieve in the wider community:

Riding along with the Tour de Yorkshire

During the Tour de Yorkshire in April 2017, St Anne’s Community Services was chosen as one of the beneficiaries for the charity race for amateur riders. We also received places for staff to join the charity ride, and a team of nine support workers, housing officers, managers and learning disability nurses along with two external riders took part and raised just under £2,000 for IT communication devices for the people we support.

Supporting local initiatives

We linked with a range of community organisations to support local people. For example, we donated 20 mobile phones to counselling service Bradford Bereavement Support, we welcomed volunteers from the Kalgidhar Gurudwara Sikh Temple to the RAISE homelessness resource centre to donate goods for the centre’s homeless clients and we joined Priesthorpe School’s celebrations on becoming a Co-op Academy at a special community day.

Walking with Pride

We took part in the Leeds Pride event for the first time in August 2017. The official parade was attended by over 40,000 people and being represented in it was an incredible moment for the development of our support for the LGBT community as an organisation.

Helping businesses to help homeless people

Liz Knight, Manager of the RAISE homeless support service, attended the Howarth Foundation’s Homelessness Awareness Seminar in Leeds as a guest speaker. The seminar aimed to help businesses do their bit to improve social mobility and social awareness, and to help address individual dependency and reduce homelessness and poverty in the city.

Celebrating Learning Disability Week

We celebrated Learning Disability Week with community partners across our services. Several services celebrated with Picnic in the Park events and in Gateshead and South Tyneside, staff and some of the people we support attended an event at which employees with a learning disability spoke about their experiences in paid work and employers shared their own first-hand experiences. The event also launched a new series of accessible guides to finding work for people with a learning disability.
Our achievements

Maintaining quality

We continued to focus on assuring the quality of our services day in, day out:

• The Positive Behaviour Support Service was reaccredited by the British Institute of Learning Disabilities for its internal and external behavioural support programmes, in recognition of its continuing hard work to support people to communicate their needs without using concerning behaviour.

• We reviewed our housing service to make sure it is efficient and effective, looking at the maintenance service, housing structure, assets and office lease arrangements. We also received assurance on the quality of our housing, by achieving compliance with the Regulator of Social Housing Home Standards in the areas of gas servicing, asbestos, monitoring water hygiene in communal schemes and fire safety, and we achieved reaccreditation with the Contractors Health and Safety Assessment Scheme.

• In support of our safeguarding responsibilities, we audited all our services using the Care Quality Commission’s methods of evaluating services for quality and safety, with action plans developed where needed.

• We created a new client involvement strategy to increase the voice and influence of the people we support and to get their feedback. This work included creating a new client-focused newsletter.

• We signed up to the new Charity Governance Code for Larger Charities, which was launched in July 2017. The code is designed to support leadership; integrity; decision-making; risk and control; board effectiveness; diversity; and openness and accountability. We already follow most of the recommendations within the Code to ensure best practice in how we run our organisation, but there are a small number of areas where work is still to be done and we will address these during 2018/19.
Looking after our staff

To deliver the best quality services for our clients, we need to look after our staff and help them to be the best they can be. During 2017/18 we used fewer agency staff and worked hard to recruit permanent staff in areas with high vacancy levels, to offer better continuity of support for our clients.

We also worked to ensure fair pay across the organisation through a new pay scale and terms and conditions, and our new system for appraisals has helped staff to develop their skills and deliver services based around our values.

By supporting our staff in this way, we have significantly reduced levels of sickness and related costs, which is helping us manage cost pressures and maintain standards of care for our clients.

Equality and diversity

We are proud to have improved our position in the Stonewall Workplace Equality Index this year. The index measures organisations’ progress on lesbian, gay, bi and trans inclusion in the workplace and we rose to 18th out of the 60 social care organisations included in the scheme, and to 183rd out of 434 employers overall.

We now have a full-time equality and diversity lead, who has helped us launch and action a plan to create an inclusive environment for the people we support, all our staff, and the communities we serve.

We have policies which make it clear that we will protect our staff from discrimination, harassment and victimisation and as part of this we are committed to the ‘Disability Confident’ government scheme, making adjustments wherever necessary so we can employ people with disabilities.

We are committed to removing gender inequality and in April 2018 we published our first report on the gender pay gap. We will continue to make public statements on our website about the steps we are taking to ensure fair pay, remuneration and reward for all our staff, regardless of gender.
Our people

Training and education

Our focus on delivering ongoing training and education to all staff has seen five young people take their first steps into work through our apprenticeship programme and more than 40 colleagues take additional qualifications. We are now working with a new online training provider, improving the accessibility of training and saving significant costs for the organisation, which can be re-invested into other areas of development.

We have overhauled the learning materials that we offer both in and outside the classroom, helping staff to enjoy exploring the issues that matter, which are as diverse as the people we support.

Staff engagement

We employ around 1,500 people and two-way communication across our workforce is crucial as we continue to create a better place to work, progress and develop for everyone.

It’s important to us that we involve our staff in the decisions we make around changes within the organisation, so we hold regular workshops and events to gather people’s views. We also produce newsletters and briefings which provide updates on our performance, and our staff forum allows people to discuss a wide range of subjects directly with the Senior Management Team. We have also reintroduced our staff survey, St Anne’s Have Your Say.

We use our values as part of our recruitment process and we make sure the people we support play an active role in recruiting the staff who will be working with them. Our staff turnover rate (those people leaving us) during 2017/18 was 17 per cent, which is below the average for our sector of 27.8 per cent.
Our finances

St Anne’s is a ‘not for profit’ organisation. This means that we do not have shareholders or owners and that all monies left over after paying our running costs are available to be re-invested into the organisation.

We receive funding from both local government and the NHS to pay for the care we provide, and we are also very grateful to supporters of our charity who donate and fundraise on our behalf.

During 2017/18, we focused on areas such as reducing our use of agency staff and reducing staff sickness, which helped us not only to save money but also to improve care as most of the people we support prefer to see the same person each time they come to our centres or are visited at home.

We kept tight control on our finances and spending and made sure that our costs stayed lower than our income. As a result, our financial position has improved compared to last year. We always look for value for money in every spending decision we make. We consider value in three ways:

- **Financial value**: The value to the charity.
  This could be savings through efficiencies, increased income, or delivering more with the same resource e.g. this year we have reduced the cost of sickness and the use of agency staff.

- **Client value**: The value for the people we support.
  This could be direct savings, or reducing clients’ dependency on benefits.

- **Social value**: The value to the wider society and the economy.
  This could be savings to the public purse or benefits to the community and local environment.

Through our focus on value for money, we are able to provide good services to our clients, remain competitive and have the financial strength and resilience to mitigate financial risks now and in the foreseeable future.

The work we did on our finances during 2017/18 meant that we were able to give our employees a pay rise. However, there is still a lot of work to be done to ensure we can meet the financial challenges of the year to come, including increases in the National Living Wage and changes to employer pension contributions.

To help with this, we have agreed a new savings programme to continue to reduce costs in the areas where we can, allowing us to reinvest money and focus on delivering support to the highest quality standard that we can, using our resources as effectively as possible. You can find out more about our finances in the full annual report available on our website, or by contacting us (see back cover for details).
The full annual report and accounts and answers to many questions are available on our website at www.st-annes.org.uk. For more information about any aspect of our work you can also contact us by email, phone or letter:

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