



response



Contents

Executive Summary	01
Chairman's & Chief Executive's Report	02
New Services	03
Partnerships, contracts and organisational change	04
Domiciliary Care	05
Training and Development	06
Response Giving	07
Carers Forum	08
Organisation Chart	09
Treasurer's Report for Financial Year April 2010 to March 2011	10
Statement of Financial Activities 10-11	11
Our Thanks	12

EXECUTIVE SUMMARY

To provide high quality care, support and housing, delivered by highly skilled and motivated staff, for people with mental health issues within oxfordshire and surrounding areas, enabling them to live as independently as possible.

Support & Care

we aim to provide the highest quality in support, registered care and domiciliary care. The level and provision of both support and care will be individually focused using the support/care planning process.

Housing

we believe that every service user has the right to a high standard of accommodation and that this is a vital component of mental well-ness.

Learning

we recognise that in order to provide high quality services we need to invest in our staff team and reward them for developing their skills.

Service User / Carer Involvement

we recognise that in order to continually improve the services we offer, we need to listen to and be guided by the people who use or come into contact with our services.

Partnership Working

we value the partnerships we have already developed both in the statutory and non-statutory environment. Through these partnerships we will achieve our aims and objectives.

Key Goals 11-12

Provide high quality and value for money support and care services which meet the needs of service users and stakeholders.

Response will be viewed as a professional and high quality provider of mental health services.

Response will provide high quality accommodation in a variety of settings.

Response will retain existing services and tender for new services.

Response will be able to attract and retain high calibre employees.

To create an environment that is welcoming to people from all ethnic backgrounds with particular attention to people from Black & Minority Ethnic communities.

CHAIRMAN'S & CHIEF EXECUTIVES REPORT

The past year has been one of exceptional activity, of a type probably unprecedented in the half-century of our existence, which has brought extraordinary pressures to the organisation at all levels. Our central task was to take part, not as a matter of choice but as required by Government policy, in the competitive tendering of all Oxfordshire's mental health projects. We did this in partnership with Oxfordshire MIND, an association which has brought strength and diversity to both parties, and enabled the Partnership to be awarded all the supported accommodation services for the County. The changes in physical provision and personnel resulting from this largely successful outcome have preoccupied senior management for much of the year, and have impacted on many staff throughout the organisation. All are to be congratulated on the outcome, which has been managed with much less disruption than we had feared. Many staff were however subjected to long periods of personal anxiety and apprehension and all concerned with the work have regretted this deeply and worked hard to minimise distress.

If this were all, it might be considered more than enough for a normal year. But the creative pressures released by this work have also enabled us to respond to other important requirements in our field, and to lay the foundations for major developments which will in time transform much of our work. For many years we have

moved towards becoming more focused on the needs of service users as individuals, and are now taking forward the new agenda of personalisation, to empower them to increase choice and control of the support and care they receive. We have invested some funds to start a pilot project, and the early signs are that this is going very well. In our reorganisation of Response, we have split Care and Support and appointed a Director of each. The Director of Care will lead on domiciliary care and personal services and the Director of Support will lead on support services.

Alongside all this, we are expanding the range of our accommodation to provide more stages along the 'Pathway of Care'. While we have not yet cracked the problem of Iris Hayter House, we are working with OCHA to redevelop and expand the services we provide for people needing a high level of personal support. Elsewhere, at Cave Street, we have provided 14 more units of individual accommodation, enabling us to move ahead far faster than we had originally planned with this type of provision. St Gabriel's is being transformed and updated, and we are about to increase our presence in Banbury to provide still more one-bedroom flats for the North of the County. We have appointed a Housing Manager to provide a focus for improving the quality of housing alongside the increased emphasis on Care and Support.

There have been no new changes in Board membership since those reported in last year's report, but Canon Roland Meredith who has served with distinction and sensitivity as Vice-Chair for many years has felt the time has come for him to stand down from this office. We welcome however his decision to remain a Board member. At the time of writing we have not yet found a new Vice Chair but hope to do so shortly. Our thanks to all members of the Board for their wisdom and support throughout a difficult but ultimately rewarding year.

Robin Birch
Chairman

John McLaughlin
Chief Executive

NEW SERVICES

Response used the process of tendering for new services to develop greater clarity about the focus for each of our services. It enabled us to be clearer about the provision of housing related support to be funded by the commissioners under the Supported to Independent Living (SIL) pathway and the need many residents have for domiciliary care services and the provision of practical support with domestic tasks. Personal budget funding for these services is available and Response has been developing expertise in these areas so that they become the provider of choice.

Response holds the new contract for all the Intensive Support services. These 24 hour services have a focus on recovery and preparing residents to move on to a more independent setting within 2 years, if at all practical. Response has introduced the use of the Mental Health Recovery Star to facilitate this. It is an outcome focused method of involving residents in assessing their own support needs and associated risks and agreeing a support plan to meet their objectives.

Response, in partnership with Mind, now has the responsibility for providing the Transitional housing services throughout the county. These are largely used as the next stage of recovery after Intensive services, with an expectation that most residents will be preparing to live in independent housing. The Mental Health

Recovery Star is used in all these services. Response has specific responsibility for transitional units in Cherwell district and for 20 units in the City. The Mind Response Housing Pathway Project, which has been in operation since November 2010, has been facilitating the take up of tenancies – both in social housing and private rented accommodation and will continue to work closely with transitional services.

Response also holds the contract for longer term services for people who need ongoing support to maintain maximum independence but who are unlikely to move to independent housing. Services are available to help maintain a healthy lifestyle e.g. residents can purchase cooked meals or a laundry service, although encouraging residents to develop their own skills would be the preferred option. Demand consistently outstrips supply for longer term services.

PARTNERSHIPS, CONTRACTS AND ORGANISATIONAL CHANGE

The successful award of the supported accommodation contracts for Oxfordshire brought with it both rewards and challenges for the organisation. Response's innovative partnership with Oxfordshire Mind was instrumental in allowing us to jointly tender for services and illustrate how we could streamline the pathway for people within mental health services. Nowhere has this been more evident than in our joint referral and assessment process.

However, with the award of the contracts came the challenge of decreased funding which meant that we had to undertake a substantial organisational change agenda in order to satisfy both legal requirements under Transfer of Undertakings (Protection of Employment) Regulations (TUPE) and to enter a period of formal consultation in respect of restructuring the organisation to reflect the overall decrease in the level of funding available.

The whole process of organisational change was obviously worrying for staff and it is testament to their professionalism and commitment that services continued so effectively during this period of transition.

Unfortunately we did have to make a number of redundancies but as a result of managing the process and the timescale, we were able to keep the impact to

a minimum and the overall numbers were much lower than we had originally feared. However it did mean that some staff had to leave the organisation and we would like to take this opportunity to acknowledge this and thank them for their time they spent working with us.

Now that the process is complete, we are looking forward to a period of more stability as we look to the future and continue to develop the staff and the services we deliver.

MIND RESPONSE HOUSING PARTNERSHIP

POOLING RESOURCES TO IMPROVE
ACCESS AND PROMOTE RECOVERY



DOMICILIARY CARE

The Domiciliary Care Agency (DCA) has seen tremendous growth in the last year, going from 40 hours to 190 hours per week.

The introduction of personal budgets and self directed support has changed the way people purchase care and services in Oxfordshire. After assessment of needs including social care, budgets are allocated to individuals, either personally or through a broker. Services can then be purchased through specialist Organisations and Agencies, including Response.

Response DCA provides a wide range of services as detailed below and are identified as a specialist provider for mental health needs. We have built close networks with the local Community Mental Health Teams and our reputation for working with challenging behaviour has lead to us being a provider of choice within the sector.

Response was successful in being included on the Oxfordshire County Council's Preferred Providers' list in July. This has lead to increased business including the wider community outside of Response housing. We were also successful in registering under the new standards for the Care Quality Commission, who continues to be our regulators in the field.

The staff team are trained to Response's high standard and have much experience in mental health.

The staff team support and assist clients with:

All areas of personal hygiene
Medication administration
Continence management
Maintaining a safe and clean environment
Shopping services
Food preparation
Monitoring of wellbeing, mental and physical health
Building up social networks
Accompanying to appointments

We hope to add a handy man service to the list off services we offer in the near future

TRAINING AND DEVELOPMENT

It has been an interesting time for training and development within the organisation as we have faced the challenges of restructuring and decreased funding. Moving forward we continue to look for alternative and innovative training methods to ensure that we can provide bespoke and timely learning interventions to support our workforce. It is only by being continually creative in our delivery of training programmes that our staff can remain well skilled and continue to deliver our high quality services.

In June 2010 we appointed a new full time HR and Training Administrator, which combined two previous roles. This has enabled us to deliver a more streamlined and individualised service for our internal and external customers.

The Mind Response Partnership has enabled a greater mix of staff on internal training courses, which in turn has developed different and valuable learning opportunities.

We have developed and evolved our own training programmes in many areas of our work and have also been fortunate to benefit from service users experience when delivering these courses. For example we have delivered mental health awareness training for Social Care Apprentices, which has received extremely positive feedback. Being able to offer 'real' mental health experience has enabled stereotypes to be challenged and learning in the wider caring community to be achieved.

Using the expertise and knowledge of our management team we have developed our own specialist training in areas specifically relating to our practice. Tailor-made courses have enabled reflection and sharing of best practice. We have also responded to the changing needs of our service users and benefited from the expertise of our working partnerships to host training in areas such as autism awareness, drug and alcohol issues and dual diagnosis.

Our 2010 APM saw us once again recognise the commitment of our staff team as we celebrated the success of those who have gained further qualifications. A number of different qualifications have been achieved including NVQ's, the Certificate in Community Mental Health Care, Leadership and Management awards and Quality Assurance qualifications.

We were delighted in February 2011 to work with one of our carers and host a book review. Ross Martin has published an account of his own experiences relating to mental health and the evening was extremely positive and beneficial for all involved.

In April 2011, after over 10 years of funding from Oxfordshire County Council, we saw the end of the Certificate in Community Mental Health Care Level 3 course as we had known it. This was a very disappointing occasion, as so many people involved in mental health had benefited hugely from the course

opportunities. We were fortunate however to host a 'goodbye party' for Steph Jones-Giles (course leader), which saw many mental health workers, service users and carers come together and celebrate the good work that has been achieved. Responding to this change has not been easy and the new Qualifications Credit Framework (QCF) has set new challenges for the future of NVQ's also. Response is in a good position to respond to these challenges. As an approved City and Guilds Centre and with our committed team of Assessor and Verifiers, we will continue to work with our partners and offer new and exciting opportunities for our staff.

As we move forward with our new contracts we are continuing to develop our staff by offering a comprehensive and up to date training programme. Staff take responsibility for keeping themselves 'safe to practice' with our passport to work scheme as well as engaging in new areas of training such as the Recovery Star and PSOCC, our new IT package.

In September 2011 we will be reassessed for our Investor in People (IIP) recognition and everyone has been busy working on the recommendations for continuous improvement and development as highlighted in our 2008 review.

RESPONSE GIVING

The Committee is made up of volunteers whose aim is to enhance the lives of people who are coping with enduring mental health problems, responding to requests from health professionals in wards, teams and organisations in Oxfordshire and in Buckinghamshire.

This year has seen an increase in both the number of requests and the amounts of money requested and in the recent five months we have donated £3,452.

For white goods we pay for the new item, delivery, connection and the removal of the old item because we feel it's vitally important that these are installed safely and quickly. In the past year we've funded for three fridges, two cookers, one microwave and an impressive twelve washing machines!

However we are a small local charity and our funds are limited. We need to use these funds efficiently and effectively and so for some items we direct the Teams to the many excellent charity warehouses and shops and we then pay for these second-hand goods. However it isn't just household & white goods, requests received also include consideration for funding a wider range of things that would help users of mental health services.

We were approached by a Team at the Warneford Hospital to help buy video and audio equipment so that a much more relaxed user-friendly system of assessment for patients and carers is developed and introduced.

'Streets Revolution' is a non-profit organisation that uses sport to engage marginalised adults and we were very pleased to donate funds to help them at their football tournament on October 10th –Mental Health Awareness Day.

Many need help accessing courses at colleges and buying the materials needed. Respite breaks feature in the requests too. Wards also have benefitted with funding given for a 'Boot Camp' which included fitness sessions, dietary needs, dental care and healthy cooking. Walking With Wolves' took 15 patients to a Wolf Sanctuary. We help too with the traditional Gardening, Art and Entertainment Projects that the wards are involved in.

To respond to requests for money we must work very hard to raise funds and the Committee does this by holding Tombolas, Coffee Mornings and raffles(which now includes our annual prize draw). Some of our funds come from collections and we receive very welcome donations from sponsored events and legacies. We recently set up 'Friends of Response Giving' whereby anyone can support our work by donating one or two pounds per month.

Response Giving has also benefitted from the wonderful challenge which Kevin Moroney set himself in climbing Mount Machu Picchu and we are very grateful for the sponsorship funds which we have received. We are very committed to supporting these people who often show great courage in coping with their mental health problems and we find great personal satisfaction in fulfilling this task of helping them.

Pat Armstrong

Chair

Response Giving

CARERS FORUM

In my report last year I referred to the possibility of uncertainties resulting from the anticipated governmental spending reviews due in mid- 2010. Nobody could possibly have envisaged the confusion that resulted from this exercise.

Firstly Response had to apply to the Authorities to be allowed to submit tenders for the various restructured facilities, at the same time giving details of how we could provide these services in spite of the fact that this had been done for a good few years apparently to everybody's satisfaction. Having eventually been accepted we then had an invitation to tender for the various projects, the details of which finally arrived much later than planned but with a very short time to prepare any submission. John McL and his team at Response deserve considerable credit for the way in which they managed to submit tenders for all eight of the projects, two of which were done jointly with Oxfordshire MIND and moreover were successful eventually in winning seven of the bids. There is no doubt in my mind that, had Response not been so successful, and the services been fragmented as a result, then the whole organisation would have changed beyond all recognition and become a very minor player.

It is very sad that we lost out on our Mobile Support Service which was able to provide help to many of our residents during the night or at weekends, and

was very helpful to many carers as well. This means that, since March 2011 the only "out of hours" service is provided by the Crisis Team at the Warneford Hospital. I know that this is of considerable concern to many carers who have had cause to use that service in the past.

With the new slimmed down projects, this means also that, sadly, some members of our staff will be moving on, and this is perhaps a good time to say a heartfelt thankyou to them for all their devoted help and support to both residents and carers, and to wish them well for the future.

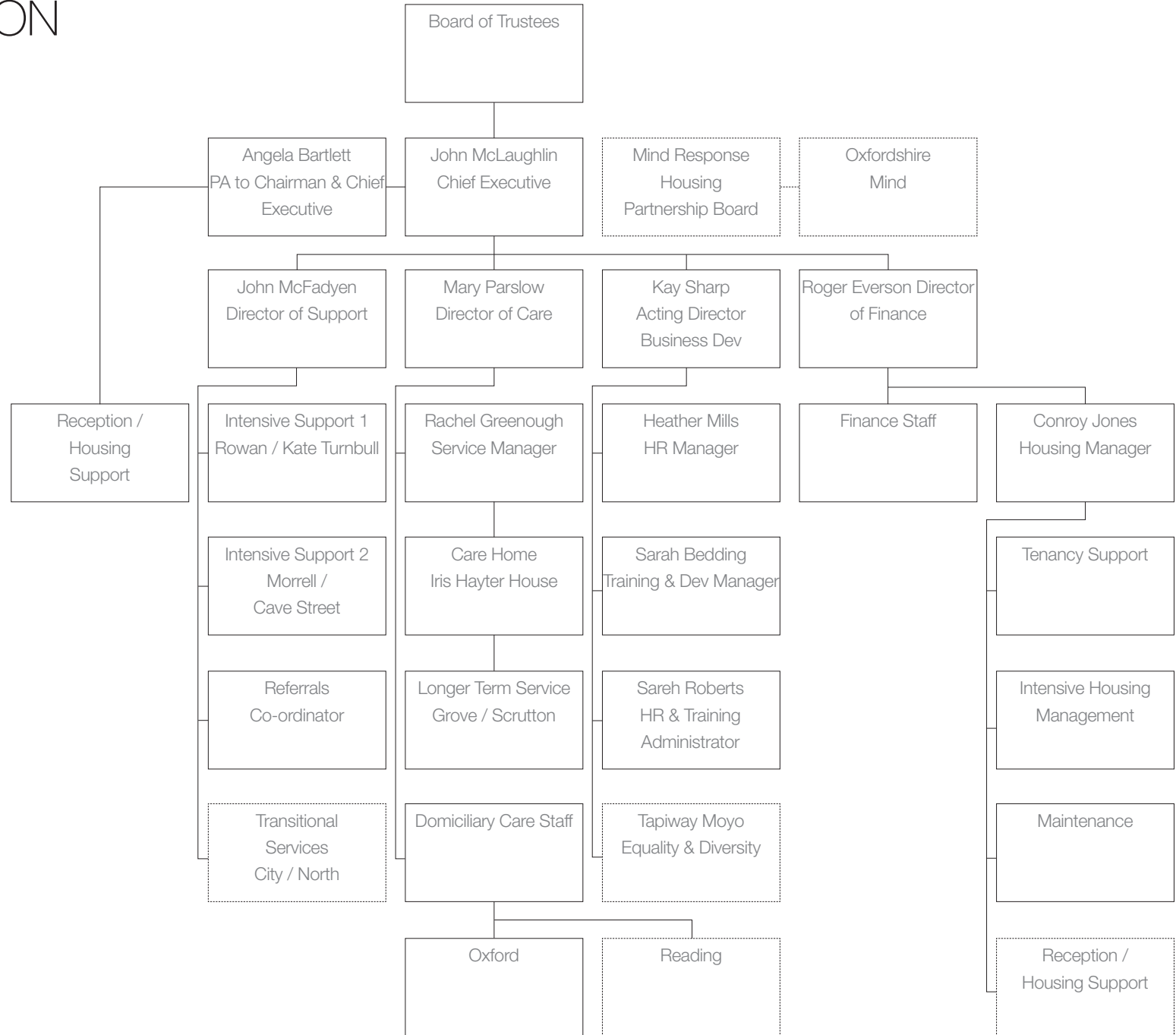
Looking to the future, it has been very pleasing to note that, throughout the planning process for the revised projects, our carers have been consulted wherever possible. At the first two meetings for the year we have had attendances of in excess of forty people, with many exchanges of views and some very useful contributions. There is no doubt that 2011/12 should prove interesting in many ways, particularly with regard to new projects and possible business expansion, so there will be similar opportunities in the future. Carers are also represented on the interview panels for the selection of senior staff.

Mike O'Dougan

Chair

Response Carers Forum

ORGANISATION CHART



TREASURER'S REPORT FOR FINANCIAL YEAR APRIL 2010 TO MARCH 2011

As the Chair of the Finance Committee since July 2010 I have seen Response go through a profoundly anxious time. It has emerged to provide a range of new services in a new organisational structure.

It has been a difficult year: for the people who became redundant, whose jobs transferred to other organisations and for those who stayed and lived through a comprehensive review of each job in the organisation. It is a tribute to the staff that service users and carers seem to have felt confident that the impact on them would be managed and kept to a minimum.

That Response was able to successfully bid to provide a range of new services commissioned by Oxfordshire Health and the Social and Health Care Commissioners is a tribute to several factors: the positive feedback to Commissioners from service users and carers about service quality; the commitment and creativity of the staff and the management team and Response's secure financial position, which allowed these major changes to be managed successfully.

Response maintains a range of properties which currently have a book value of £3.7M; there has been little capital expenditure during the year, though funds are now in place to purchase a property in Banbury to help deliver the new contracts. Current Assets amount

to £1.6M, a large part of this is on deposit with Barclays. Net Assets, when outstanding liabilities are deducted from Assets, stand at £4.1M, a slight increase over the previous year.

The success of the MIND Response Partnership in successfully tendering for a range of services means that there are contracts in place, and therefore giving increased confidence about our income for the next 3 years.

The strong financial position which was reported last year has provided the resources necessary to manage the costs of these changes.

The ongoing discussions about the Iris Hayter House site continued throughout the year and the growth and development of Domiciliary Care played an increasingly important part in generating income.

I would especially like to mention Response Giving which generated significantly higher levels of income than last year, used this to help those in the wider community and ended the year with an impressive increase of 25% over last year's figures.

I would like to thank Roger Everson and all his colleagues for all their work in this difficult year. They

and the whole of the Management Team have steered Response successfully through a perilous time so that we now have a more optimistic outlook than we faced last year. Our sound finances, past and present, have played an important part in this.

Paul O'Hare
Hon.Treasurer

Auditor's statement:

"We have examined the summarised financial statements included in this annual report. The Trustees are responsible for the preparation of financial statements; we have agreed to report our opinion on their consistency with the full financial statements. We have carried out the procedures necessary to ascertain whether the summary is consistent with the full financial statements from which they have been prepared. In our opinion, the summarised financial statements are consistent with the full financial statements for the year ended 31 March 2011".

Wenn Townsend, Chartered Accountants and Statutory Auditors

STATEMENT OF FINANCIAL ACTIVITIES 10-11

	2010-11	2009-10
	£	£
INCOMING RESOURCES		
Legacies, donations, interest and fundraising	71,412	24,611
Housing, care and support	4,535,227	4,254,427
Residents' services	312,069	304,644
Total incoming resources	4,918,708	4,583,682
RESOURCES EXPENDED		
Funds dispersed and fund raising costs	8,914	6,828
Housing, care and support	4,410,637	4,133,507
Residents' services	352,364	349,708
Governance costs	16,446	21,297
Total resources expended	4,788,361	4,511,340
Net incoming resources for the year	130,347	72,342
Funds brought forward at 1 April 2009	3,921,613	3,849,271
Funds carried forward at 31 March 2010	4,051,960	3,921,613
BALANCE SHEET AT 31 MARCH 2010	2011	2010
	£	£
Tangible fixed assets	3,777,717	3,955,712
Current assets		
Debtors	269,372	747,638
Cash at bank and in hand	1,344,168	418,815
	1,613,540	1,166,453
Creditors: due within one year	(718,823)	(546,706)
Net current assets	894,717	619,747
	(620,474)	
Deduct: Creditors due after one year	4,051,960	(653,846)
Net assets		3,921,613
Funds	4,044,451	
Unrestricted general funds	7,509	3,893,578
Restricted funds		28,035
Total funds	4,051,960	3,921,613

OUR THANKS

Oxfordshire Mind	Our Partners for One Front Door and Partnership tendering for new Mental Health contracts
Charter Community Housing	Lease four properties to Response
A2/Dominion Housing Group	Response works in partnership as managing agents for 13 properties and lessee for Cave Street
Oxford Citizens Housing Association	Leases Scrutton Close to Response and our partner in developing new accommodation
Care Quality Commission	The Government Agency who monitor our care home and Domiciliary Care Agency
Oxford City Council	Partners in our transitional services and lease of eight properties to Response
Oxfordshire Health NHS Foundation Trust	Work in partnership to deliver Mental Health Services
South Oxfordshire District Council	Helping us to develop new accommodation
Cherwell District Council	
Bromford Corinthian Housing Association	Response works in partnership as managing agent for one property
St John's College	Lease one large property to Response
Nologo.co.uk	Our Communications partner
Wenn Townsend	Our Auditors
Barclays	Our Bank
Darbys	Our Solicitors
Oxfordshire County Council	Support and care funding for various Response projects
Kevin Moroney	Who has climbed Machu Picchu in the name of Mental Health and donated his sponsorship money to Response Giving.

And a special thank you to all our private landlords and contractors.

Response

Directors and Charity Trustees

Chairman:

• Robin Birch C.B., D.L.

Vice-Chairman:

• Canon Roland Meredith

Hon. Treasurer:

• Paul O'Hare (Appointed Treasurer June 2010)

Board of Directors

Mr. Ben Lloyd-Shogbesan • Dr. Peter Agulnik
Mrs. Barberine Mallett Mrs. Pat Armstrong (Chair Response Giving)
Mr. Mike O'Dougan (Chair Carers' Forum) Dr. David Boswell
Mr. Pat Stannard Dr. Kate Chalmers
Mrs. Joanna Thomas Mr. Roger Harwood (Appointed 13 July 2010)

Resident Representative

• Mr. David Vaisey

Executive Officers

Chief Executive:

• John McLaughlin

Deputy Chief Executive & Operations Manager:

• Mary Parslow

Head of Human Resources:

• Kay Sharp (Acting)

Accountant and Company Secretary:

• Roger Everson

Status:

• Company Limited by Guarantee.
Incorporated 2004 No. 4781936
Charity Number: 1101071

Response

A G Palmer House
Morrell Crescent
Littlemore
Oxford OX4 4SU

Telephone: 01865 397940

Fax: 01865 397941

Email: info@response.org.uk

Web: www.response.org.uk