

Annual Report 2021-2022



Friendship

- + Connections
- + Happiness
- + Community

It all adds up to

Livability

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A message from our Patron, HRH The Princess Royal

As Patron of Livability, I am aware of the positive impact that the charity has had during the year, and the difference it made, and continues to make, for the people it supports, even through the introduction and application of necessary strict protective measures. The people that Livability supports were able to flourish by adapting activities, ensuring connections with loved ones were maintained. In fact, Livability's residential services went the extra mile to boost the confidence of those in their care, providing safe entertainment and exercise classes during restricted life. I look forward to visiting services again when this becomes possible.



A message from Livability's Chair

Welcome to the 2021/2022 Annual Report.



This has been another difficult year for all in the care sector. We were emerging from Covid lockdowns towards the end of the year; however, in some ways the problems worsened, as we saw significant staff shortages emerging, resulting in limits on service users in care, and developing increased expensive agency use.

Through all this, I am immensely proud of all our staff at every level. The demands on them have been greater than ever.

For the first time recently, we are showing a net surplus. Our management team has made good progress on this – but there remains much to do, particularly coping with the increased agency costs. There is still an underlying operating loss in 2021/22, covered by property sales.

Livability was founded to do work that otherwise would not have been done. Today both our care and education services deliver care for children, young people and adults with disabilities to a depth and breadth that simply could not be done by the state.



John Robinson
Chair of Trustees



A message from Livability's Chief Executive



If the previous year was a year like no other, this year set out for a replay. We were duped several times by the false dawn of potentially 'normal' living. This was coupled with the added complexity of different lockdown rules and different testing regimes for each area of business.

Challenges continued to be faced, including the compulsory termination of employment for our unvaccinated care staff.

Societal change has been significant and the staffing crisis is in its sharpest focus in the care sector.

None of this, however, has dampened our spirits or reduced the quality of our carers and our educationists. Our greatest 'normality' is that we put each child, young person and adult at the heart of all we do and continue to do so each day.



Sally Chivers
Chief Executive





Livability Adult Care Operations

Our impact

Livability provides disability services for children, young people and adults in England, Wales and Northern Ireland. Our vision is to improve the quality of life for those individuals, so they can live a life that adds up for them. By this we mean the sum of many things, big and small, that make life livable for each individual.

Livability Care Operations

We support almost 1,000 people every day in residential care, nursing care, rehabilitation, independent living and day services. Our 2019-2022 organisational strategy focuses on four key aims in how we provide our services and measure our success:

Wellbeing-focussed

We will provide flexible, adaptive, exceptional services for the people we support. This will be measured by how effectively we enable fulfilling life outcomes, promote positive wellbeing and form meaningful community connections.

To measure wellbeing and shape policy on health and disability, the UK government uses objective measures, such as life expectancy and levels of unemployment. But also included are important, subjective measures – how people actually feel about issues, such as overall satisfaction with life and levels of anxiety, because this plays into our wellbeing, good or bad. The ‘five pillars of wellbeing’ is often used as a framework to quantify wellbeing; connecting with others, keeping active, engaging, lifelong learning, and giving to others.¹

*Some services have a number of supported living services (including domiciliary care) under one umbrella, but for the purposes of reporting we go by registered service name and count these as one.

Services at a glance

25 residential services

14* supported living services

3 day services

42 services provided in total by Care Operations

24,000 care hours per month

How will we measure success?

Our aim is for the people we support to report meaningful community connections and high or improving levels of wellbeing.

Livability People We Support Survey January 2022:

93% of people supported felt they had been kept safe during the Covid-19 pandemic

88% said Livability supported them to stay in contact with their friends and family during the pandemic

88% said staff listen and communicate well

83% said they were happy with the staff that supported them

How was our wellbeing focus delivered?

• We continued to develop our safeguarding app, built internally by Livability to record, store, and process safeguardings for Care Operations. The app utilises powerful elements of the Microsoft 365 environment to deliver a safe and secure environment to manage safeguardings. It provides detailed reports for managers and executives alike, as well as notifications to users as cases are processed, and progress through the journey. Ultimately, having automated and streamlined the process, the improved ability to access the app in services has resulted in an increase of reported safeguardings within Care Operations. It enables us to continue and improve on our commitment to keep the people we support safe, and accountable to our regulators and local authority partners.

• We improve the ‘life sum’ of all the people we support – the elements, big and small, that add up to living

well. We do this by recognising and acknowledging the individual needs, aspirations and skills of each person.

- Nurturing the wellbeing of the people we support, and our staff, is the golden thread in our work and branding, supported by our distinctive ‘life sum’ graphic. This year we produced a suite of free, downloadable resources, including a wellbeing journal and a ‘what’s your life sum?’ guide, to help our audiences reflect on and improve their wellbeing and mental health. These resources proved a hit, with over 1,000 downloads.
- Our staff are trained to invest time and effort into finding out what really makes life good for the people we support, along these lines, and to work with them to build this into everyday life.

Far too often, feeling isolated and lonely is the experience of people with disabilities. **The statistics are shocking: disabled people are almost four times more likely to report feeling lonely ‘often or always’ than non-disabled people.**¹ The worst-affected group is young people aged 16-24. It’s far harder to make friends if you are disabled: **a staggering two-thirds of the British public (67%)** admit that they feel uncomfortable talking to people with disabilities.²

Isolation and loneliness open the door to poorer wellbeing and a raft of related ill-effects. Weak social connections carry a health risk that is more harmful than not exercising, twice as harmful as obesity and is comparable to smoking 15 cigarettes a day.* In contrast, higher levels of wellbeing are associated with decreased risk of disease, illness, and injury; better immune functioning; speedier recovery; and increased longevity.[†]

*Holt-Lunstad, 2015. <https://www.gov.uk/government/collections/national-wellbeing>

†<https://www.aboutkidshealth.ca/Article?contentid=641&language=English>

1 <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/disability/bulletins/disabilitywellbeingandlonelinessuk/2019>

2 <https://www.scope.org.uk/media/press-releases/brits-feel-uncomfortable-with-disabled-people/>



Meaningful collaboration

We will build mutually beneficial partnerships with those who share our values, particularly with the Christian church. Through this, we aim to increase our impact in making community more livable for disabled people.

How will we measure success?

We will have strong and effective partnerships in the localities where we work.

What does meaningful collaboration look like?

- We hold a weekly online meeting for every supported person to share their world with our Livability chaplaincy service.
- We held a 2021 online Christmas Carol Service that was accessible for all the people we support; the event was co-produced by the people we support.
- We set up a Makaton choir, with choristers using this special form of signing.
- We developed a forum for the people we support called Changes for the Future Forum and the group met for the first time in November 2021.
- The forum members took part in a listening and engagement exercise to consult on the Archbishop of Canterbury's Reimagining Care strategy.
- The forum was named, champion roles and responsibilities were agreed and ground rules were implemented.
- January 2022: The forum members were consulted on a new digital/social media platform called Six Circles.
- February 2022: Forum members took part in a bid for funding an employment project.
- March 2022: The forum discussed people's lived experience of employment and the barriers they face.

Going deep

We will develop our services, programmes and relationships in a locality in multiple ways. We believe this is more effective than being too thinly spread across disconnected geographical areas.

How will we measure success?

We will have an engaged workforce that feels valued and well-equipped.

What does going deep look like?

We have continued to define and hone the efficiency of our services; during the year we have closed several services that were uneconomical and did not fit within this strategy.

Focus on: Livability North East

Livability North East offers people with disabilities a range of care options and services, from staff on hand 24/7 at our Hallgate service, to living independently with varying amounts of support from Livability staff. Our Ramsey Court model, where individuals have their own flat in the same block, enabling them to maximise their support hours, has been praised as an innovative model by the local authority. It's also meant that tenants have quickly formed friendships with each other, with one man hosting regular 'pop-up restaurant' meals for his mates.

Well-organised

We will have robust systems and processes in place so we can work in more agile and responsive ways in a rapidly changing environment.

How will we measure success?

We will have an agile, responsive and financially healthy organisation that is well-known and well-respected in its field.

How did we deliver this aim?

- We rolled out our Back to Basics training, sharing skills across the organisation.
- We launched our new Dementia Strategy.
- We developed our Root Cause Analysis Tool Kit to help us establish and understand the lessons we have learnt.
- We continued the rollout of Log My Care to help us manage people's care more effectively through an electronic platform.
- We launched our new Clinical Governance Framework.



Livability Education

Our programmes of study are based on enabling learners to develop skills for adult life, extending friendships and providing opportunities for personal development, as well as the opportunity to contribute to the communities we share. We work closely within our wider organisation to benefit from the skills and experience of our Care Operations directorate.

Learners choose to come to Livability Education settings to find and fulfil their potential and to lead a flourishing life. We are passionate in our desire to reduce social, employment and health inequalities and are aspirational for our learners, our staff and our services.

In the next phase we will develop our ability to support lifelong learning for all who live, learn and work with us as part of the Livability family.

Number of students across all education provisions

Livability Nash College

55

Livability Victoria Education Centre

90

Wellbeing-focussed

Staff wellbeing remained a key topic in staff meetings. Initiatives included free breakfasts, an onsite parking raffle and a monthly 'Final Friday' event. The 'You Said, We Did' approach maintained an authentic approach to this work.

We improve the 'life sum' of all students and staff who are part of our close family of schools and colleges.

Meaningful collaboration

Occupancy at Livability Victoria grew, following a request from a local authority to open an early years Autistic Spectrum Condition (ASC) class in February 2022. We invested in a new classroom and resources for this work and successfully recruited a team of experienced staff. Unlike other Victoria students, the new Alum class children do not have a physical disability; all are non-verbal.

The class can provide support in a way that is quite different to a local authority or mainstream schooling system. 'We help the children to feel safe and we work on making connections with us, taking it at their pace and often waiting for them to come to us,' Early Years Lead Lisa Boyes explains. 'We then play alongside them and observe their preferred way of communicating. All the children in Alum class have talents, they all have different ways of communicating and this is one of the first things we work on.' Staff use communication techniques with the class including symbols, PECS (Picture Exchange Communications System) which uses

cards with pictures, words or symbols, and signing with Makaton. Students will gradually be introduced to TEACCH, a system which enables autistic students to learn independently within a predictable, clear structure. Following the launch, students settled well, with families offering positive feedback.

Bournemouth, Christchurch and Poole Council (BCP) provided a commitment to place learners in our new college (see overleaf). Ongoing engagement with BCP resulted in a request for places for a new cohort of learners at Livability Victoria.

Going deep

Understanding the local offer in our current geographical areas of business led to a feasibility study for a college for students requiring specialist placements in the South West.

Focus on: Livability Millie College

During early 2022, a business case for Livability Millie College was approved, with a small first-year intake proposed for the following academic year.

Years in planning, the charity this year opened a new FE college, in response to scarce educational provision for disabled young adults in the Bournemouth area, where we have a hub of established services. Millie caters for three age cohorts, from 16+ to 25+, with a wide range of needs, from sensory learners to those who are working towards university

entrance. Accessing the world of work is a key part of the curriculum, with training in horticulture, catering and retail. A café is planned, benefiting the public who visit the Holton Lee site, and giving students hands-on work experience. Wellbeing is a focus; wellbeing lead Emma Browning says: 'Stats around young people and mental health are shocking. Our aim at Millie is to equip young people with disabilities to live rich and meaningful lives, underpinned by resilient mental health and wellbeing.' Staff member Annabelle Pearsall finds that 'students are enjoying being at Millie so much, some of them don't want to go home on a Friday!'

Leadership capacity was strengthened across our settings with leadership restructuring and the appointment to substantive posts at senior level. This included the post of headteacher at Livability Victoria School, following a rigorous recruitment process.

One hundred percent occupancy was maintained at Livability Nash College. Conversion rate from consultations during the admissions period increased by 20% on the previous year.



Well-organised

As the year progressed, work-related learning and work experience resumed. Students became involved in a range of community events, including December's open event, the first since the start of the pandemic. All settings began to welcome back friends and families to events and activities.

Settings continued to develop and refine virtual provisions, with the provision of accessible learning activities becoming a standard part of the post-pandemic offer.

Livability Education continued to develop, with shared expertise supporting quality improvement work and growth.



Strategic report

Financial outlook

Over this year, major steps forward have been taken in improving the charity's finances, thanks to the efforts of our executive team and all our staff. This is encouraging but the period under review remained challenging, as we negotiated the residual impacts of Brexit and Covid-19.

Covid-19 funding

These financial statements include the financial benefits of accessing government/local authority funds to support the care sector during the period of the pandemic.

The Infection Control Fund (ICF) has taken centre stage in this regard.

A total of

£838,494

was received during the 2021-22 financial year to support infection control, rapid testing and workforce capacity due to Covid-19.

We also received

£161,506

from the Coronavirus Job Retention Scheme (furlough) and the care workers' bonus scheme. These are accounted for within charitable income.

Recruitment crisis

As has been documented in the national press, social care has been hit hard on the recruitment front. An almost perfect storm has been created through Brexit, the termination of contracts for non-vaccinated staff, poor levels of hourly pay from commissioners and a general reluctance among the working public to undertake work involving personal care. This has led to a need to address shortfalls in labour with significantly more expensive agency staff, with consequent financial implications. We are addressing this shortfall with an improved recruitment strategy, initiatives including staff benefits that support retention, Grow with Livability campaign including local outreach plans and obtaining a licence to employ EU nationals as an authorised sponsor.

Efficiency improvements

In recent years, Livability has made significant progress in delivering efficiency improvements, which has helped to limit this impact. We have additionally generated proceeds from property sales of £7.9m in the year ended 31 March 2022 to support the ongoing restructuring activity. In April 2022, Livability also reached an agreement with Metro Bank regarding long-term funding arrangements, replacing an expiring revolving credit facility of £4m with an equivalent term loan which, combined with existing term loan, brings our total group borrowings to £10.2m.

In line with many in the sector, Livability is seeking to move to 'open book' arrangements for its primary activities, which will ensure the recovery of costs especially where, as with this year, those costs are driven by events outside the charity's control. In addition, fee rises in both care service operations and education are being negotiated with commissioners to reflect rising costs. More generally, rates of pay are being reviewed and there is capacity to increase student numbers in the education business, particularly at the recently opened Livability Millie College.



Financial review

Overview

We continue to navigate the residual impact of Covid-19 and Brexit, especially in relation to staffing to deliver our services.

We continue to strive across all operational areas to improve efficiency and cost savings, to mitigate the post-Brexit and Covid-19 impact on our service delivery cost, as grant support falls off.

Income for the year was
£53.5m

↑ an increase of **£7.4m** over 2021 (£46.1m) levels.

This was driven by four factors:

Income from charitable activities increased by **£3.1m**, alongside increases in other trading activities **£2.2m** and gains from disposal of fixed assets **£2.5m** while donations decreased by **£0.6m**.

Total expenditure of
£50.1m

↑ (2021: £48.4m) an increase of **£1.7m**.

This increase was driven by a growth in the cost of raising funds **£0.7m**; **£1.6m** for other expenditure, cushioned by a reduction in cost of charitable activities of **£0.7m**.

Net income was
£3.4m

↑ compared with previous year's deficit of **£2.3m**, a **£5m** improvement.

Operational performance was further improved by actuarial gain on revaluation of the defined benefit pension fund of **£1.9m** (2021: £4.6m loss). Gains on property and investment revaluation were **£8m** and **£0.9m** respectively.

Key performance indicator for the group

Key performance indicators	2021/22 £'000	2020/21 £'000
Total income	53,516	46,138
Operating costs	50,287	48,433
Operating surplus/(deficit) for the year (after investment gains/losses)	3,229	(2,295)

As was the case last year, the challenging macro and operating conditions faced by charities in the disability and care sector mean that financial constraints are now part of the operating environment, with no realistic prospect of this lessening.

We have made good progress over the course of the year with the implementation of our comprehensive transformation plan, including:

1. Increasing operating contribution
2. Increasing net fundraising revenue
3. Reducing central support costs
4. Rationalising the property portfolio

During the year under review, the charity continued its programme of engaging with our local authority commissioners to ensure that fee levels are appropriate for the changing needs of the people we care for.

Free reserves	(2,784)	2,575
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The children, young people and adults we support, their families and carers

Livability's work with vulnerable people means that inherent risks are ever-present. We have safeguarding policies and procedures which are regularly reviewed and ensure that concerns are effectively identified, reported, and responded to. We work in partnership with regulators and statutory organisations as required.

Keeping the people we support at the heart of what we do

- We issue a twice-yearly customer service survey to the people we support, to families and to carers. We operate a 'you said, we did' response to findings from the surveys.
- We hold regular residents' and tenants' meetings with the people we support.
- We have developed a Changes for the Future forum; this comprises the people we support and is chaired by them. The executive team hears their opinions and responds to their observations.
- The Care Operations directorate endorses the 'nothing about me, without me' initiative. This ensures that the people we support are central to any decision made about their care and to their preferences. The quality team ensures this methodology is central to our co-production work.
- Our safeguarding board reviews, scrutinises and protects our relationship with the children, young people and adults we support.
- We spend time getting to know our students and their families so that we can develop personalised programmes of study.

Our staff

The recruitment crisis in the care sector

There are known workforce shortages affecting the wider health, education and social care sectors. Livability is committed to becoming recognised as an employer of choice, to attract and retain the workforce needed to sustain high standards across the service portfolio. Livability has also set a strategic goal to lower the sickness absence rate and has initiatives to foster staff engagement, employee wellbeing and to support the development of all.

Our staff did extraordinary work, often at personal cost, in keeping the people they support safe and reassured during the height of the pandemic. Staff remained on the frontline in our Care Operations settings throughout further waves of Covid-19 and lockdowns, supported by local and national managers. Quality issues continued to be monitored and assessed. Individual services received virtual visits from executive directors and trustees, followed by in-person visits once this became appropriate.

Staff in our education centres also worked throughout the lockdown periods.

Our staff wellbeing & engagement forum champions foster a culture of openness, in line with our corporate values. The focus of the forum has evolved to include the employee experience.

During the year, we partnered locally with Barclays Digital Eagles to receive training in cyber awareness, protection and prevention.

Our supporters and volunteers

A regular newsletter was sent out to our vice-presidents.

Our CEO participated in HRH The Princess Royal's Charities Forum.

We held an HRH The Princess Royal celebration afternoon tea at Drapers Hall.

Our regulators

Our regulatory bodies include the Care Quality Commission, the Regulation and Improvement Authority, Care Inspectorate Cymru, Ofsted, the Education & Skills Funding Agency and the Charity Commission. We continue to build on our strong relationships with our regulators.

Compliance with regulatory frameworks and performance against those are scrutinised at the Services Quality & Performance Committee and the Livability Safeguarding Board, together with each of the Education Local Advisory Boards (LABs).

Our local communities

Our LABs include a community member who is chosen specifically to represent their community. These boards include members from a range of commissioning local authorities, to scrutinise the quality of our work and the impact and outcomes for those we support.

Trusts and Supporters 2021-22

As well as the organisations listed below for their contributions towards our work, we also extend our thanks to those organisations who wished to remain anonymous, the families of those who remembered Livability in their wills, and the thousands of generous individuals whose support makes such a huge difference to our work and the people we support.

Trusts and Foundations

Aldingbourne Gospel Trust
Barclays
Emmaus Christian Fund
Dudley and Geoffrey Cox Charitable Trust
Eric Stanton Northampton Trust
Essex Community Foundation
Fowler Smith and Jones Trust
Homelands Charitable Trust
Joan Ainslie Charitable Trust
Louis Ross Foundation
Norfolk Community Foundation
Talbot Village Trust
The Alice Ellen Cooper-Dean Charitable Foundation
The Barbara Price Charitable Trust
The Bradbury Foundation
The Bruce Wake Charitable Trust
The Colchester Catalyst Charity
The E F Bulmer Benevolent Fund
The Edith Murphy Foundation
The J & D Hambro CT
The Liz and Terry Bramall Foundation
The Nora and Olive Brewer Memorial Trust
The Rowlands Trust
The Scott Bader Commonwealth Ltd
The Thomson-Bree Charitable Trust
The Valentine Charitable Trust

Supporters

David & Julia Smith
Friends of Brackley
Friends of Dolphin Court
Friends of John Grooms Court
Friends of Keefield Close
Friends of Nash College
Friends of Livability North East
Friends of Talbot Manor
Friends of Victoria Education Centre
Friends of York House, Ossett
Helpcards
Masks for NHS Heroes
Wareham Golf Club

About Livability

Livability is the disability charity that's committed to enabling children, young people and adults to live a life that adds up for them.

What makes life livable is never down to just one thing - it's the sum of many things. From friendship to fun; from companionship to community; from a great chat to a challenge overcome - it all adds up to Livability.

Through a wide range of disability care, special education, and rehabilitation services, we promote inclusion and wellbeing for all. Together, we work to see people take part, contribute and be valued. We put the elements in place that all add up to connected lives.

It all adds up to

Livability

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