



STRODE PARK  
FOUNDATION



ANNUAL REPORT AND ACCOUNTS

2017/18





# Contents



## ANNUAL REPORT 2017/18

Strode Park Foundation, established 1946, is an independent voluntary organisation working to provide high quality services to meet the changing and individual needs of people with disabilities

### STRODE PARK FOUNDATION

Kent's premier charity for people with disabilities

Strode Park House,

Herne, Herne Bay,

Kent CT6 7NE

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Registered Charity No 227794

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# Chairman's Introduction



As I am sure you are all aware the past few years have been extremely challenging for our sector as the local authorities have had their budgets cut to the bone. This has had the obvious effect of reducing the amount spent on social care in real terms. However to the credit of everyone involved with Strode Park we have still been able to expand our services and report a financial surplus. Alongside this our strategic plan identifies areas in which we can improve both our services and our financial position. I am very happy to report that during this year we have started negotiations which will hopefully realise the potential of two of these areas.

Towards the end of the year we agreed to look at the possibility of merging the Fynvola Foundation at Faversham into the Strode Park Foundation. Fynvola Foundation are running a fifteen bed care home which has struggled in the current financial situation. We believe that there is great potential in a merger but inevitably there are also problems to overcome and as always our overriding concern is the well being of our own organisation. There is spare capacity at Fynvola Foundation and the two organisations share the same ethos. If we can utilise the additional capacity then it could be an exciting and positive venture.

We have also decided to apply for grant funding to build a covered play area at Footprints which would link the two arms of the building. This would not only be a great benefit for the residents but would also make the building more effective from a staffing point of view and

potentially give us more capacity. As grant funding has also been affected by the many years of austerity this will be a challenging task.

Both of the above projects will require much time and effort by our senior management team. They may also require some of the staff to be more flexible and adaptable. In both cases I am confident that everyone will meet these challenges.

We therefore look ahead to an exciting year which will however have its difficulties. We do so confident in our ability to respond to these and with the knowledge that we have a management team and staff that will rise to the challenge, a large and dedicated group of volunteers, and an enormous amount of goodwill in the local community. Thank you all and on a personal note I would also like to thank my fellow Trustees for their commitment and support throughout the year.

A handwritten signature in black ink, appearing to be 'Ray Cordell'.

Ray Cordell Chairman

# Chief Executive's Review



## Achievements and performance

During 2017/18, Strode Park Foundation successfully responded to challenges, received many accolades, and provided a high quality service to more people than at any time before. However, these achievements were overshadowed by the loss of Barbara Todd whose passing was mourned by the Foundation's staff, volunteers and service users.

In her roles as Lady Mayoress and then as a member of the Strode Park Council of Management (CoM), Barbara was a source of encouragement and inspiration. She was committed to promoting the interests of people with disabilities and her kindness illuminated her many contributions the charity.

The Council of Management pays its respect to Barbara and trusts she would take pride in the achievements of the charity during 2017/18.

Many of these achievements relate to the external validation of the quality of the services. In 2017/18 this included a successful Investors in People (IiP) assessment and retention of IiP accreditation. The charity was also assessed for the environmental and energy award ISO50001 and ISO9001 (the internationally recognised award for effective management) and it is pleasing to report that both of these prestigious ISO accreditations were retained.

SPF was also reassessed for the Contractors Health and Safety Assessment Scheme (CHAS) and has retained this prestigious accreditation.

The Coach House, Strode Park House, Redwalls, ComCare and Footprints all retained a rating of 'good' from either the Care Quality Commission or Ofsted. The CQC

inspection at Platters Farm Lodge noted that this service 'requires improvement' and the staff are working hard to strengthen record keeping so that the true quality of the care can be evidenced. One of the strategies deployed to secure these improvements was the introduction of electronic care plans. Based on the positive feedback from Platters Farm, this system will be implemented at Strode Park's other residential services during 2018/19.

In 2018, Ofsted approved an application to increase the number of registered bedrooms at Footprints from 9 to 10 which will enable the service to generate additional income and, more importantly, to meet the needs of more children with disabilities.

Every one of Strode Park Foundation's residential services was inspected by the Environmental Health Agency and all were awarded the top 5 star rating. This is a very creditable performance and provides evidence of the excellence of the Foundation's catering and domestic staff teams.

Strode Park is extremely grateful to the organisations that selected the Foundation as their 'Charity of Year'. These include Thanet Inner Wheel, Kent Police Male Voice Choir, Herne Bay Football Club, the Copper Pottle, Herne Bay Rotary Club, and The Oysterman Triathlon.

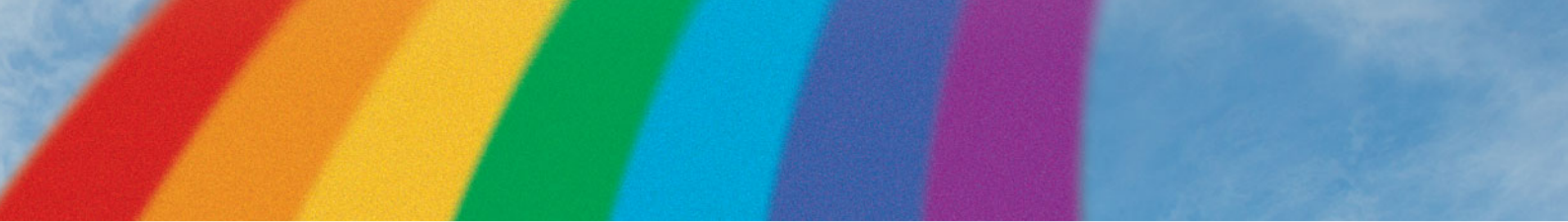
To have the quality of the work undertaken by the Charity so positively and consistently endorsed by so many local organisations, quality award assessors and regulatory bodies is both reassuring and a source of pride for all Strode Park Foundation stakeholders.

The financial year under consideration is also notable for the successful conclusion of the fund-raising campaign for the construction of a sensory spa garden at Strode Park House. This spa garden, which adjoins and complements the hydrotherapy suite, is now fully landscaped and planted and appreciated by service users and staff alike. The Foundation acknowledges the financial contribution made by the Whitstable Tesco store that made this project possible.

In November 2017 Strode Park Foundation submitted a successful tender to be included on the Kent County Council Day Service Opportunities framework.

In March 2018, renovation work on the North Lodge was





completed to ensure that this supported living facility was fully accessible for individuals using the largest and most modern of electric wheelchairs.

During 2017/18 Strode Park's charity shops and the Theatre in the Park not only generated additional funds for the Foundation but equally importantly continued to provide opportunities for people with disabilities to be fully engaged in activities in the community. Neither the Theatre in the Park nor the charity shops would be viable without the considerable input of a dedicated team of volunteers all of whom merit sincere thanks and gratitude.

## Financial review

From a financial perspective, the Foundation continues to operate in a very challenging environment which is characterised by upward pressure on costs (e.g. increases in the National Living Wage) and on-going austerity measures by Local Councils resulting in downward pressure on income.

Despite these challenges, at £8,484,559 income for 2017/18 was at the highest annual figure recorded by Strode Park Foundation and it is pleasing to note that the charity can report a small surplus of £19,264.

However, it should be noted that this is a very small surplus (0.2%) and that even this outcome was reliant on sustaining above market average occupancy rates and the receipt of voluntary donations and income from non-care businesses. In fact in 2017/18 non-fee income for the Foundation totalled £396,574. In the context of an overall surplus of £19,264, and the likely continuation of the financial challenges in the care sector, the importance of non-care business income and the generosity of Strode Park's donors cannot be exaggerated.

Cost pressures were also exacerbated by sector-wide recruitment challenges which have resulted in above budget expenditure on agency staff. Effective recruitment and retention strategies will form a key part of the business plan as the Foundation looks ahead.

For many years in my role as Chief Executive at Strode Park I have been able to rely on a strong, stable and dedicated team of managers and senior managers. In

January 2018 one of this team, Mr David Dye, retired as Director of HR. I would like to formally record thanks for David's contribution during his ten years at the charity and to wish him the very best for his retirement.

Following David's retirement the Foundation was able to choose from an exceptionally strong field of candidates for the vacant HR Director's role and I am delighted to welcome Ms Kerry Bardsley to the member of the senior management team. Kerry has an in depth knowledge of human resource strategies and extensive experience of the charity sector and the health and social care sector. I am confident that Kerry will add freshness and will bring new ideas which will enable the Foundation to continue to develop and thrive. Indeed, Kerry has already made a significant contribution by overseeing SPF's successful compliance with the Gender Pay Gap reporting requirements and the General Data Protection Regulations.

## Plans for the future

Looking forward, SPF is committed to continuous improvement and has identified a number of strategic objectives.

A key strategy is to spread risk and to achieve economies of scale through merger with charities that share compatible values. To this end, SPF has been in negotiations with Fynvola Foundation which is a charity based in Faversham. These negotiations have progressed well and it is anticipated that a merger will take place in 2018/19.

The primary fundraising focus for 2018/19 will be funds for a soft play area at the Footprints. This project will also facilitate better access to the respite bedrooms.

The CoM and staff remain grateful for the support of all donors and acknowledge that, without their generosity and the input of volunteers, like Mrs Barbara Todd, it would not be possible to continue to provide the high quality of care with which Strode Park Foundation is associated.

Thank you

**Paul Montgomery** Chief Executive



# Exciting development



## Merger with the Fynvola Foundation

Fynvola Foundation, based in Faversham, was founded in 2007 as a charity to deliver the best possible care for adults with learning disabilities needing palliative nursing and support.

Chairman Jenny Gurney MBE, having had over 40 years experience of working with people with learning disabilities, played a key role in establishing the charity.

The charity operates one residential care home, Lady Dane Farmhouse, a modern 15 bedded home that provides bright and spacious accommodation with en suite bedrooms and which is superbly equipped with a separate activities centre and sensory suite.

In January 2017 the Fynvola Foundation approached Strode Park Foundation regarding the possibility of



working together to more effectively meet the financial and regulatory challenges facing care provider charities.

Following this initial contact and subsequent communications and joint working the charities decided to merge. It is anticipated the merger will be completed later in the year.

We look forward to an exciting time building on the strengths of both these vibrant charities in the shared mission of supporting people with disabilities.





# ts for the year ahead



## Footprints 'Space to Play' project

In 2017 we launched the 'Space to Play' project, with an appeal target of £130,000, to make a real difference to the lives of children with disabilities who live at and come for respite care at Footprints in Canterbury.

### The project incorporates

- a wonderful new spacious indoor activities and play room
- a separate 'state of the art' sensory room
- refurbishment of our two existing respite care rooms. Currently these rooms are housed in a separate building which will be incorporated into the main building as part of the project.

Our children's services are in great demand and are consistently running at full occupancy. We want to be able to provide the very best facilities and support to as many children as possible.

The work will include the construction of a large atrium over an external courtyard to the back of Footprints. This will create a spacious, light and airy indoor playroom. There will be a separate purpose built sensory room and the extension will incorporate the two external respite care rooms. The project will enable the children to grow and flourish in an environment designed to meet their future needs.

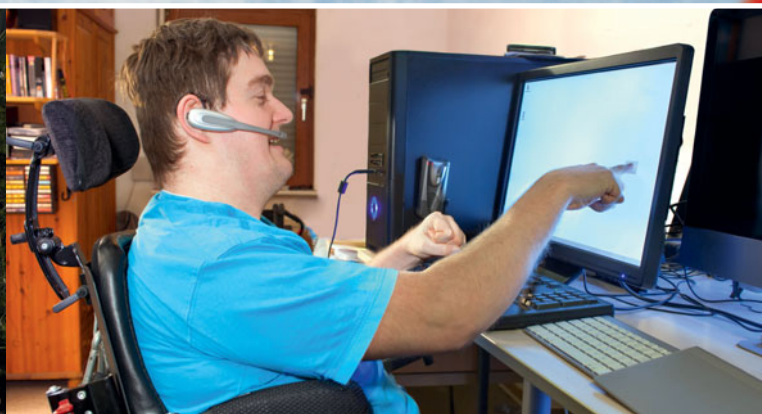
Our timescale for the project is to start in April 2019 with completion within three months to be ready to accept respite care children for the summer holidays.

If you would like to support this project you can donate online at: [www.strodepark.org.uk](http://www.strodepark.org.uk) or send a cheque payable to "Strode Park Foundation" to:  
**The Fundraising Department**  
**Strode Park House, Herne, Kent CT6 7NE**  
Thank you!





# Current Services



**Strode Park Foundation successfully combines a diverse range of care and leisure services to meet the individual and changing needs of children and adults with disabilities.**

**Quality is the driving force behind all our services which have a global aim of enabling people to maintain their optimum levels of independence and realise their full potential.**

**STRODE PARK HOUSE** aims to deliver well-being and choice for its 55 residential, nursing, rehabilitation and respite residents. Residents' individual personalities, aspirations and values are put at the front and centre of the support they receive. The open and listening style of management and professional staff enables residents to make decisions and experience individual and collective choices about how they live. All residents, including people with the most limiting of disabilities, and their families and friends are supported in the most considerate, caring, individualised and flexible of ways.

**REDWALLS** is a small and friendly residential care home, registered for up to six young adults with physical and/or mild learning disabilities set within a lovely rural environment. Redwalls offers both long term residential care and short breaks (respite) for adults from 17 years upwards. The focus is on supporting people to achieve their own goals and aspirations and live as independently as possible.

**REABILITY** is a developing service meeting slow stream neuro-rehabilitation needs. In the ReAbility wing, up to 15 service users reside for their rehabilitation programmes which usually run for 3 to 18 months.

People are supported through a self driven journey to achieve the goals they set. Highly individualised and therapeutic input, care and support including physiotherapy, occupational therapy, speech and language therapy, psychotherapy and counselling are now provided in our new RISE therapy suite.

**STRODE PARK DAY OPPORTUNITIES** People under 65 years and with principally physical disabilities come to RISE on a day service provision for a broad range of therapies, activities and learning designed to support them and their carers in maintaining independent lifestyles.

**LIFESTYLE ACADEMY FOR INDEPENDENCE** centres around the Coach House Training Centre, a residential home for nine students aged 18 – 35 years, with mixed disabilities. The Lifestyle Academy also offers a Day Service which is a provision for up to 60 students per week who, along with the residential students, are learning independence and lifeskills. The Academy has a transitional living bungalow, The North Lodge which is home to up to three students undergoing intensive preparation to move on to an independent life in the community. The Foundation also has supported living accommodation in the local community for students to move on to: Gill's House, Robyn's Nest and The Coach House Mews.

**PLATTERS FARM LODGE** is a purpose built residential care home offering high quality respite, rehabilitation, dementia and day care services. The centre is managed by Strode Park Foundation in partnership with Medway Council and Medway Community Healthcare.

**COMCARE** is a homecare and support service providing services which enable more than 80 people to remain in their own home when disabilities would make it otherwise impossible.

**FOOTPRINTS** specialises in the care of children with disabilities from the ages of five years upwards. This lovely vibrant home, registered for up to nine children, offers a range of services to meet each individual child's needs and to support the whole family. These include: long term care, short breaks (respite), pre-foster placement preparation and day care. The staff are skilled in supporting children and teenagers with complex disabilities and additional behavioural challenges.

**HOLIDAY BUNGALOWS** Strode Park Foundation manages two beautifully situated holiday bungalows built in 2001 with the support from the National Lotteries Charities Board. Each bungalow is designed to enable people with disabilities to enjoy a holiday break in tranquil surroundings.

**THEATRE IN THE PARK** The Foundation is the proud owner of a large amphitheatre built in the grounds of Strode Park. The amphitheatre is totally accessible for wheelchair users and is run by a team of volunteers. The Theatre is open to the public throughout the summer months and presents a full programme of entertainment to suit all tastes.



# Volunteering and Fundraising



The work of Strode Park is greatly enhanced every year by the generosity of many donors and the time given freely by a large team of dedicated volunteers. This year is no exception and thanks go to the many companies, organisations and individuals who have contributed to our work in 2017/2018.

## East Kent Freemasons fund new Sensory Room

East Kent Freemasons donated £24,000 towards our 'Space to Play' project specifically for the new sensory room at Footprints to benefit children with disabilities. This wonderful new facility will be equipped with interactive sound panels, bumpers, sensory projection and soft play mats and shapes. The room will also have a fixed hoist system to allow full access for as many children as possible. The grant from East Kent Freemasons comes through the Masonic Charitable Foundation which is funded by Freemasons and their families and friends across England and Wales.

## New website thanks to £18,000 grant from the Transform Foundation

A successful bid to the Transform Foundation has funded a new website with a range of exciting new features. Tickets for our events can now be purchased directly through our new website and supporters participating in challenge events can now set up their own fundraising page. The website is designed to encourage online support and we will be developing this aspect of fundraising in the future.



## Victorian splendour returns to Strode Park House

In January 2018 we celebrated the completion of a £17,000 refurbishment to the grand lounge in Strode Park House to give our residents a beautiful place to socialise, relax and visit with their relatives. This was made possible thanks to the generous support of local companies: Furley Page Solicitors, Lenleys, Brewers of Canterbury and The Copper Pottle plus support from individual donors and The Friends of Strode Park. The beautiful original features such as floor to ceiling mirrors, grand fireplaces, large windows and high ceilings with decorative coving have been brought back to life and showcased in this glorious transformation.

## Other benefactors and support during the year

Trusts, companies and community groups have continued to be very supportive of our work and our thanks to all those who have contributed including:



■ The Morrisons Foundation	£7,923
■ Thanet Rotary Club	£1,500
■ Herne & Broomfield Parish	£1,834
■ Mrs Behr	£3,000
■ Kent Reliance	£2,000
■ The Loveday Charitable Trust	£3,000
■ Legacy from the late John Heath's Estate	£48,902

## Volunteers are an important part of our team

Strode Park is fortunate to have a large team of dedicated volunteers who work in all different aspects of the Foundation's work including Theatre in the Park, our two charity shops, fundraising events and throughout our care services. They are a valuable addition to the Strode Park team and we couldn't achieve all that we do without them. Thank you!



# Summarised financial statements

Financial activities	2018	2017
<b>Income from:</b>		
Donations and legacies		
Donations and legacies	149,183	63,153
Grants receivable	2,000	7,500
Charitable activities		
Care services	8,103,567	7,977,230
Other trading income	192,959	175,069
Investment income	791	3,331
Other	36,059	32,646
<b>Total income</b>	<b>£8,484,559</b>	<b>£8,258,929</b>
<b>Expenditure on:</b>		
Raising funds		
Costs of raising funds	180,237	158,369
Charitable activities		
Care services	8,285,058	7,935,414
<b>Total expenditure</b>	<b>£8,465,295</b>	<b>£8,093,783</b>
<b>Net income before gains/(losses) on investments</b>	<b>19,264</b>	<b>165,146</b>
Revaluation gains/(losses) on fixed asset investment	—	10,163
<b>Net income before transfers</b>	<b>19,264</b>	<b>175,309</b>
<b>Other recognised gains/(losses)</b>		
Remeasurement gain/(loss)	49,000	(738,000)
<b>Net movement in funds</b>	<b>68,264</b>	<b>(562,691)</b>
<b>Fund balances brought forward</b>	<b>3,239,077</b>	<b>3,801,768</b>
<b>Fund balances</b>	<b>£3,307,341</b>	<b>£3,239,077</b>
<b>Net assets as at 31 March</b>	<b>2018</b>	<b>2017</b>
Fixed assets	4,879,966	4,729,579
Current assets	1,524,927	1,595,757
Creditors: Due within one year	(949,880)	(807,886)
Creditors: Due after more than one year	(587,672)	(669,373)
Defined Benefit Pension Liability	(1,560,000)	(1,609,000)
<b>Total</b>	<b>£3,307,341</b>	<b>£3,239,077</b>



# for year ended 31st March 2018

## Auditors' statement to the members of Strode Park Foundation for People with Disabilities

In our opinion the summarised financial statements for the year ended 31st March 2018 are consistent with the full annual accounts.

### Wilkins Kennedy FKC

Stourside Place, Station Road  
Ashford, Kent  
TN23 1PP

These financial statements have been extracted from the full annual financial statements prepared in accordance with the Companies Act 2006 which were approved by the Council of Management on 27th June 2018. The full financial statements have been audited and the auditors' opinion was unqualified and they have been delivered to the Registrar of Companies and the Charity Commission.

These summary financial statements may not contain sufficient information to allow for a full understanding of the financial affairs of the charity.

Further information and a copy of the full financial statements and auditors report can be obtained from:

The Chief Executive,  
Strode Park Foundation,  
Herne, Herne Bay, Kent,  
CT6 7NE.

Signed on behalf of the Council of Management

  
Ray Cordell, Chairman





# Principal Officers



## Patrons:

Terry Waite CBE  
Amanda Cottrell OBE

## Vice Presidents

Mrs P Shephard MBE  
Mr Brian Dale FCIPD

## Council of Management

### Chairman

Mr R Cordell

### Vice Chairman

Mr N Wells

### Treasurer

Mrs D Allaway FCCA

### Members

Ms N August  
Mr R Clark  
Mrs J Clifford  
Mr S Gadhia  
Mrs V McCarthy  
Mrs B Todd  
(deceased January 2018)  
Mrs P Unwin

## Advisors

### Auditors

Wilkins Kennedy FKC  
Stourside Place  
Station Road  
Ashford  
TN23 1PP

### Bankers

National Westminster Bank Plc  
140 High Street  
Herne Bay  
CT6 5JX

### Solicitors

Furley Page LLP  
39 St. Margarets Street  
Canterbury  
CT1 2TX

## Senior Management Team



Mr P Montgomery  
BSc MA MBA MSc (Psych)  
Chief Executive and Secretary



Mr T A Cheshire BA Hons FCCA  
Director of Finance



Mr J Cotterill RGN DMS  
Director of Care



Mrs K Bardsley MCIPD BA Hons  
Director of Human Resources



Mrs T Lovatt MInstF  
Head of Marketing,  
Fundraising and PR



Mrs B Clayton  
PA to the Chief Executive

## Strode Park Foundation

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Herne Bay, Kent CT6 7NE  
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[www.strodepark.org.uk](http://www.strodepark.org.uk)

**Strode Park Foundation  
For People With Disabilities**  
Inspirational care and support  
for children and adults with disabilities



Strode Park Foundation for People with Disabilities is a Company Limited by Guarantee and does not have a share capital. It is licensed by the Department of Trade and Industry to dispense with the description "Limited".

Registered in England Number 407697.

Strode Park Foundation for People with Disabilities is a Registered Charity under the Charities Act 2011.

Registered Charity Number 227794.



INVESTOR IN PEOPLE



ISO 9001  
ISO 50001