

Strode Park Foundation

# CARE INSPIRE TOGETHER



Strode Park  
Foundation

Caring since 1946

Annual Report 2019 - 2020



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Welcoming the Brown family to the holiday  
bungalows  
August 2019



# CHAIRMAN'S INTRO

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Throughout the time that I have had the privilege of being involved with The Strode Park Foundation (I initially joined as a trustee in 2006), I have been struck by the outstanding quality of all of its activities but for this brief introduction to the Annual Report and Accounts, I want to identify two in particular.

The first is the consistently high standard of care that our staff provide for residents and other service users. Feedback in this regard from users and visitors is universally positive and the Care Quality Commission, one of our key regulators, has rated the vast majority of our services as 'Good'.

The second is the remarkable determination in the face of difficult challenges to identify, pursue and implement solutions to ensure the ongoing viability of the organisation and the well-being of our service users. Financing our operations is a major challenge, not least as we operate in a sector which is overwhelmingly dependent on securing care contracts and adequate levels of fees from local and county authorities, which are themselves experiencing considerable resource constraints.

When I took over as Chair in November 2019, the financial outlook was, to say the least, uncomfortable. That month's management accounts showed a small deficit and forecast that instead of a year-end surplus of approaching £40k, we could end up recording a deficit of around £150k. This worrying situation reflected several factors including unresolved contract fee negotiations, the reduced number of guaranteed beds in the contract with Medway and challenges facing fundraising and donations. In the end, as recorded in the following pages of this report, we recorded a surplus of more than £530k.

Although this remarkable outcome reflects a number of 'special factors' such as the re-measurement of SPF's pensions liabilities, it's also attributable to eventual success in contract negotiations with the local funding bodies and the magnificent achievement of our Fundraising and Communications department which during 2019/20 raised more than £250k in donations, charitable grants, legacies

or pledges – a sum that is 10 times the cost of the department itself. The importance of voluntary income to sustaining the work of SPF cannot be stressed enough and in this context, I should like to offer my deep gratitude to all of those local businesses and individuals who generously support Strode Park, thereby enabling it to continue to provide high quality care and support to some of the most vulnerable people in our community.

As we approached the end of financial year 2019/20, Covid 19 struck and life changed to an extent that few if any of us could have foreseen. Lockdown in the UK was ordered in the second half of March and the implications for Strode Park and the continued provision of care were profound. The timing of the pandemic necessarily means that its considerable impact falls outside the specific timeframe of this annual report.

Nevertheless, with meticulous planning, infection control measures and re-organised care delivery protocols were rapidly put in place and, to-date, have proved highly effective in protecting our service users, staff members and volunteers.

I should like to finish by offering my gratitude to my fellow trustees for the advice and support they have given me during my first year as Chair. Most importantly, however, I want to give my sincere thanks to all of the staff and volunteers for everything they do to enable SPF to provide the high quality care to our residents and service users – they are truly remarkable in their commitment and hard work.

A handwritten signature in black ink, reading 'Nick Wells'.

Nick Wells  
**CHAIRMAN**



Theatre in the Park  
July - September 2019

# CHIEF EXEC'S REVIEW

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It is inevitable that all the successes and challenges experienced in 2019/20 will be viewed through a lens retrospectively shaded by the impact of coronavirus.

The devastation wrought by this pandemic, particularly on the most vulnerable people in our society, has been truly dreadful.

All around the country care homes have grieved the loss of many residents, residents themselves have endured unprecedented restrictions on their activities, and family members have been deprived of the chance to visit their loved ones, sometimes for what may have been the last possible occasion.

And through all this, SPF's staff members have turned up to work - day after day after day. Their commitment has ensured that the vulnerable people we support continue to receive the best possible care.

It has been, and remains, a truly heroic effort.

The excellence of the clinical guidance provided by John Cotterill (Director of Care) and the adherence to effective infection control protocols by nurses and carers is evidenced by the fact that not one of the residents at Footprints, the Coach House, Redwalls, Strode Park House, and Lady Dane Farmhouse have tested positive for coronavirus. A remarkable achievement.

Similarly, throughout the crisis, the HR team has been impressively led by Kerry Bardsley and has supported those staff members who were required to self-isolate or who were furloughed. In fact, it is a remarkable achievement that five months into the pandemic only one of the forty-seven staff members who were originally furloughed remain so. This is a testament to the sensitive support and guidance provided by the HR team and, of course, to the dedication and commitment of Strode Park Foundation's staff members.

So when we look back on 2019/20 we can do so with immense pride in how the staff and service users responded to the challenge of Covid-19 but we should also reflect on the other achievements of charity in this year - and they are numerous and varied.

From a strategic perspective the Foundation is well on its way to strengthening its financial position by achieving two of the major goals identified in the 2019/2022 Business Plan.

Firstly, the charity successfully bid for the Kent County Council tender for residential care. This is extremely important because the Foundation's submission rested on



the assertion that the services provided were of a 'specialist' nature and needed to be funded as such. This premise was eventually accepted by KCC with the consequences that agreed fee rates are now closer to the actual cost of the service than they have been in recent years.

Secondly, with the aim of generating capital receipts to strengthen the charity's reserves, and subject to a satisfactory financial offer, the Council of Management agreed to sell the unused area of the Redwalls' garden. The value of this land is heavily dependent on approved planning permission and it is very pleasing to report that after representations by Strode Park Foundation, Canterbury City Council confirmed planning approval for this site and the land is now subject to an offer from a prospective purchaser.

Success in the KCC tender and the prospective disposal of unused assets provides an increased sense of confidence as we look forward to what will remain a challenging and uncertain financial climate for all health and social care providers.

In a year marked by numerous successes the turnaround at Lady Dane Farmhouse is worthy of special consideration. Less than a year after taking over a loss making service that was close to financial collapse, Lady Dane Farmhouse has been transformed into a financially viable care home, with above budget occupancy and positive feedback from stakeholders including Care Managers, the Care Quality Commission and, most importantly, the residents and their families.

A truly remarkable performance by the team.

Similarly, the team at Platters Farm Lodge has responded positively to a 40% reduction in the block grant from Medway Council and, to a large extent, has successfully mitigated the consequential impact on income.



More precisely the non-contracted beds have been used for additional respite provision and one section of the home has been reconfigured to offer long-stay accommodation. Occupancy rates for both the additional respite and the long-stay beds has been buoyant.

There were also many other notable achievements in 2019/20 including:

- Implementation and deployment of new IT to improve effectiveness and efficiency. These developments include an up-grade to the Website, the implementation of MyLearningCloud (staff and volunteer training), Cascade (HR and payroll) and the expansion of the Person Centred Software system (electronic care planning and record keeping system)
- A successful Theatre in the Park season
- A refit and reconfiguration of the charity shops
- Being chosen as the 'Charity of the Year' by several organisations and businesses including Herne Bay Rotary Club, The Copper Pottle public house, and the Widows' Sons Bikers
- Completion of the Space to Play project which has improved the use of building space and significantly enhanced the play facilities for the children at Footprints
- Strode Park House secured funding for 2 Nursing Associates training positions which has provided unprecedented career development opportunities for Senior Carers.
- SPF's tender submission for the provision of supported living services at the Coach House Mews, Beltinge bungalow, the North Lodge and Gill's House were all successful.
- A review of pay rates and the actualisation of retention bonus payments for care staff resulted in a significant reduction in staff turn-over particularly for Carers. This success has facilitated a reduction in expenditure on agency staff in both real terms (a fall from £665,912 in 2018/19 to £588,264 in 2019/20) and in proportionate terms from 10.4% of overall staffing expenditure in 2018/19 to 8% in 2019/20.
- Residents at Strode Park House, together with members of the Human Resource team, hosted a very successful recruitment open day resulting in the appointment of several Carers for the home.
- The excellence of Strode Park's staff training was recognised with the award of Approved Centre Gold Status from Trainer Courses
- The Foundation gained or retained several prestigious externally validated quality accreditations including ISO9001 (Quality Management), ISO14001 (Environmental Management), and the NHS recognised Contractors for Health and Safety Scheme.
- All Strode Park Foundation sites gained or retained the top 5 star Environmental Health rating.

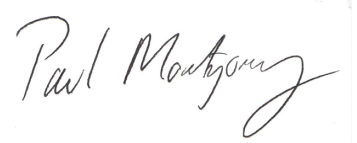
Despite impressive achievements in 2019/20 and recent years, Strode Park Foundation is committed to continuous improvement and a culture that challenges complacency. Therefore during 2020/21 the Foundation will review the senior management structure and governance arrangements to ensure that the available resources continue to be deployed as efficiently as possible and that the reporting structure continues to place the health and well-being of the service users at the heart of every aspect of our work.

In addition, the Council of Management, senior managers, and departmental managers remain ambitious in their desire to provide the best and most appropriate support possible for the people who use Strode Park Foundation's services. This ambition is supported by the following objectives which have been set for the forthcoming year:

- additional reduction in expenditure on agency staffing
- further strengthening of staff support systems
- ensuring that 'Good' or 'Outstanding' Care Quality Commission and Ofsted ratings are maintained or achieved for all registered services
- opening new supported living facilities.

Looking ahead we know there will be considerable challenges, not least of which will be dealing with the on-going care practice and financial implications of the coronavirus. But we can plan for these challenges inspired by the fortitude of our service users and with a confidence derived from the knowledge, skills and dedication of all the volunteers, the Council of Management and the staff members who, each and every day, go above and beyond.

Thank you all.



Paul Montgomery  
**CHIEF EXECUTIVE**



Footprints Space to Play opening  
**August 2019**

**The pandemic entered our lives abruptly in March and, particularly for Strode Park Foundation, it hasn't got any easier since then. Our residents are having to adjust to a 'new normal' and our frontline care staff are continuing to prove how inspirational they are despite the challenges they face each day. Here they tell their stories...**

As we enter the lounge which is now where Covid-19 tests are carried out we are wearing masks and making sure we are keeping a 2 metre distance between us. This is life now within the homes. Every possible care has to be taken to ensure the safety of our residents.

**Graham** has been living at Strode Park House for six years now and what he is experiencing at the moment is the most unusual he has had to face while at Strode Park Foundation.

He said: "It's been so different, but I respect that Strode Park as an organisation has done very well to keep us free from any instances of Coronavirus.

"It feels so different because for a while we haven't been able to mingle with other residents and for long periods we were at separate ends of the home until testing was underway for staff and residents."

**Elliot**, who is a Lead Care and Support Worker continued: "It's been a difficult experience but everyone has taken it on and we're all doing the right thing. It has been really challenging but we have just made sure we explain everything to our residents so they understand what's going on. And, of course, there are some clients that just don't understand so we have to help those through the process too."

Graham describes how the atmosphere in the home is now. He said: "It still feels homely because of the carers because despite everything that's gone on you do still have to have that element of contact."

With safety the highest priority at the moment, interaction and communication is also very important.

Elliot said: "It's more important than ever. We have to be their family, friends, carers - every outside person they come in contact with - we are now that person for them."

Our relationships are strong and we're all getting through this together.

"It's still really busy and it's still stressful but at least now we all have a better understanding of what's happening. Although because we now have to wear masks you can't see if someone is smiling or read the situation like you could before, that's a challenge for us all", Elliot added.

Graham and Elliot are with each other a lot, as Elliot tells us that to try and prevent a spread of infection residents try and have the same carers all the time.

"It's not ideal but we must be doing something right, as we have been Covid free so far."

Graham agreed, with nothing but praise for everyone involved.





# FRONTLINE

## Incredible Care

*pandemic and what their new normal is now*

**Sophie** is from our Coach House in Herne. Life during lockdown has been a real change to what she is used to. She said: "Lockdown means no more shopping or Wetherspoons lunches, but I have had a new big TV to watch, lots of company and I have been doing online shopping for the first time. I am painting and designing cards and even posting them to my friends. I have been enjoying walks in the garden and fresh air and listening to nature more than ever before."

**Bill** is a Care and Support Worker at the Coach House. He added: "It's not been too onerous to do, we just have to do everything we can to make the place safe and secure. I'm thankful there is PPE there for us to use. It's taken life as a carer to a whole new level and made me more focused."



**Christopher** lives in our Redwalls home in Canterbury. He has struggled through the lock down because he was so used to seeing his family and going out and about. Speaking with him and his carer Sarah, he said: "I've found lock down to be very up and down, but it's getting better now because I can meet up with my parents. I recently went to see them at Mote Park."

**Sarah** helps explain, that although it was still distanced and with masks Christopher really did enjoy it and, she explains "it really is just what he needed."

Sarah's new normal around the work place also echoes of ups and downs and not the way it used to be. She added: "It's very weird, we used to all sit down for lunch together but now we're at opposite ends of the home. It used to be very sociable. Now thing like lunches and dinners are done apart from each other."

"Wearing the masks is also hard because none of the residents can see our expressions. But if we laugh they can definitely see it in our eyes! I also have to say the carers have all been marvellous working together and supporting each other. We're a small home but we face all these obstacles together."



## Stronger together



# OUR SERVICES

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## STRODE PARK HOUSE

The home is registered for 55 beds, offering a relaxed homely environment for 40 permanent residents and up to 15 guests who come on a short-term basis for neuro-rehabilitation and respite care.

## THE COACH HOUSE

The Coach House is a lovely period building which was converted in 1988 to create a residential and respite centre for young adults with disabilities. Guests are welcomed by Zoe and her enthusiastic team who provide support and advice to ensure their stay is enjoyable and safe.

## FOOTPRINTS

Based just outside Canterbury, Footprints specialises in the care of children with disabilities. Designed to allow a mix of privacy and togetherness, we offer high-quality residential care for children and young people offering services which are tailored to meet individual needs and to give parents and families the support they need.

## REDWALLS

Redwalls is a small and friendly residential care home for up to six young adults with physical and mild learning disabilities. It is set out in a way that allows a mix of privacy and togetherness that makes a vibrant fun place for living in and developing independence skills.

## PLATTERS FARM LODGE

Platters Farm Lodge is a purpose-built residential care home offering high quality respite, rehabilitation, dementia care service and long stay beds.

## LADY DANE FARMHOUSE

Lady Dane Farmhouse is a beautiful 15 bedded home set in the Kent countryside on the outskirts of the historic town of Faversham. The home welcomes adults with mixed disabilities who need long or short term residential care.

## DAY OPPORTUNITIES

Our vibrant and friendly Day Opportunities Team are on hand to ensure everybody gets the maximum benefit from their day with us. All programmes are tailored specifically to meet individual needs and include a two-course lunch, wide range of activities and the opportunity to make new friends.

## HOME CARE

Our home care and support service promotes individuals' independence, well-being and choice through quality care. Our care at home service is available to anyone who has a disability who requires assistance to live in their own home or who need support to attend college or another community facility.





# FUNDRAISING

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**2019-2020 has been an incredibly successful year for fundraising. A very BIG thank you to everyone who has supported us so generously**

Our final pledges totalling almost **£40,000** came in for our Footprints Space to Play project and we held a grand opening in August 2019 to celebrate.

We made nearly **£1,500** at a community fun day held in partnership with Herne and Broomfield Parish Council and St Martin's Church.

We were thrilled to host another Kent Tribute Festival. It was a scorching summer's day which made Strode Park Foundation more than **£9,000**.

We were donated the stock of a haberdashery shop in Deal. From the sale of this stock we raised **£4,150**.

We held a successful Will Week raising **£1,800**.

We were fortunate to receive a large legacy gift around December 2019 and in the same month we held a number of festive fundraising events which saw us bring into the charity almost **£10,000** during this period.

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

- The Copper Pottle - **£3,000**
- Ethelbert Lodge Masons - **£800**
- Canterbury and District Angling Association - **£3,450**
- Barclays Match funding - **£830**
- William Rathbone Family Charitable Trust - **£500**
- Rotary Club of Herne Bay - **£400**
- Ardea Lodge - **£350**

We'd like to extend our sincere thanks to all those who have supported us with our fundraising, these include:

- Sainsbury's in Herne Bay
- Co-op
- Tesco at Whitstable
- Asda in Canterbury
- All the businesses who host collections pots
- Facebook fundraisers

# VOLUNTEERING

We have a large and dedicated team of volunteers across the foundation - from the two charity shops and the sorting process to events, Theatre in the Park and directly with our clients.

In 2019 we appointed a new Volunteer Co-ordinator and this role has now meant we have been able to streamline the

charity shop sorting process, as well as strengthen the teams at the two shops. Thank you to all those who helped with a successful Theatre in the Park season. In 2019 we raised **£43,263**. Thank you to every single volunteer who has helped make such a difference to the foundation over the last financial year.



# FINANCIAL ACCOUNTS

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Financial Activities	2020	2019
<b>Income from:</b>		
<b>Donations and legacies</b>		
Donations and legacies	251,587	277,353
Gift from Fynvola Foundation	-	312,007
Grants Receivable	6,205	-
<b>Charitable activities</b>		
Care services	9,842,129	8,831,166
Other trading income	237,813	208,059
Investment income	2,146	5,478
Other	55,718	74,597
<b>Total income</b>	<b>£10,395,598</b>	<b>£9,708,660</b>
<b>Expenditure on:</b>		
<b>Raising funds</b>		
Costs of raising funds	249,504	241,036
<b>Charitable activities</b>		
Care services	10,194,862	9,102,319
<b>Total expenditure</b>	<b>£10,444,366</b>	<b>9,343,355</b>
<b>Net income before gains/(losses)</b>	<b>(48,768)</b>	<b>365,305</b>
<b>Recognised gains/(losses)</b>		
Remeasurement gain/(loss) on defined benefit pension scheme	592,079	102,000
<b>Net movement in funds</b>	<b>543,311</b>	<b>467,305</b>
Fund balances brought forward	3,774,646	3,307,341
<b>Fund balances</b>	<b>£4,317,957</b>	<b>£3,774,646</b>
	<b>2020</b>	<b>2019</b>
<b>Net assets as at 31 March</b>		
Fixed assets	5,717,187	5,841,125
Current assets	2,075,930	1,805,483
Creditors: Due within one year	(1,442,413)	(1,138,932)
Creditors: Due after more than one year	(1,166,826)	(1,275,030)
Defined Benefit Pension Liability	(865,921)	(1,458,000)
<b>Total</b>	<b>£4,317,957</b>	<b>£3,774,646</b>



# YEAR ENDING 31 MARCH 2020

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 20 October 2020. 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:

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

Signed on behalf of the Council of Management



Nick Wells  
**CHAIRMAN**

## AUDITORS' STATEMENT TO THE MEMBERS OF STRODE PARK FOUNDATION FOR PEOPLE WITH DISABILITIES

In our opinion the summarised financial statements for the year ended 31 March 2020 are consistent with the full annual accounts.

### AZETS AUDIT SERVICES

Ashford Commercial Quarter  
1 Dover Place, Ashford, Kent  
TN23 1FB



Widows Sons Toy Run delivering presents to the  
Footprints children  
December 2019



# 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



**Mrs K Bardsley**  
MCIPD BA Hons  
Director of Human  
Resources



**Mr J Cotterill**  
RGN DMS  
Director of Care



**Miss K Jeal**  
MInstF  
Director of Fundraising and  
Communications



**Mrs B Clayson**  
PA to Chief Executive

## COUNCIL OF MANAGEMENT

**Chairman**  
Mr N Wells

**Vice Chairman**  
Mr R Cordell

**Treasurer**  
Mrs D Allaway FCCA

**Members**  
Ms N August  
Mr R Clark  
Mrs J Clifford  
Mr S Gadhia  
Dr P Garrod  
Mrs V McCarthy (retired 27 November 2019)  
Mr N Swift  
Mrs P Unwin

## ADVISORS

**Auditors**  
Azets Audit Services  
Ashford Commercial Quarter  
1 Dover Place  
Ashford, Kent  
TN23 1FB

**Bankers**  
National Westminster Bank  
2nd Floor  
County Gate 2  
Stacey's Street  
Maidstone, Kent  
ME14 1ST

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

## PATRONS

Terry Waite CBE  
Amanda Cottrell OBE

## VICE PRESIDENTS

Mrs P Shephard MBE  
Mr Brian Dale FCIPD

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.



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