

Strode Park Foundation

Annual Report 2020-2021



Strode Park
Foundation

Caring since 1946



75

Celebrating 75 years of caring for people with disabilities

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Chairman's Introduction

In my introduction to last year's (2019/20) accounts and annual report, I observed that Strode Park Foundation (SPF) demonstrates many admirable qualities in its operation as a provider of care for people with disabilities but that, in my view, two in particular stand out.

The first is the excellent quality of the care that our staff provide for residents and other service users. This very much continues to be the case with all our services currently rated by CQC and Ofsted, the regulatory bodies overseeing our sector, as good. And just as important, feedback from residents and their families and friends is very positive.

The other quality I highlighted was the organisation's remarkable resilience in the face of challenges and its success in devising effective strategies to overcome or mitigate these difficulties. In that year's report, I focussed particularly on the financial problems that were facing SPF and were successfully overcome. In 2020/21, however, finance was not the overriding challenge. Indeed as can be seen elsewhere in this report, the finance position of SPF at the year-end was a surplus of nearly £800,000, the highest ever recorded although a significant part of this could be attributed to the receipt of Covid related support grants from local government. Instead, the enormous challenge facing SPF and, of course, society as a whole was the Covid 19 pandemic.

“Despite supporting 400 very vulnerable people, not one service user contracted Covid-19 in 2020/21 at any of the sites managed by Strode Park Foundation.”

At the very start of the year, following significant growth in the numbers of cases, hospitalisations and deaths, the country went into its first period of lockdown. The apprehension felt by all was especially magnified for organisations like SPF because it was clear that individuals that it provides care for were especially vulnerable to the virus. But SPF's response to this unprecedented challenge was hugely effective – despite supporting 400 very vulnerable people, not one service user contracted Covid 19 in 2020/21 at any of the dozen sites managed by SPF.

This was a remarkable achievement and reflected the implementation and constant monitoring of highly effective infection control measures. It is also testament to the dedication and skill of SPF's wonderful nurses, carers and other staff who continued to selflessly look after our service users at a time when they too would have been experiencing difficulties and anxieties for themselves and their families.



And we should also recognise the courage and fortitude of our service users who had to endure considerably restricted lives and were unable to be visited by their families.

The pandemic imposed other costs on SPF. Some services had to be suspended such as Day Services and the provision of Respite Care. Our charity shops had to close and the programme of events lined up for the Theatre in the Park had to be cancelled. But as we have progressed further into 2021, which marks the 75th anniversary of the founding of SPF, it is pleasing to report that the disruptions brought about by Covid-19 are receding and the once familiar patterns of activity and service provision are starting to return.

Looking to the future we can anticipate that financial challenges will probably resume, not least because of our dependence on care contracts with increasingly economically burdened local and county authorities. More immediately, the local and national shortage of social care staff and nurses is becoming a major source of concern.

And after the experience of Covid-19, we all have a heightened awareness of the possibility of other 'unknown unknowns' lurking around the corner. However, SPF's record of overcoming challenges and managing risks should give us confidence that the organisation will continue to provide the excellent care and services for some of the most vulnerable members of our society that it has done for the first 75 years of its existence.

A handwritten signature in black ink, which appears to read 'Nick Wells'. The signature is fluid and stylized, with a long horizontal line extending from the end.

Nick Wells
Chairman



Chief Exec's Review



From Sinatra to Adele via the Beatles and Beyonce, the creation of the NHS, the conquest of Everest, the Suez crisis, 16 Prime Ministers, one football world cup victory, the moon landings, the first heart transplant, the Falklands war, the development of digital technology, and coronavirus. A lot has happened since 1946 when a small group of people in Kent set up a charity to meet the needs of people with disabilities.

That charity is Strode Park Foundation and I feel proud and privileged to be writing this report highlighting some of the charity's incredible achievements in its 75th year.

Adversity often illuminates special qualities and strengths. This has certainly been the case in 2020/21 as the health and social care sectors faced unprecedented challenges. The magnitude of our achievements must be measured in the context of the coronavirus pandemic and it is certainly fitting to recognise the dedication, skill and sensitivity of all Strode Park Foundation employees and volunteers and to pay tribute to the fortitude, dignity and courage of the individuals who use the services provided by the charity.

SPF's response to covid-19 has been more than impressive.

As Chairman Nick Wells notes in the introduction to this report, it is remarkable that not one of Strode Park Foundation's Kent based service users contracted and subsequently died from Covid related illness in 2020/21.

Similarly, I endorse Nick's comments that this remarkable achievement reflects the preparedness of the services and the excellence of the design, implementation, and monitoring of infection control measures. Truly a credit to the Foundation as a whole and especially to the care teams.

The excellence of Strode Park Foundation's Covid 19 response was recognised in 2020 when Platters Farm Lodge became the only service in Medway to be accredited by CQC as a specialist Designated Hospital Discharge Centre for people who had previously contracted Covid 19. The staff at Platters Farm showed incredible sensitivity and dedication whilst supporting a small number of individuals who were referred to the service with a positive Covid status or who required end of life care as a consequence of other conditions.

In fact, in every Strode Park Foundation service, the wonderful qualities of the staff teams have shone brightly throughout the pandemic.

Although Covid overshadowed the charity's work in 2020/21 the Foundation did not lose sight of the key mission of providing high quality services to people with disabilities. Therefore, it is extremely gratifying to report that:

- The Foundation won a Kent County Council contract for supported living services
- SPF's portfolio of supported living accommodation was strengthened by re-equipping and re-designating the Holiday Bungalows' to meet the increased demand for suitable accommodation for people with disabilities
- All SPF's registered services were rated 'Good' by the regulatory authority CQC or Ofsted
- Every service has the highest possible 5 Star Environmental Health ranking
- The charity has retained the international recognised quality awards of ISO9001 and ISO50001
- Strode Park has retained Investors in People accreditation
- Strode Park Foundation retained accreditation for the NHS recognised Contractors for Health and Safety Scheme
- The charity has retained recognition as a Disability Confident Employer.

Strode Park Foundation is proud of these externally validated awards and accreditations, but they tell only part of the story and there have been many other noteworthy successes that should also be celebrated.

From a human resources and training and development perspective 2020/21 was an exceptionally positive year with many successes including:

- The introduction of e-Training (My Learning Cloud) which broadened training opportunities and led to an improvement in completion rates
- Establishing an accredited Nursing Associate scheme at Strode Park House with the aim of developing additional nursing skills in the team and providing a new and exciting career opportunities for Carers
- Securing funding for and recruiting apprentices.
- Successfully applying for UKVI Sponsorship license so that the nursing team can be enhanced by qualified nurse recruits from overseas
- Supporting 47 employees who were shielding or furloughed as a consequence of the pandemic and providing a supported and safe return to the workplace

SPF's numerous achievements during 2020/21 could not have been accomplished without the excellent work of the Fundraising team and the generosity of the charity's donors and supporters. Highlights of the year include a Covid 19 related grant of £100,000 from the National Lottery and grants from Canterbury City Council totalling more than £40,000. In addition, the Foundation received many donations from individuals, grant giving trusts and local businesses.

The on-going generosity of local people and organisations is vital to Strode Park Foundation's continued success. Every pound makes a difference and the Council of Management, staff members and the service users remain thankful for all contributions.

Similarly, I would like to acknowledge the dedication of the many volunteers, including the Council of Management members, who make a remarkable contribution to the success of the charity. Without their input and support the Foundation would not be able to continue to provide such a impressive quality and variety of services.

Despite the challenges presented by the coronavirus pandemic, including some necessary reductions in service provision and additional costs related to Personal Protective Equipment and staff testing, SPF's financial performance improved in nearly every aspect.

At £794,890 the overall surplus for 2020/21 was SPF's largest ever and exceeded the previous highest surplus of £543,311 which was recorded in 2019/20 and relied on a positive remeasurement of pension liabilities.

Income exceeded £11,000,000 for the first time and at £11,737,926 was, for the fourth successive year, the highest annual figure recorded by Strode Park Foundation. This equates to an increase of approximately 13% above the 2019/20 figure of £10,395,598.

Numerous factors contributed to the increase in income including robust occupancy levels in the residential services and the successful tender which secured more realistic fees for residential clients.

Income was also boosted by COVID related grants and payments, most notably the Infection Control Fund and the National Lottery Community Fund grant. These receipts helped to offset the loss of income from services that were suspended due to COVID 19 restrictions and the additional costs associated with enhanced infection control requirements.

Although income increased, expenditure also increased by approximately 5% from £10,444,366 in 2019/20 to £10,926,598.

Whilst some of the increased expenditure relates to service growth and enhanced infection control procedures, including the provision of suitable visiting areas, more than £200,000 of this increase was incurred because of additional expenditure on agency staff.

The increase in agency expenditure reflects a very challenging labour market and extra staffing requirements related to Covid 19. Consequently, in 2020/21 spending on agency staff increased to 8.6% of all SPF's staffing expenditure compared to 6.4% in the preceding year.

A reduction in the ratio of agency expenditure to overall staffing expenditure remains a key strategic goal for the charity in 2021/22.

At 31 March 2021, unrestricted funds were £932,818 which compares favourably to £183,770 in 2019/20.

Cash flow improved significantly and 'cash at bank and cash in hand' strengthened from £141,946 to £721,145 on 31 March 2021.

However, Strode Park continues to rely on donations and grants and in 2020/21 £956,322 was received in donations, charitable grants, legacies or pledges. This is an incredibly impressive return for the endeavours of charity's small Fundraising team even though more than £500,000 of these receipts were Covid 19 grant related.

The longer-term implications of the Covid pandemic make it difficult to formulate precise strategic plans for the short to medium term. Nonetheless, Strode Park Foundation is committed to continual improvement of the services and to ensuring that these services are provided in the most cost-effective way possible. To achieve these aims the following objectives have been set for 2021/22:

- To assess the opportunity for developing new supported living services at Lady Dane Farmhouse
- To consider the financial viability of some of the Home Care contracts
- To review the charity's banking arrangements
- To sell unused land on the Redwalls site
- To strengthen corporate risk identification and contingency planning

I would like to conclude with a personal thank you to all the staff members, donors, and volunteers who continue to make a vital contribution to the mission of the charity and to the people with disabilities who use the services and display such impressive spirit and determination.

It is the energising inspiration that you provide that enables Strode Park Foundation to look forward with determination and confidence strengthened, not diminished, by recognition of the changes and challenges that lie ahead.

Once again, thank you.



Paul Montgomery
Chief Executive



Kath's Story

Kath has lived at Strode Park House since 1962. Here she tells her story, which forms part of Strode Park Foundation's steep 75-year history.

Kath has Cerebral Palsy, which is a brain injury she was born with.

She moved into Strode Park House in 1962 at the age of 26 and it is here she met the man who was to become her beloved husband Barrie.

Barrie came here in 1989 and after six years he asked her to marry him.

The couple tied the knot in 1996 at a local Catholic Church and soon became the golden couple of Strode Park.

Kath has some very fond memories of her time here.

Recalling that she was unable to read or write very well when she was younger she proved everyone wrong by showing so much pride in her collection of essays and typed memories.

This bag full of paperwork includes typed recollections of the great storm of 1987, a trip to Lourdes in 1991 and

even the ambulance strike of 1990, which Kath jokingly confessed to reading to the ambulance drivers at the time.

Many had accompanying photos, as well as a book she had made about Strode's patron Terry Waite CBE, for which there were letters from Terry to Kath.

She also enjoyed reminiscing about the fetes and fayres that have happened over the years and being able to 'thoroughly enjoy' herself at the most recent 75th anniversary Country Fayre and Garden Party in September 2021.

She said: "It was just so lovely to have such a wonderful day after all the Covid." Kath had the pleasure of cutting the cake for the charity's special day.

Sadly Barrie passed away just a few years ago but he is still very much part of everyday life for Kath. She added: "Barrie always loved the fetes, he was always smiling."

On my first night in Lourdes I was too tired and too excited to sleep. Every hour the clocks chimed and played the Lourdes Hymn! It was a really beautiful sound and at that moment I knew I was there in Lourdes, it was not a dream.



Are, ave, are Maria.

TUESDAY 4th MAY 1991
The day began at 6.30am with morning prayer led by Father Piers, after which we were given a very welcome cup of tea before dressing for breakfast. I wear a badge with our name and the hospital or hotel where we are staying. This helps us to get to know the other pilgrims quickly. There is a national map on every table to save any confusion.

At 4.00pm we assembled together in one of the main halls for a welcoming

reception. Over a cup of tea we all had a good chat and got to know each other better. The hospitality was something to remember. From the very beginning this pilgrimage was the best ever. The nurses and Brancardiers looked after us so well, nothing was too much trouble, everything was done with a cheerful smile in spite of all the rain, wind and extreme cold. No-one complained and it remained a very happy atmosphere all the time we were there.



Our helpers were always smiling.....

Storm Damage

On the morning of Friday October 16th about 3.00 there was a terrible storm, the wind was howling and I heard a big bang. I said to Swaran what ever is that she replied I don't know, to me it sounded like a tree falling in tears because I thought about what bad storms can do. I was thinking of the old folks and the children and what damage it could do if it hadn't already done so to peoples property I was so afraid I got under my duvet when I woke up I put my radio on I could not take in what I was hearing people had been killed and all power had gone off and for a lot of people that meant no food or drinks for a long time I didn't know how much damage was done until I saw the TV in the evening I was sure it was pretty bad after dinner once again listened to my radio in the evening light and TV came on so we were able to see what damage had been done by the storm I really thought of the cross about a hundred times that poor lady who was killed in her bed and the two firemen going out to save people and on the way back they were both killed I was so sorry about it all seemed like a dream it was so bad in some places I thought I was in a different county I really thought things like that only happened in hot and dry places not in England some people say it is the work of God but how could they say that God is all good I think it is the work of the devil and his friends. I am very pleased that we don't know from day today what is going to happen aren't you? I never want to see anything like that again in my lifetime.

taken out you must have two helpers, one to take you to Lourdes is so hilly everything is on a slope. To be at Mass or parked anywhere, the chair handles are interlocking.

After Mass I went to bed. I asked if I could rest because of the weather. I had a cold which lasted the whole week and it spoiled my time in Lourdes.



My cold did not spoil my enjoyment.

I was able to visit the Grotto of Our Lady because this was the first time I had been here. I think pilgrims may be cured and non-pilgrims may think they are. I think it does not always happen.



Jan's Story

Jan has worked at Strode Park for more than three decades. She's gone through many ups and downs during her time, but what's always been there is the support from her colleagues. Here she tells us her story...

Jan began her career with Strode Park Foundation in Strode Park House as a Carer on nights in November 1979, where she stayed until June 1982.

She then had a gap of 10 years before returning back to Strode in 1992 where she progressed as Senior Carer - clocking up more than 30 years' service in total.

Jan, 68, has many fond memories of her time over the years. From rescuing a museum in Minster and helping to turn it into a café run by the clients in 2005 to memorable holidays in the Brecon Beacons in 1994. Jan said fondly: "We did so much on those holidays. We took the clients down the mines, sailing, we went on the mountain railway, horse riding and we even took the wheelchairs across the muddy moors."

"I have really enjoyed it over the years."

However, it's not always been easy as she recalls one of her darkest moments being on shift one night when she received a call about her daughter being involved in a fatal car accident in 1996.

Jan talks very affectionately about her daughter Samantha and about the unwavering support of her friends and colleagues at work at the time. She added: "They made me laugh when I wanted to cry." I've made some good friends here, some of my closest friends are those who I work with."

And when asked how Jan knew about Strode Park and why she wanted to work here all those years ago her answer was simply 'the fetes'. She remembers the fetes so well and coming to them as a little girl. She told how they were always so well attended by so many in Herne Bay and opened by some of the biggest names in showbiz and sport at the time - Tommy Cooper, Rod Hull and Bobby Charlton to name a few.



Then and now...



Our Services

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 and Volunteering

As Covid-19 hit in the early part of 2020, fundraising has been tough, with many of our usual channels being put on hold. However, we still have many successes to shout about. Without our supporters this simply wouldn't be possible. Thank you to everyone who has supported us so generously, in times of such uncertainty for all.

In August 2020 we were very fortunate to receive **£100,000** funding from the Coronavirus Community Support Fund, distributed by The National Lottery Community Fund.

We received **£5,576** from Kent Sport which has been used to buy a new wheelchair accessible exercise bike for our therapy department.

Colyer-Fergusson awarded us **£15,000** from to help with the impact Covid-19 had on us at our Footprints Children's Home in Canterbury.

We were bowled over by the generosity of the Kent Community Foundation and the Rooney Foundation Fund for a grant of **£4,000** towards our iPad and tablet appeal to keep residents connected to their loved ones during Covid.

The National Lottery Community Fund gave us a grant of **£6,548** for us to buy a turning bed system to help through Covid-19 at Strode Park House.

The Co-op donated **£2,855.69** towards some Theatre in the Park improvements.

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

- The Copper Pottle
- Phil Ling
- All the businesses who host collections pots
- Facebook fundraisers
- Our local primary schools
- Canterbury College
- The Friends of Strode Park
- Boys & Maughan
- Canterbury City Council
- East Kent Widow's Sons Bikers Association

We have a dedicated team of volunteers across the Foundation.

A huge thank you to every single volunteer that has played such an important role in our care and support for our residents. From taking in and sorting our donations to serving drinks at our Theatre. From ironing and delivering clothes to our charity shops to giving a resident a friendly face to greet and just be there for. From running a stall at one of our many fundraising events to weeding and planting and making sure our gardens look pristine. And from collecting and distributing our collection pots to steam cleaning our wheelchairs and specialised equipment keeping it in the best possible condition for our clients.

You're all brilliant and we can't thank you all enough!

We have been very grateful to Kent County Councillor Alan Marsh for his members grant of **£2,000** to help towards the effects of Covid-19.

Whitehead Monckton Charitable Trust awarded us **£500** towards another exercise bike for our therapy department.

We were given **£10,000** from The Partiger Trust, through The Kent Community Foundation. This money is being used to support a dementia project at our Platters Farm Lodge home in Rainham.

We also received a further **£4,000** from The National Emergencies Trust, through The Kent Community Foundation. This money has come from its Covid-19 emergency funding and has helped with our day centre at a very critical time.

We received **£400** from Neighbourly towards our iPad and tablet appeal.

£2,500 was received from Talbot Underwriting Ltd as their Charity of the Year.

- Customers of the Butchers Arms
- Whitstable and Herne Bay Lions
- The Rotary Club of Herne Bay
- The William Rathbone Family Charitable Trust
- The Edward Vinson 1957 Charity Settlement
- Gist Ltd

We also received a number of 'In memory' donations and legacy donations totalling a combined **£41,500**.

Our Christmas 2020 Appeal was hugely successful with us running an Amazon Wishlist to make sure every resident had the best Christmas possible.

Financial Accounts

Financial Activities	2021	2020
Income from:		
Donations and legacies		
Donations and legacies	112,938	251,587
Grants Receivable	843,384	6,205
Charitable activities		
Care services	10,643,782	9,842,129
Other trading income	105,482	237,813
Investment income	835	2,146
Other	31,505	55,718
Total income	£11,737,926	£10,395,598
Expenditure on:		
Raising funds		
Costs of raising funds	189,743	249,504
Charitable activities		
Care services	10,736,855	10,194,862
Total expenditure	£10,926,598	£10,444,366
Net income before gains/(losses)	811,328	(48,768)
Recognised gains/(losses)		
Remeasurement gain/(loss) on defined benefit pension scheme	(16,438)	592,079
Net movement in funds	794,890	543,311
Fund balances brought forward	4,317,957	3,774,646
Fund balances	£5,112,847	£4,317,957
	2021	2020
Net assets as at 31 March		
Fixed assets	5,600,490	5,717,187
Current assets	2,634,976	2,075,930
Creditors: Due within one year	(1,191,634)	(1,442,413)
Creditors: Due after more than one year	(1,048,626)	(1,166,826)
Defined Benefit Pension Liability	(882,359)	(865,921)
Total	£5,112,847	£4,317,957

for year ending March 2021

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 29 September 2021. 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

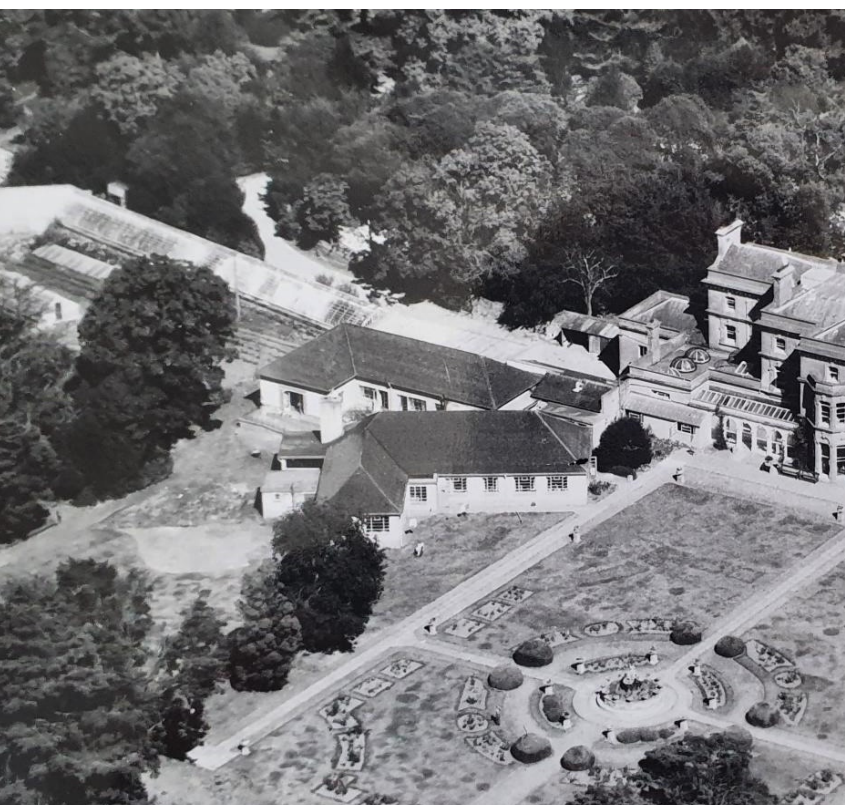


Auditors' statement to the members of Strode Park Foundation for People with Disabilities

In our opinion the summarised financial statements for the year ended 31 March 2021 are consistent with the full annual accounts.

Azets Audit Services

Ashford Commercial Quarter
1 Dover Place
Ashford
Kent
TN23 1FB



Principal Officers

Council of Management

Chairman

Mr N Wells

Vice Chairman

Mr R Cordell

Treasurer

Mrs D Allaway FCCA

Members

Ms N August (resigned 12/2/2021)

Mr R Clark

Mrs J Clifford

Mr S Gadhia

Dr P Garrod

Mrs V McCarthy

Mr N Swift

Mrs P Unwin

Mr C Spooner (appointed 25/11/2020)

Patrons

Terry Waite CBE

Amanda Cottrell OBE

Vice Presidents

Mrs P Shephard MBE

Mr Brian Dale FCIPD

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



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



Mrs B Clayson
PA to Chief Executive



Mrs R Richards
MA
Level 5 Diploma
Director of Care
(Social and Homecare)



Mr J Cotterill
RGN DMS
Director of Care
(Therapy and Nursing)



Mrs K Bardsley
MCIPD BA Hons
PgDip
Director of
Human Resources



Mr D John
ACCA
Director of Finance



Miss K Jeal
Diploma in Fundraising
FdA Journalism
Director of Fundraising and
Communications

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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