

# Strode Park Foundation



Strode Park  
Foundation

Caring since 1946



## Strategic Review and Business Plan 2022 - 2025



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# Our Strategy 2022 - 2025

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# Our Mission, Values and Vision

## OUR MISSION

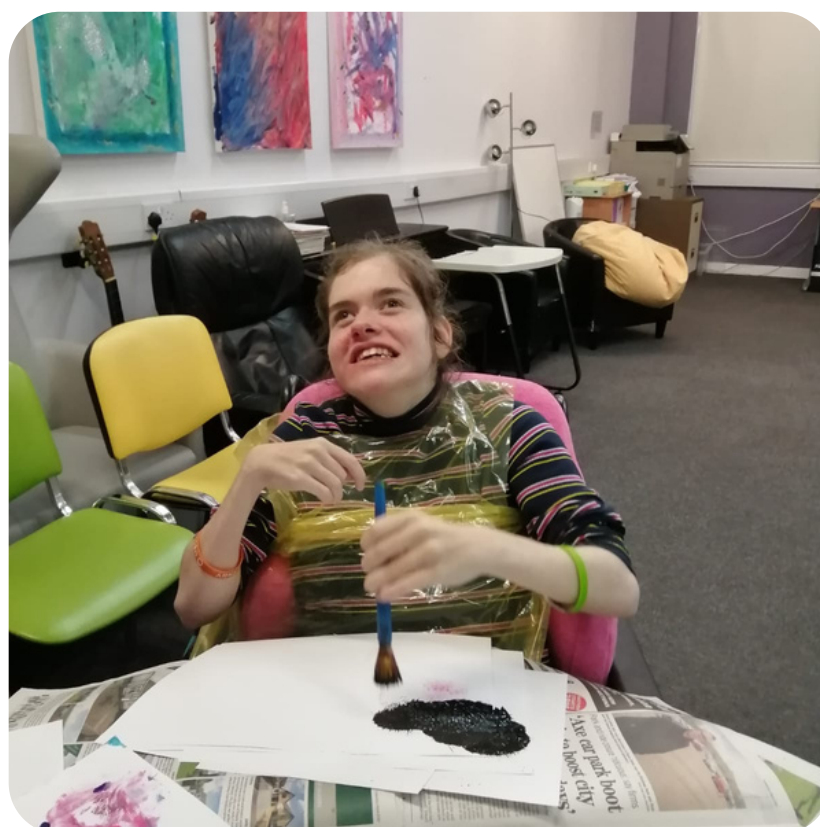
Strode Park Foundation, established 1946, is an independent voluntary organisation working to provide high quality services to meet the changing and individual needs of children and adults with disabilities.

## OUR VALUES

Our values - **Care, Inspire, Together** - are at the heart of everything we do and how we treat each other. They provide essential guiding principles about the way that we work and set the tone for our culture, and identify what we, as an organisation, care about. They will help our staff make important decisions to choose between right and wrong ways of working.

## OUR VISION

To provide high quality care services which meet the needs of children and adults with disabilities, helping them to achieve their goals and live the life they choose.





# Executive Summary

Strode Park Foundation develops generic business plans on a three-year cycle. These broad strategic plans are supported by annually reviewed budgets, on-going risk assessments, and individualised project plans. This flexible approach enables the Foundation to respond positively to emergent opportunities and threats.

The aim of the strategic business plan is twofold. Firstly, it is a tool to facilitate prioritisation and the allocation of resources and, secondly, it provides a framework of tangible goals that will serve as a reference to measure the charity's success in fulfilling the mission of meeting the needs and wishes of people with disabilities.

This plan is presented in seven main sections. The first section offers a review of the Foundation's achievements during the last three years and notes progress towards the targets set by the Council of Management and the senior management team.

The second section provides a brief overview of the major driving forces shaping the health and social care sector both locally and nationally and notes the particular challenges that Strode Park Foundation must overcome in order to continue to provide top quality services for people with disabilities.

Section 3 outlines broad strategic objectives aimed at improving and expanding care services or strengthening Strode Park Foundation's financial base in the next three years while the fourth section presents a detailed draft budget for 2022/23 designed to facilitate the achievement of these strategic objectives.

The fifth and sixth sections offer synopses of the on-going Human Resources Strategy and the Fundraising and Communications Strategy.

The final section is a summary of the key risks identified by the senior management team together with an outline of the strategies, policies and procedures designed to reduce the likelihood or impact of the recognised risk. This risk analysis should be regarded as a 'dynamic' document and will be subject to change as new risks and mitigating strategies are identified.



# Review of Achievements 2019 - 22

Adversity often illuminates special and positive qualities. This has certainly been the case in recent years.

The magnitude of the challenges faced and the achievements secured between 2019 and 2022 must be measured in the context of the Covid-19 pandemic and, in that context, it is 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 all the individuals who use the services provided by the charity.

Strode Park Foundation's response to Covid-19 has been impressive and it is remarkable to be able to report that despite supporting approximately 400 very vulnerable people in more than a dozen sites, not one of Strode Park Foundation's Kent based service users contracted and subsequently died from Covid related illness in 2020/21.

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 Strode Park Foundation as a whole and particularly to the care staff teams.

The efficacy and excellence of Strode Park Foundation's Covid-19 response was recognised in October 2020 when Platters Farm Lodge became the only residential 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 Lodge showed incredible sensitivity, courage 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.

The excellent qualities of the staff teams have been evident throughout the pandemic and it should also be acknowledged the senior management team had to make some difficult decisions to ensure the safety and wellbeing of the service users and staff. Notably, and in accordance with national guidance from Public Health England, Strode Park Foundation's Day and respite services were suspended during the pandemic and in keeping with lockdown requirements the charity shops were closed and the programme of performances scheduled for the Theatre in the Park in the summers of 2020 and 2021 were cancelled.

Whilst acknowledging Strode Park Foundation's remarkable and exemplary response to the covid pandemic, it is also worth noting the progress made towards the corporate goals identified and agreed by the Council of Management and staff team in 2019. More precisely, it is pleasing to report on the achievement of, or headway made towards, the following ten key strategic objectives which were detailed in the Business Plan 2019/22:



## GOAL 1

**To develop the full potential of Lady Dane Farmhouse as a high-quality residential care home and significant contributor to SPF's mission and finances.**

This objective has not only been achieved but has been exceeded.

Since Strode Park Foundation purchased this property and took over the management of Lady Dane Farmhouse, the home has been transformed both in terms of the quality of the service and financial viability.

The Care Quality Commission rating improved from 'Requires Improvement' to 'Good' and not just overall but in every inspection domain.

Occupancy levels have strengthened from a starting point of 47% to an average of 95% in 2021 and consequently the financial contribution made by the service to generic overheads exceeded budget targets in each of the three years under review.

These extremely impressive achievements are an eloquent testimony to the skill and dedication of the Registered Manager and her team.



## GOAL 2

**To review and determine the role and appropriate contribution to SPF of Platters Farm Lodge in the context of a potential reduction in the volume of Medway Council block contracted beds.**

As anticipated, Medway Council implemented a contractual clause that reduced the number of guaranteed block contract respite beds from 43 to 26. The consequent reduction in guaranteed income exceeded £600,000 p.a.

However, market analysis suggested that there would be a local demand for long stay care and, after consultation with CQC, Strode Park Foundation adapted one area of the home to make it suitable for this alternative client group. Subsequently, demand for these long stay placements has been buoyant, occupancy has been in line with budget targets and the associated income has mitigated the financial impact of the reduction in the number of block contracted beds.

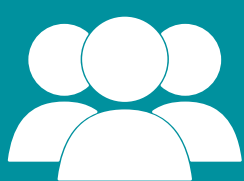


## GOAL 3

**To engage in an on-going review of SPF's land assets and, subject to satisfactory financial offers, to implement the previously agreed disposal strategy in relation to the Redwalls' garden area, the land adjacent of Orchard Court and the Orchard Court freehold.**

Planning permission for the Redwalls unused garden area was obtained and a sale price has been agreed. It is anticipated that this transaction will be completed in March 2022.

The sale of the Orchard Court freehold will remain a strategic objective for 2022/25.



## GOAL 4

**To reduce the proportionate expenditure on agency staff through the implementation of the agreed recruitment and retention strategy, to continuously monitor the impact of this strategy and, if necessary, amend the strategy in response monitoring information.**

The on-going crisis in the labour market detailed in the following section, together with the impact of the coronavirus pandemic, mean that it has not been possible to achieve this target.

However, it is likely that the impact of the crisis has been in partially mitigated by Strode Park Foundation's implementation of the following strategies:

- Successful Nursing Associate programme (5 currently) and funding from Skills for Care, Health Education England, and KCC's apprenticeship levy
- Successful application for UKVI Sponsor License and recruitment of 8 full time nurses from overseas.
- Cascade IRIS implementation.
- My Learning Cloud implementation with subsequent training compliance exceeding pre-pandemic levels together with an improvement in the variety and breadth of courses now offered
- Effective management of the Furlough Scheme
- Apprenticeships in IT and Finance (as well as the Nursing Associates).
- Kickstart scheme participation (one Fundraising Assistant appointed)
- Revamp of the Staff Council
- Approved Centre Gold Status from Trainer Courses



## GOAL 5

**To submit a financially viable and successfully bid for the Kent County Council physical and learning disabilities care home tender.**

This objective was achieved and, importantly, as part of the tender negotiation process, Strode Park executives obtained agreement from KCC Commissioners that all the Foundation's registered residential services should be classified as 'specialist' services rather than 'high needs'. This has resulted in an improved funding basis for SPF's Kent located residential homes for adults with disabilities.



## GOAL 6

**To review and determine the role and appropriate contribution to SPF of neuro-rehabilitation services.**

It is frustrating to report that despite the charity's endeavours it has not been possible to establish a clear and effective patient pathway from local hospital 'acute' rehabilitation services to Strode Park House's community-based rehab service.

Nonetheless, SPF's neuro-rehabilitation team continues to make a vital contribution to the health and well-being of several clients each year as well as providing additional therapy for Strode Park House's growing cohort of Continuing Care clients.

In the two years since April 2020, this service has made a net financial contribution to the Foundation.



## GOAL 7

**To develop further the service user advocacy roles and to facilitate strengthened service user input into the management and oversight of the services including more frequent involvement in staff recruitment processes.**

The Service User Advocate and the Resident Representative on the Council of Management continue to play very important roles in the Foundation.

Prior to the Government mandated restrictions in response to the coronavirus outbreak, service users at Strode Park House hosted a very successful recruitment open day. It is anticipated that as the pandemic recedes, further service user led recruitment events will be arranged together with the more active participation of service users in candidate interviews.



## GOAL 8

**To consider emerging opportunities for joint working with other care providing charities that could lead to an expansion or improvement in SPF's care provision and/or a strengthening of SPF's financial position.**

Strode Park Foundation has continued to develop links with other care charities and to play an active role in local care groups including Kent Integrated Care Alliance and the Kent Registered Managers Group.



## GOAL 9

**To develop an effective Employee Wellbeing Strategy and create a working environment where our staff can achieve their full potential for the benefit of themselves and SPF.**

The Employee Wellbeing Strategy has been effectively implemented and will be strengthened further by the measures and initiatives detailed in the Human Resources Strategy 2022/25 presented in section 6 of this Business Plan.



## GOAL 10

**To continue to work towards the best possible outcomes from regulatory and quality assurance accreditation including CQC, Ofsted, ISO, CHAS, Investors in People and Environmental Health certificate.**

It is exceedingly positive to note that (as of March 2022) all Strode Park Foundation's registered homes for adults are rated 'Good' by CQC and that Footprints, Strode Park's registered home for children with disabilities is rated as 'Good' by Ofsted. Given the number, the range, and the complexity of these services this is a very commendable achievement.

In addition, Strode Park's registered services also have the top '5 Star' environmental health award.

Together with the statutory assessments noted above, between 2019 and 2022, the charity successfully retained several prestigious, externally validated quality assurance accreditations including:

- Disability Confident Committed
- Investors in People
- ISO 9001
- ISO 50001
- NHS approved Certificate of Health and Safety Compliance (CHAS)

In addition to the impressive achievements noted above the Foundation has also invested heavily in IT including the continued roll out of Person Centred Software, an eCare Plan management system, and, following a successful fundraising campaign extended and improved the physical environment and accommodation for the children and young people living at Footprints.

Throughout the last three years the charity engaged in a continuous review of the performance of all the services provided in terms of quality, demand, and financial viability. As a consequence of these reviews the Foundation took the difficult decision to 'hand back' the KCC homecare contract in January 2022. It is some reassurance to note that many of the clients previously supported under this contract decided to switch to Direct Payments so that they could maintain ComCare as the provider of their home-based services. The quality of the service (particularly in terms of available staffing resources) and the financial viability of the homecare service will be subject to on-going review.

In contrast, supported living services have thrived and expanded with Woodside and Parkview buildings - which were previously used on a seasonal basis as holiday homes - being particularly successful additions to Strode Park Foundation's portfolio of supported living accommodation.

From a financial perspective, and despite the challenges presented by the Covid-19 pandemic, SPF's financial performance improved in nearly every aspect in the last three years. In 2021/22 overall income will exceed £11,000,000 for the second consecutive year as a result of robust occupancy levels and the successful tender outcomes referred to above.

Cashflow challenges experienced in 2019/20 have eased and, at approximately £795,000, the overall surplus for 2020/21 was SPF's largest ever and exceeded the previous highest surplus of approximately £540,000 which was recorded in 2019/20 and relied on a positive remeasurement of pension liabilities. The projected surplus for 2021/22 is of a comparable magnitude albeit reliant in part on Covid-19 grants from both statutory and non-statutory sources.

This improved financial performance gave the Foundation the confidence and means to strengthen the senior management team through the creation of a second Director of Care post to help share the increased senior management workload generated by the successful expansion of the charity's care services.

The achievements noted above would have been more difficult to achieve without the continued support of dedicated local politicians and particularly the Herne and Broomfield Parish Council, KCC Councillor Alan Marsh and Sir Roger Gale MP.



Strode Park Foundation also remains immensely thankful for the on-going respect and affection of local people and is proud to record that the following organisations and businesses have supported the Foundation during the last three years:

- Herne Bay Rotary Club
- Thanet Inner Wheel
- The Copper Pottle
- Herne Bay Football Club
- Sainsbury's (Herne Bay)
- Tesco (Whitstable)
- Co-op (Herne Bay)
- Herne Bay and Whitstable Lions Club
- Butcher's Arms
- The Hills Angels
- Ethelbert Lodge Masons
- Canterbury and District Angling Association
- Barclays Match funding
- William Rathbone Family Charitable Trust
- Ardea Lodge
- The Forest of Blean Rotary Club
- Canterbury College
- Boys & Maughan
- Canterbury City Council
- East Kent Widow's Sons Bikers Association
- The Edward Vinson 1957 Charity Settlement
- Gist Ltd
- Southern Care Maintenance





# The Health and Social Care Environment

Three years ago, no one was predicting a pandemic on the scale or as destructive as coronavirus. The virus has not run its course, it is still with us, and it is impossible to predict with certainty its on-going impact on health and social care provision in the next three years, neither in terms of the type of services required nor the availability of funding for these services. Therefore, whilst this overview of the health and social care environment does not directly address the likely full impact of coronavirus, all the factors noted below are presented in shadow of this pandemic.

It is indisputable, that a sufficient number of qualified, knowledgeable, caring and empathic staff, is the vital ingredient for all good care services. This is true of administrative, managerial, domestic, and facilities roles as well as the Carers and Nurses who provide direct support to the residents and service users.

For the foreseeable future, staff shortages and pressures in the labour market are likely to continue to present a considerable challenge for provider organisations, whether they are statutory, private, or not for profit.

In January 2022, the Office for National Statistics reported that UK job vacancies are at an all-time high at 1.24 million. The ONS report also notes that some sectors are experiencing disproportionately higher vacancy rates than others. Health and social care is one of the sectors that has sustained the most negative impacts of labour shortages.

A paper published in December 2021 by the Association of Directors of Adult Social Services (ADASS) reported that in the previous 12 months staff shortages contributed to a 271% increase in the number of people awaiting needs assessments.

The ADASS report also noted that recruitment and retention issues mean that one in ten people are not receiving the type or level of care they need and that approximately 3,694 people in England could not move into their chosen residential or nursing home because of staffing constraints.

Perhaps the most striking statistic in the ADASS report relates to an alarming escalation of business closures or 'contract handbacks' and that the 'proportion of nursing or residential home closures or providers ceasing trading over the past six months was 48%, compared to 35% for the six months prior to that' (page 2).

Locally there have been many care home closures, some because of financial pressures faced by the owners, and some as a result of Care Quality Commission (CQC) inspection and enforcement action.

Similar gloomy themes emerge from the recent 'The State of Care' analysis published by the CQC and the annual Skills for Care report. Both organisations note significant increases in staff vacancies in all adult care services, with annual turn-over of care staff ranging between 35% and 45% and turnover of managerial staff at 25%.

Heightened recruitment and retention challenges are linked as both a cause and effect to a reported increase in staff sickness absence which has more than doubled from approximately 5 working days p.a. per employee to more than 10 working days per employee.

For an organisation employing 400 staff members (not unlike Strode Park Foundation) this rate of absence equates to approximately 30,000 lost hours per year.

The challenges presented by labour market shortages are exacerbated by considerable inflationary pressures.

The Consumer Prices Index rose by 5.1% in the 12 months to November 2021. This is the highest CPI 12-month inflation rate since September 2011.

Estimates of potential energy price rises in the next three years range from 50% to 400%.

In April 2022, National Insurance will increase by 9%.

Simultaneously, the hourly National Minimum Wage will increase by 6.6% from £8.91 to £9.50.

Insurance costs are also likely to rise in the context of the coronavirus pandemic. In 2021, several insurances companies withdrew from the care sector, required huge increases in premiums or imposed unworkable restrictions on the liability cover for residential homes.

It is very unlikely that these increased costs will be matched by proportionate increases in funding from Primary Care Trusts or Local Authorities.

The concluding words of the summary to the ADASS report referred to above are:

***‘It is unarguable that these issues must be addressed, not next year but now’.***

That is a sentiment that all of us working in the health and social care sector fully support.

We sincerely hope that policy makers and the Treasury heed these words so that providers can offer the kind of care and support we can be proud of and that the most vulnerable people in our society deserve.



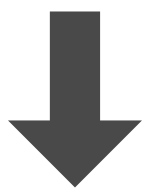


# Ambitions and Objectives 2022-25



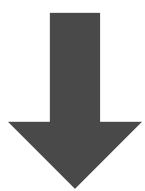
## OBJECTIVE 1

Retain 'Good' or achieve 'Outstanding' CQC and Ofsted for all registered services.



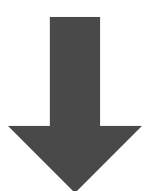
## OBJECTIVE 2

Reduce staff vacancies and improve staff retention (see HR Strategy in section 5 of this plan).



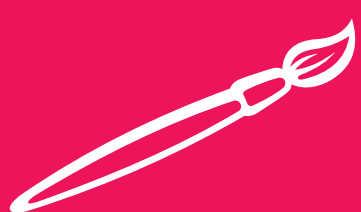
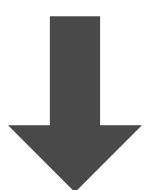
## OBJECTIVE 3

Broaden and deepen service user involvement in decision making processes, especially recruitment.



## OBJECTIVE 4

Develop additional supported living accommodation and services.

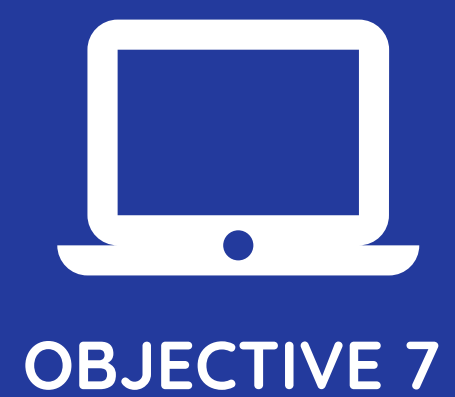
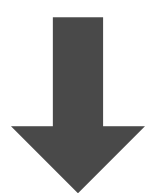


## OBJECTIVE 5

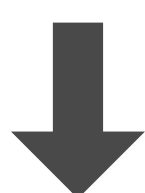
Review the provision of the Day Opportunities and, if appropriate, tender for new KCC funded day services.



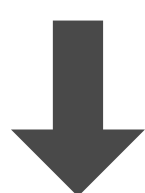
Strengthen governance even further by appointing to the Council of Management additional members with relevant knowledge and experience.



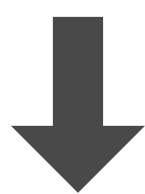
Complete the digital transformation including installing Person Centred Software (ecare planning system), Atlas (emedication administration system), SharePoint (data management system), and Yooz (electronic Invoicing system) and undertake further cost benefit analysis of electronic ‘time and attendance’ systems.



Complete the sale of the unused land at Redwalls.



Continue to improve financial reserves.



Initiate and develop a stronger ‘Register of Risk’ including on-going reviews and agreed reduction and mitigation strategies.



It should be noted that the list presented above is subject to on-going review and that all successful organisations should remain alert to new and emergent opportunities and threats. The uncertainty of the present health and social care environment means that this quality is as important as ever.

It is also acknowledged that some of the objectives and ambitions noted above are, by their nature, broad in scope and that others are not readily quantifiable. It is important therefore that each service develops more detailed plans and strategies that are consistent with these wider corporate objectives and, most importantly, contribute to the best possible health care and social care for the people using the services provided by Strode Park Foundation.



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