

*Caring since 1946*



**Strode Park  
Foundation**

Caring since 1946



**2022 -2023**

# **Annual Report**

A photograph of a man with glasses and a surprised expression sitting in a wheelchair. He is wearing a dark blue polo shirt. In the background, a woman is sitting on a couch, and another man is sitting in a wheelchair. The room has a window and some furniture. The entire image has a purple tint.

We believe in  
independence,  
well-being and  
choice



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# Welcome from the **Chairman** and **Chief Executive**

As Chair and as Chief Executive, we have both been involved in leading Strode Park Foundation for many years, and we share the view that 2022/23 has been an extremely challenging year both for the charity and for most local social care providers.

National and local recruitment and retention challenges in health and social care remain a notable aspect of the labour market and continue to dampen the effectiveness of endeavours to reduce expenditure on agency staff.

This has had a negative impact on financial performance and, for some services, the quality of care.

Although 6 of Strode Park's 8 registered and regulated services retained 'Good' Care Quality Commission (CQC) or Ofsted ratings, adverse reports for 2 services highlighted areas of practice which had fallen from the previous high standards of care that SPF has provided for many years.

It is pleasing to report that both these services have now regained a rating of 'Good' and this improvement reflects well on the staff team, especially the new Registered Managers. Everyone is eager to ensure that lessons are learned, improvements sustained, and the services strengthened even further.

Despite the considerable challenges, the Foundation has successfully retained several prestigious, externally validated quality assurance accreditations including:

- Good or Very Good environmental health awards for all services
- Disability Confident Committed
- ISO 9001
- IIP
- NHS approved Certificate of Health and Safety Compliance (CHAS).

In addition, the Foundation has achieved or made significant progress towards several strategic goals including:

- Converting the annex at Lady Dane Farmhouse into spacious supported living accommodation with tenants expected to move in by the end of 2023.
- Achieving the long-standing objective of selling the unused land at Redwalls.
- A review of banking arrangements and the transfer of the main account to Metro Bank.
- The implementation of several IT initiatives to secure efficiencies in the medium to longer term. These initiatives include the introduction of Xledger invoicing system and RotaMaster to support the Registered Managers to deploy staff in the most cost-effective way.
- In conjunction with Epilepsy Here, Strode Park Foundation developed an on-line and telephone epilepsy advice service.
- There was a major investment in buildings and equipment including installation of more than 40 overhead hoists at Strode Park House and the Coach House, relocation and enhancement of the sensory room at Lady Dane Farmhouse, replacement of aging window frames at Strode Park



House, and upgraded epilepsy night monitoring kits at various sites.

The Council of Management is immensely grateful for the generosity of all the people who have supported the Foundation and to the many volunteers and staff members who continue to make remarkable contributions to the success of the charity. Their continued support is vital to the charity's mission to provide services of the highest possible quality for people with disabilities.

## Financial Review

From a financial perspective, 2022/23 was an especially tough year.

Strong results achieved from April through to September 2022, were more than offset by deteriorating financial outcomes in the second six months of the year. The decrease in income resulting from the adverse CQC reports, together with the additional costs associated with the remedial action plan, had a major and negative impact on the financial health of the charity.

These financial challenges were heightened by a need for increased capital investment to ensure compliance with new health and safety regulations.

Total income before gains on the remeasurements of pension liabilities and the disposal of assets was £11,834,653 which was just slightly less than income for the preceding year which had been boosted by Covid 19 related grants.

Nonetheless, despite the unprecedented financial challenges, the Foundation recorded a surplus with a net movement in funds of £695,712 (£838,547 in 2021/22).

This overall surplus was, however, bolstered by exceptional factors not directly related to the core service. These include £702,558 related to the reassessment of pension liabilities, the sale of unused land adjacent to the Redwalls care home, donations and legacies, and income from the charity shops and Theatre in the Park.

Without the additional income generated by these exceptional items the Foundation would have recorded a loss.

The improvement in cash flow reported for the previous two years was reversed and 'cash at bank and cash in hand' decreased from £1,973,622 on 31 March 2022 to £1,808,442 on 31 March 2023. However, there was a further reduction in the level of creditors falling due within one year.

It is anticipated that unrestricted reserves and cash balances will come under increased pressure in the first six to nine months of 2023/24 before the positive impact of the Foundation's recovery plan stabilises the financial picture.

## Plans for the future

Strode Park Foundation's plans focus on three core areas; service improvement; improved financial outcomes; and strengthened staff resources.

### i) Service Improvements

The Foundation will continue to seek Good or Outstanding CQC ratings for all regulated services.

To assist with this ambition, Strode Park Foundation has commissioned Platinum Care to provide regular, independent quality assessments for each service. Every visit from Platinum Care will result in an action

and improvement plan even when it is identified that the service meets or exceeds statutory requirements.

In addition, Ashton's pharmacy has been commissioned to undertake an audit of the medication administration at Strode Park House and to make recommendations about how this could be strengthened.

Investment to upgrade the buildings and equipment will continue including, but not limited to, the installation of a higher specification fire detection system at Strode Park House.

It is anticipated that the annex at Lady Dane Farmhouse will be occupied by new tenants during the forthcoming year and will provide a vital service for individuals who wish to experience a supported living setting.

The Foundation will also seek to broaden and deepen service user involvement in decision making processes, especially in relation to staff recruitment.

## **ii) Improved Financial Performance**

On the income side, high occupancy is vital and revitalising occupancy levels will be a key objective particularly at Strode Park House.

On the cost-side the management team will continue to analyse rotas to ensure that staff are deployed in the most cost-effective way to meet the needs of the clients.

The use of new technology, particularly at night (motion sensors, epilepsy monitors, assisted communication devices), will be assessed with a view to ensuring that staffing levels provide an appropriate, but not intrusive, level of support for the residents.

Additional cost savings will also be explored including areas in which there has been overspend against budget in 2022/23. For example, one area under active consideration is the reversal of the outsourcing of some catering arrangements which were implemented in September 2022 but which have not resulted in all the anticipated benefits.

The Foundation will also continue to explore opportunities for the disposal of assets which could strengthen cash reserves.

## **iii) Strengthening Staff Resources**

The availability of strong, committed, and well-trained staff teams is the key to continuous improvement in the care services and the financial viability of the Foundation as a whole.

In March 2023, in the context of a national and local staffing crisis for social and health care, the Council of Management approved a large pay increase for all care staff with the result that the hourly rate for SPF care staff was higher than most local competitors. It is anticipated that this increase will have a positive impact on recruitment and retention which in turn will reduce longer-term reliance on agency staff.

The Foundation will also continue to seek ways of speeding up the recruitment process, whilst still undertaking the necessary regulatory checks on prospective staff members.

The Foundation remains committed to providing an impressive level of in-house and outsourced training for all staff members, including support for Carers who wish to undertake training as Nurse Associates.



We recognise that the three goals outlined above are ambitious. They will not be easy to achieve. However, we look to the future with a confidence derived from the knowledge that the Foundation has risen to comparable challenges in the past, that it can call on the expertise and commitment of a wonderful staff team, and that it continues to benefit from the unwavering support and dedication of many volunteers, including our colleagues on the Council of Management.

So many people support the Foundation and its mission, and we would like to thank them all. Not least we would like to express our thanks to and admiration of the residents and day service users for the inspirational examples they provide for all of us each and every day.

Thank you.



A handwritten signature in black ink that reads "Nick Wells".

Nick Wells  
**Chairman**



A handwritten signature in black ink that reads "Paul Montgomery".

Paul Montgomery  
**Chief Executive**


## Stride and Ride









A woman with blonde hair and glasses is smiling and holding a purple hat with a colorful pattern. She is wearing a white t-shirt. In the background, there are many other hats on display, including leopard print, camouflage, and various patterned designs. The scene appears to be inside a store or a market stall. The entire image has a blue tint.

We enable  
people to live  
life the way  
they choose



# LEANNE'S A\* AMBITIONS

One year in her role taking on the Lifestyles Community Services and Leanne has never looked back. She has strong ambitions for the future and is ready to take on an even bigger challenge - to make it outstanding

After 14 successful years in various roles at Strode Park, Leanne is taking on a new, bold and ambitious plan; to achieve an 'Outstanding' CQC rating for the services she manages.

Leanne started as a part-time carer working in the community service before moving up to a Lead Care and Support Worker.

In 2018 Leanne took over as Registered Manager at Lady Dane Farmhouse and then in November 2022 everything changed for Leanne when she faced her biggest career step-up to date.

She said: "I'm not one to shy away from a challenge and I'm always determined to make a difference in anyway I can to help others. I found myself interim managing Lifestyle Community Services and all the fun and absolute chaos that goes with this."

In March of this year, Leanne was formally appointed as the Registered Manager of the service.

In the last year Leanne's leadership has earned the Coach House a CQC 'Good' rating and she has strong ambitions for the future of all the services

that come under her - Coach House, Supported Living and Day Services.

But by her own self admission, the last year has been a 'massive rollercoaster'.

Leanne continued: "It's been up and down because of the current financial and funding pressures we're facing. This has, by far, been the trickiest part of the job. And on top of all this I have also started at University studying for a Senior Leadership apprentice."

Leanne's vision for the future is to keep doing what she's doing, to build a knowledgeable and skilled team and to empower people to understand and develop their job roles. This will allow everyone to go on the journey together.

Leanne continued: "My biggest aspiration is to get to 'Outstanding'. We're recruiting a really good calibre of staff and they are all fantastic.

“The smiles and the shrieks of happiness lights up my heart. That's why I'm here”

"I would like to raise funds to create and kit out a new sensory room in the Coach House. Our Day Service is continuing to do well and we hope to expand on staff for this area and also make new referrals. I'd love to redecorate our Day Service activities room to mirror the young, fresh vibe of our clients too and get more of offer for them."

Leanne is clearly loving her role and moulding it to how she wants. When asked what her favourite part of the job was, her answer was simply... the people.

She added: "Our young adults that we care for are just so vibrant. I love walking into the room and feeling that buzz of excitement. The smiles and the shrieks of happiness light up my heart. That's why I'm here."



**Leanne Anslow**

Registered Manager, Lifestyles Community Services



# AMANDA'S MOVING ON UP

**After almost six months in post Amanda would describe her time at Strode Park Foundation as challenging and somewhat turbulent but she is moving forward and up and the next six months look bright**

Amanda Lailey joined Strode Park Foundation at the end of March this year, as its Registered Manager for Strode Park House.

It hasn't been an easy six months and she admits she underestimated the size of the challenge but after a recent upgrade in the homes Care Quality Commission (CQC) rating to 'Good' she knows things are on the up.

Amanda said: "It was hugely challenging when I came here and I completely underestimated the size of the challenge but as a positive I have found myself with a fabulous team. And one of my objectives for them is to stay united with a shared goal and direction which is forming part of my service improvement plan."

**“We're all working hard to make sure our residents feel this is a happy home”**

Amanda is no stranger to working in the health and social care sector. Starting out as a Prison Officer for young offenders before going on to University to complete her nursing qualification to become a Registered Mental Health nurse.

Her background initially was in acute mental health moving in to Liaison Psychiatry. Amanda then became a founding member of a team setting up an award-winning rough sleeping project in Thanet called RISE. It was after this Amanda moved on to become a Registered Manager for supported living services. Before joining us here at Strode she became Head of Nursing and Quality at a private brain injury hospital in London.

Just like her career so far, the next six months at Strode Park look varied but exciting. Amanda plans to build on all the good she has done since she started.

There is a new reporting structure so all staff know who to go to for what in terms of help and support and she has introduced residents and relatives meetings.

Amanda said: "Your Voice Matters is our residents' meeting and then we have a quarterly relatives' meeting. This ensures we have a continual feedback loop, we know what we're doing right and what we need to continue to focus on. Both meetings are very well attended which is what it's about for me, getting everyone involved.

"I have also introduced culture meetings with staff which has been well received by CQC and our commissioners. It allows us to capture new staff and to remind them of the commitments they've made. We're all working hard to make sure our residents feel this is a happy home."

The future is looking bright for Amanda and her wonderful team. She added: I want to look at neuro rehab in more depth and to develop a robust career pathway to retain good people and grow our own nurses and therapists programme. I'd also love to undertake research and link in with local universities.

Next on the agenda for Strode Park House is sustaining its 'Good' rating and continue to develop a service improvement plan and involving residents in this .



**Amanda Lailey**  
Registered Manager, Strode Park House





12 Santa Run from the East Kent Widows Sons



# 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 offers respite and residential care for young adults with disabilities in Herne, Kent. The team at the Coach House offer support, advice, and care to ensure the young person is in a safe and secure environment whether that be long- or short-term basis.

## Footprints

Footprints specialises in the care of young people with disabilities. The residential home is based in Canterbury offers a mix of privacy and togetherness. The support and care are tailored to the individual and their specific needs, we make life at Footprints stimulating and fun. By offering high quality residential care which is accessible, homely, and safe we can also give families the support they need.

## Redwalls

Redwalls specialises in care for young adults with physical and mild learning disabilities based in Canterbury. The residential home delivers opportunities for engagement, or privacy either way it's a fun place to live and develop independent skills.

## Platters Farm Lodge

Platters Farm Lodge offers short breaks, respite, rehabilitation, and long-stay facility for adults in Rainham, Gillingham. Individuals can live at Platters Farm Lodge on a long-term basis. The service also, as appropriate, provides people with dementia related care and support.

## Lady Dane Farmhouse

Lady Dane Farmhouse is home to adults with mixed disabilities who need long or short-term care in Faversham. The residential home is a fun and nurturing environment and allows people to live as independently as possible. The home is vibrant, warm and inviting for the whole family

## Day Opportunities

Adults aged over 18 with physical disabilities can come along and enjoy our day care opportunities and Sensory Enrichment programme both based on our site at Herne. The RISE Centre, our facility specially designed for adults with physical disabilities.

## Supported Living

Our tailored supported living packages are provided as part of our wider Lifestyles Community Service, with a number of individuals receiving high quality and individualised care with a specific focus on a person making informed choices, staff encouraging and supporting optimum wellbeing and a real strive towards independence.





# Fundraising

As we and our communities recover from Covid-19 and we live through a cost of living crisis we are experiencing an ever-changing fundraising landscape. We rely on every penny more than ever and don't take for granted the support we receive from all our supporters. In the last year we would like to extend our sincere thanks to the following:

Our wonderful supporters Gavin and Gary at the Copper Pottle in Beltinge hit the **£21,000** milestone mark over a seven year period. Their, and their customers, unwavering support has been unmatched by any other local micropub.

We received **£4,039** from The National Lottery Community Fund to put on a Platinum Party with proms for our residents.

We received **£36,826.22** to put in place support on behalf of Epilepsy Here to support those in our communities with epilepsy.

We received more than **£6,000** in legacy donations.

Our Theatre in the Park season and other events raised almost **£24,000** and we continued to work with local partners to bring extra sponsorship for our Theatre in the Park season.

We held a series of small events across 2022/23 ranging from a car run and treasure hunt, party night at the Kings Hall and some memorable Platinum Jubilee celebrations.

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 collection pots
- Facebook fundraisers
- Our local primary schools
- EKS Office Equipment
- Canterbury College
- Canterbury City Council
- East Kent Widow's Sons Bikers Association
- Customers of the Butchers Arms
- Whitstable and Herne Bay Lions
- The Rotary Club of Herne Bay



Platinum  
Jubilee



# Volunteering

**We have a dedicated team of volunteers across the Foundation. A huge thank you to every single volunteer who has played a vital role in supporting Strode Park Foundation to deliver outstanding care and support to all residents across all our services.**

Strode Park Foundation relies on volunteers for a number of its fundraising functions.

We have a number of committed and dedicated individuals who help with our charity shop in Herne Bay. These roles include within the shop as customer service assistants to those helping in the background helping to take in donations, sort through them, steam them and get the items ready for sale and then price them up.

Without these volunteers we simply could not run a successful charity shop.

We also rely on some of these volunteers to help with our online selling platforms like Vinted and eBay.

A number of regular volunteers help with our Theatre in the Park shows. These include roles in our box office, car parking, front of house and serving in our bar. Without this group we wouldn't be able to put on such a wonderful range of music gigs.

We have also welcomed to our theatre, corporate sponsors - for example, Metrobank who for the past few years have supplied a group of colleagues who not only help Strode but also complete their own Corporate Social Responsibility.

Other volunteer roles across the Foundation include gardeners, befrienders and support within our fundraising team.



**Theatre in the Park volunteers**

# Financial Accounts for the year

	£ 2023	£ 2022
<b>Financial Activities</b>		
<b>Income from:</b>		
<b>Donations and legacies</b>		
Donations and legacies	188,476	121,628
Grants Receivable	8,776	319,043
<b>Charitable activities</b>		
Care services	11,361,459	11,242,584
Other trading income	237,357	200,132
Investment income	1,726	602
Other	36,859	79,805
<b>Total income</b>	<b>11,834,653</b>	<b>11,963,794</b>
<b>Expenditure on:</b>		
<b>Raising funds</b>		
Costs of raising funds	290,478	346,186
<b>Charitable activities</b>		
Care services	11,827,410	10,949,089
<b>Total expenditure</b>	<b>12,117,888</b>	<b>11,295,275</b>
<b>Net income before (losses)/gains</b>	<b>(283,235)</b>	<b>668,519</b>
<b>Recognised gains/(losses)</b>		
Remeasurement gain on defined benefit pension scheme	702,558	170,028
Gain on disposal of current asset investments	276,389	-
<b>Net movement in funds</b>	<b>695,712</b>	<b>838,547</b>
Fund balances brought forward	5,951,394	5,112,847
<b>Fund balances</b>	<b>6,647,106</b>	<b>5,951,394</b>
<b>Net assets as at 31 March</b>	<b>2023</b>	<b>2022</b>
Fixed assets	5,603,037	5,511,668
Current assets	2,809,001	3,214,562
Creditors: Due within one year	(945,782)	(1,127,465)
Creditors: Due after more than one year	(809,377)	(935,040)
Defined Benefit Pension Liability	(9,773)	(712,331)
<b>Total</b>	<b>6,647,106</b>	<b>5,951,394</b>



# ending March 2023

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 27 September 2023. 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 2023 are consistent with the full annual accounts.

### **Azets Audit Services**

Ashford Commercial Quarter  
1 Dover Place  
Ashford  
Kent  
TN23 1FB



A photograph of three elderly people sitting at a small table in a room. The room is decorated with balloons and bunting, suggesting a festive or celebratory occasion. The text is overlaid on the image in a large, white, sans-serif font. The text reads: "We provide high quality care to meet the needs of children, young people and adults with disabilities".

We provide  
**high quality**  
**care** to meet  
the needs of  
children, young  
people and  
adults with  
disabilities



# Theatre in the Park





# Principal Officers

## Council of Management

### Chairman

Mr N Wells

### Vice Chairman

Mrs P Unwin

### Treasurer

Mrs D Allaway

### Members

Mr R Clark  
Dr P Garrod  
Mr A Hyner  
Ms S Toms

## Patrons

Mr T Waite CBE  
Mrs A Cottrell OBE

## Vice Presidents

Mrs P Shephard MBE  
Mr B Dale FCIPD

## Advisors

### Auditors

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

### Bankers

Metro Bank PLC  
16 St George's Street  
Canterbury  
Kent  
CT1 2SR

### Solicitors

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

## Senior Management Team

Mr P Montgomery BSc. MA, MBS, MSc  
(Psych) - Chief Executive and Company  
Secretary

Ms R Richards

Mr D John

Mr J Cotterill

Ms K Bardsley (until 30 November 2022)  
Ms H Taylor (from 1 December 2022)

Ms L Wright (until 30 November 2022)  
Ms K Jeal (from 1 December 2022)

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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