



# Annual Review 2017

Creating great  
communities

The  
Fremantle  
Trust

# Review of 2016 - 2017

## An introduction from our Chair of Trustees

The adult social care sector has continued to present challenges to care providers, with increasing financial constraints placed on organisations working in partnership with local authorities.

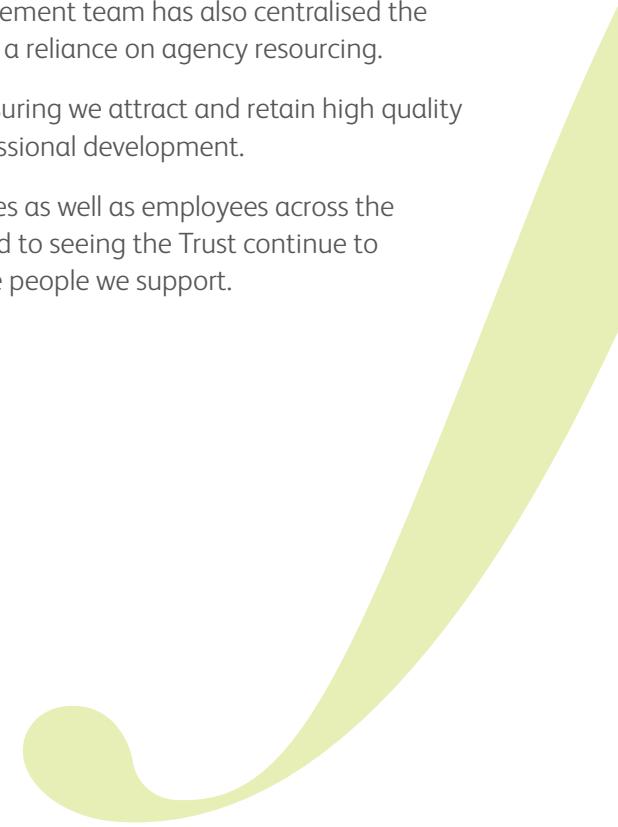
The Brexit referendum in June 2016 signalled heightened uncertainty in the sector, evidenced by a fall in applications for care roles from EU countries, despite a nationwide shortage of care workers and the increased demands of an ageing population.

Despite a turbulent landscape, the Trust has focused its efforts on delivering a strategy that inevitably sees a move to less dependency on local authorities. The management team has also centralised the recruitment function to reduce the financial strain resulting from a reliance on agency resourcing.

A continued investment in our people has been a key theme, ensuring we attract and retain high quality talent by supporting our teams with specialist training and professional development.

I would like to take the opportunity to thank the Board of Trustees as well as employees across the organisation for their commitment and dedication. I look forward to seeing the Trust continue to strengthen and grow in order to meet the changing needs of the people we support.

Ian Shepherd  
Chair of the Board of Trustees





## A message from our Chief Executive

In 2016-17, the Trust has continued to implement its strategy to respond to financial challenges faced by the sector. We have maintained a clear focus on ensuring organisational efficiency and innovation, underpinned by the delivery of consistently high quality care and support.

On the recommendation of auditors we sought external advice from specialist, PwC, on the long-term financial viability of the organisation, which resulted in actions for the Leadership Team and confirmation from the Board of Trustees to move forward with the plan.

Ensuring a greater control on expenditure has been a headline focus for us. In a difficult market the Trust also conducted a review of its commercial strategy to ensure we can offer a competitive product.

The reorganisation of the Trust has enabled us to deliver fundamental changes and centralise strategic themes. There is a wider leadership team in place, backed by an investment in expertise through the creation of long-term interim roles to complement the existing management team. This was mirrored by identifying the need to recruit additional Trustees to reinforce the breadth of skill across the organisation.

Our 'Mind the Gap' initiative saw a reduction in agency spend and gave our employees the opportunity to earn more. The reduced dependence on agency resourcing also reiterated our commitment to quality and consistency, given that our teams fully understand the needs of the people they support and care for.

A continued investment in people was highlighted by a 1-2% salary increase within the year, bucking the national trend, where salaries have predominantly remained fixed. Salary benchmarking and reviewing has also ensured we are more aligned with the sector.

Our commitment to quality has been centrally driven following the appointment of Alison Ritchie as director of quality and governance. The introduction of Managers' Workbooks led by Alison has also been pivotal, ensuring CQC standards are embedded, with the consistent application of quality standards throughout.

**Steve Flanagan**  
Chief Executive



# High quality, person-centred care for older people

Despite a backdrop of change and uncertainty in the adult social care sector, we maintained strong occupancy levels across our residential and nursing care services in the financial year 2016-17.

The change agenda has been driven by our strategic plan and the Trust is playing a supportive role for its teams to maintain the focus on providing high quality, person-centred care. An example of our commitment to ensure greater consistency and quality assurance is the development of Managers' Workbooks across our services. The introduction of managers' conferences has also enabled our teams to benefit from sharing great practice and to enhance creative thinking around how we can go the extra mile to support and care for those who use our services.

Our specialism in dementia care remained at the forefront of our service delivery, with an aim to develop a dementia strategy that will channel this expertise into our own brand of consistent, high quality dementia care. Extensive work has also been undertaken to consider how we might enhance our environments in the coming year for residents living with dementia.

## Our care model



A centralised approach to recruitment has ensured greater consistency in the quality of care we provide by reducing our dependency on agency support. We have undertaken a detailed review of our fee structure in relation to dependency levels, which impacts on fees for both new and existing residents. This has ensured that the Trust is now in line with competitors and that fee structures are more appropriate to the specialist support provided.

## New faces

The Trust has put in place a different structure to give more focus on delivery of care. Two regional directors were recruited to enhance the quality of care and support we give to our managers and their teams. The new roles report directly to the chief executive and ensure our older people's services have a strong voice within the leadership team.

## At the heart of our local communities

With another busy calendar of activities, residents, employees, families and friends were involved in a full programme of events, including Care Home Open Day, Fremantle in Bloom (our popular gardening competition), FreFest, Volunteers' Week, Carers' Week and a host of seasonal celebrations, often based around relationships with other local organisations to cement our links in the communities we serve.

## Sue Faulkner, Leisure and Lifestyle Manager

*"Our carefully developed activities programmes are designed to offer plenty of choice and to encourage engagement and interaction. We work collectively with colleagues, residents and families to ensure everyone is involved."*



## Next steps

We understand that providing high quality, specialist care is dependent on two-way conversations and we remain committed to listening to feedback from those who use our services, their families and wider stakeholders. We are also keen to develop new ways of working and embed best practice from the sector to meet the changing needs of those we support. We recognise that in an ever-evolving health and social care landscape we need to drive this change with our partners. We must seek to understand market changes and identify innovations that can help shape both existing and new services.

**Sancroft Hall** *“Our dad was made to feel like he was at home and he became very close to everyone who was involved with his care.”*

**Cherry Garth** *“The kindness, love and support that the incredible team of management and care staff give is outstanding.”*



# Specialist care for people living with dementia

We have worked hard in the past year to develop our dementia care proposition, supported by continued investment in training and the wider roll-out of the BTEC Dementia Awareness qualification. Across older people's services in Buckinghamshire and London up to 100 employees undertake the qualification each year, which is exceptional within the sector.

## Enhancing our training and development programme

The scope of our dementia training course has widened, with candidates from different parts of the Trust studying and completing the BTEC Dementia course.

In 2016 we introduced a new dementia qualification for activity organisers - the BTEC in Activity Provision. This has been rewritten to reflect the proportion of residents living with dementia who find it difficult to be in group activities that might be too noisy.

## Bedside Buddies

Our Bedside Buddies initiative has been launched in a number of services to support people who are less able to socialise in communal spaces. With a truly person-centred approach, we create 'busy boxes' of photos and belongings with special significance to encourage reminiscence and engagement.

We have cascaded evidence-based practice into our services, such as visual cues to prompt residents of the transition from day to night. Employees at Mulberry Court and Farnham Common House working during the night time wear pyjamas as a helpful steer that it's time to sleep. When residents wake in the night (a common occurrence for older people who have dementia) this is a cue for them to return to sleep. As a result, we've found residents living with dementia enjoy a deeper, less broken sleep, are less agitated the next day, have fewer falls and are also more likely to eat and drink well.

## Transforming environments

Our residential and nursing homes are adapting their environments to become more 'dementia friendly', using a validated assessment tool developed by The King's Fund. This is supplemented with ideas and creative flair to transform environments into vibrant spaces that are both interesting and colourful. Meaningful spaces have also been created where people can sit in small groups, chat and develop relationships.

The focus for the year ahead is the development of a dementia strategy to inform our specialist, person-centred support at every level and ensure greater consistency across all services.

### **Jill Conroy, Practice Development Lead, Dementia**

*"We have developed some remarkable initiatives within our services which are focused around enhancing quality of life for people at all stages of their dementia journey."*









# Learning disability services - A greater shift to supporting independence and choice

2016-17 marked another very busy year for the Trust's learning disability services. Two of our experienced colleagues, Andy Bedwell and Craig Summers, were appointed as regional managers with a key focus on monitoring our services; both of whom bring an extra level of support and a close eye on service delivery.

## CQC Key Lines of Enquiry

A number of quality related themes have been identified which will form part of how we deliver our services in the coming year, as well as recognising truly excellent support. As a result, we are now better equipped to share good practice as well as formalise action planning in response to any need that is identified.

The methodology we have used adheres to the CQC Key Lines of Enquiry. We are also working more closely with colleagues in older people's services to share the person-centred approach that we have developed in learning disability services.

## Growing our presence in Milton Keynes

We have continued to grow our service offering in Milton Keynes. A number of additional tailored packages are being delivered to people in their own homes, as well as a new contract for a small supported living service in the area, which is home to six tenants.

We are working with both local authorities in Milton Keynes and Hertfordshire to transition existing residential services to a supported living model, to enable greater independence and choice.

## Supporting active, independent living

We continue to support people to enjoy busy, active and fulfilling lives. We very much believe that people should be supported to choose what they want to do. The range of activities offered is extensive and is therapeutic as well as work related. We continue to maintain an aspiration to support people who want to be in employment to be able to achieve their goals but this remains a challenge. One example of achieving this aim has been via working with colleagues in older people's services to facilitate work placements for the people we support.





## A busy calendar

Our movie nights continue in collaboration with a local voluntary organisation in Bedfordshire. Other local care providers have been able to access these events so they have become experiences for the wider community to enjoy.

We held a second conference facilitated by Talk Back, the local independent advocacy service. The event was held at our business support centre, which gave an opportunity for the people we support to meet many of the team who work 'behind the scenes' and it was also a great social event. The feedback from this conference was excellent, recognising the need to create a platform to promote our commitment to celebrate the uniqueness of everyone and empowering them as decision-makers.

Our My Time service in Bedford continues to grow, offering a service to many people referred by the local authority. We are confident that our reputation locally is one of delivering high quality, safe, person-centred services in groups or one-to-one settings.

## Milton Keynes Supported Living Service

*"I am very happy with my support workers."*

*"I love my house and all the staff I have are great and they help me."*





# Investing in our teams

## Living our values

We believe in living our values every day. They represent all that we stand for and they run through the heart of the organisation. This is reinforced from the moment people are introduced to the Trust. Our values are woven into the fabric of our culture and have been fully incorporated into our performance management system. Manager conferences give an opportunity for employees to talk about experiences of bringing the values to life and they are also evident on a procedural level within policies and protocols.

## The employee journey

We have developed our corporate induction to include a three-day programme which involves a commitment to having the Care Certificate in place within the six month probationary period, covering core modules of safeguarding and

moving and handling. Team members are provided an overview of the wider organisation with the opportunity to meet our chief executive. We have found this really helps them to navigate the Trust as a whole and our services appreciate that individuals are fully equipped when they begin their role.

## Quality conversations

In response to a call for improved communication in the employee survey, we have developed 'Quality Conversations' - a coaching tool for managers, helping them to have effective, meaningful conversations, from standing by the coffee machine to formal appraisals. This draws on pragmatic coaching skills and uses 'real life' issues as opportunities for quality conversations, which run through the heart of our people strategy.





## Recruitment and retention

Centralising the recruitment process has helped to establish a much more seamless approach as we work with our recruitment partners as part of one cohesive team. Retention conversations have been integrated into regular review meetings with employees and our focus on quality conversations, coupled with an enhanced induction programme, have had a positive impact on retention levels.

## Performance management

We have invested in an intuitive performance management system which enables a consistent approach to appraisals, through clear objective setting, effective documentation and transparent timescales. We've already found the system to be beneficial to recruitment and retention and it also provides support with talent management, succession planning and career progression.

## Empowering managers

The culture shift that has been supported by the strategy roll-out has given power and responsibility back to managers to make decisions. Organisational changes have included a restructure of the learning and development function as well as the way the human resources team operates. This enables the team to work with managers proactively as well as focusing on management development and leadership programmes, making us fit for the future. Innovation remains key, with the creation of HR business partners who have been assigned to services to enable greater clarity and direction when it comes to supporting our people.

## Employee Feedback

*“Corporate induction has helped me understand the needs and care to make a resident’s life fulfilled, happy and content.”*

*“The trainer has enabled me to go to my setting and provide better care with new skills.”*



# Spotlight on quality and governance

Quality and governance remain headline issues for health and social care, as increased expectations from commissioners has translated into greater rigour from regulators.

Care Quality Commission (CQC) found that 77% of adult social care services are currently rated as Good. Overall, The Fremantle Trust has been rated as 73% compliant, and 3% Outstanding (The Heights nursing home was the first to receive this rating in the county) against a national average of 2%.

Areas of national regulatory concern fall under the Safe key question, with a particular need for greater focus on procedure and resources within the nursing care provision across the country.

The Trust was deemed to be 97% compliant under the KLOE Caring rating, with strong evidence of employees building meaningful relationships with the people they care for. This evaluation demonstrated our teams are 'living the values' and showing compassion, kindness, dignity and respect.

## Driving the change agenda

We have reinforced the need for greater vigilance in quality standards and governance across the Trust at both a strategic and operational level. This was demonstrated by a cultural shift to embrace innovation, flexibility and the

development of both internal and external partnerships. We are collectively instilled with more confidence when it comes to challenging inadequate provision, and we have clear plans, goals and responsibilities.

We have invested in strengthening our quality governance systems and actively benchmark against other providers to gain greater insight into our market positioning, recognising our strengths as well as areas for improvement.

## Achievements we're proud of

As a result of our service-wide commitment to quality assurance, we have remained committed to delivering inclusive, person-centred care and support to enhance people's experience. This is at the heart of everything we do.

Despite ongoing pressure, we've taken great strides to increase consistency, standardise processes and support our teams.

Our two-way conversations have prompted continued positive feedback from people who use our services and their families. With a strong leadership culture we have a more collaborative approach and are developing valuable partnerships in the communities we serve. With a vigilant eye on regulatory compliance, we have updated our policies and procedures and our services are supported by robust governance and accountability systems.





## A sector under scrutiny

There is no denying that the sector is under increased pressure, with an expectation to 'do more with less' when it comes to the national financial model. Our challenges have included:

Recruitment and retention – delivering consistent care and support	Having accurate and up-to-date information and data to support decision-making	The pace of change – embedding culture and procedural practices
Competence levels in the team – having the right skills and knowledge	Maintaining compliance in a changing regulatory landscape	Having the appropriate tools to do the job – ability and capacity to utilise innovative services and equipment

## Focus for 2017-18

We are committed to setting a clear direction based on evidence and intelligence and will continue to embed quality monitoring systems. The Trust will recognise, share and celebrate best practice whilst focusing on reducing risk.

A key aim for us is to continue to build upon our capabilities and capacity by improving leadership, management, culture, skills and behaviours. We'll also continue to support innovation, research and creative flair in our commitment to delivering innovative, person-centred, high quality care and support.







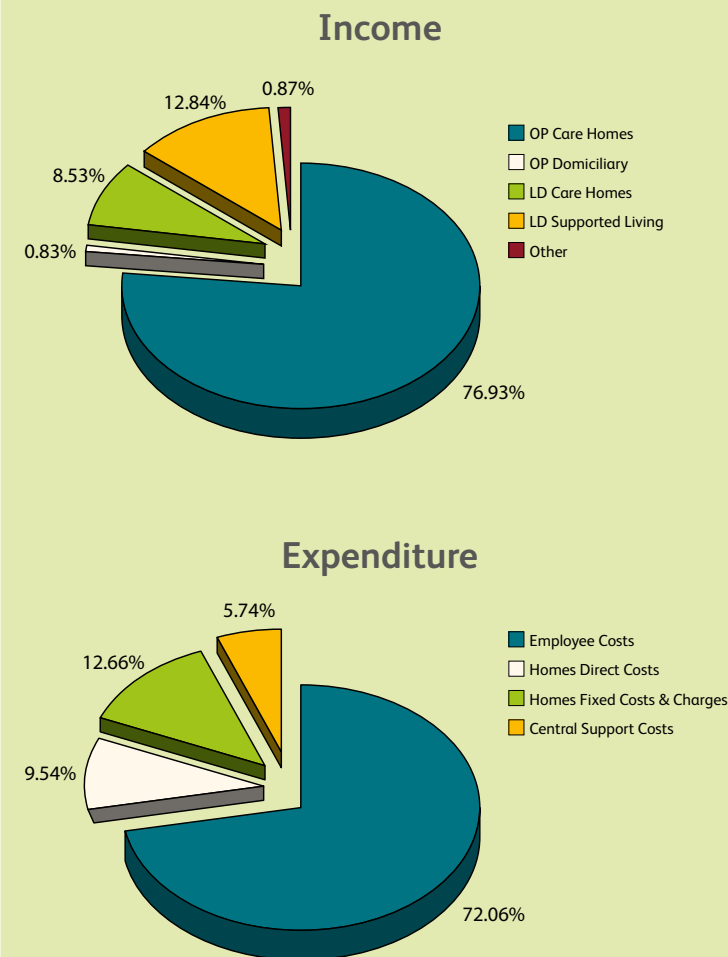


# Money Matters

## 2017 Financial year summary

	Year to March 2017 £'000	Year to March 2016 £'000
<b>Income Breakdown</b>		
OP Care Homes	37,981	36,754
OP Domiciliary	411	966
LD Care Homes	4,209	4,180
LD Supported living	6,340	6,503
Other	431	280
<b>Total</b>	<b>49,372</b>	<b>48,683</b>
<b>Expenditure Breakdown</b>		
Staff Costs	35,785	35,464
Homes Direct Costs	4,738	4,613
Homes Fixed Costs and Charges	6,287	6,175
Central Support Costs	2,852	2,952
<b>Total</b>	<b>49,662</b>	<b>49,204</b>

## Year end to March 2017



The information has been extracted from our audited accounts, a full copy of which can be obtained from the Charity Commission website or from the address on the back cover by writing to our Director of Finance.



The Fremantle Trust, Woodley House, 64/65 Rabans Close, Aylesbury, Buckinghamshire HP19 8RS

Telephone: 01296 393000 e-mail: [enquiries@fremantletrust.org](mailto:enquiries@fremantletrust.org) [www.fremantletrust.org](http://www.fremantletrust.org)

The Fremantle Trust is a registered charity and not for profit organisation providing first class care and support services for older people and adults with a learning disability.

The Fremantle Trust is a company limited by guarantee (Company Number: 2722437) and a registered charity (Charity Number: 1014986) and not for profit organisation.