



# Annual Review 2018

Creating great  
communities

The  
**Fremantle**  
Trust

# Review of 2017 - 2018

## An introduction from our Chair of Trustees

2017-18 was a mixed year for the Trust with a return to an operating surplus, though difficulties were posed by shortfalls in local authority funding to meet the full cost of care provision.

The Trust faced the challenge of turning round the Inadequate CQC rating at Lent Rise House. Significant resources were put in place and a thorough review of quality, management oversight and governance has been undertaken.

We remained committed to delivering a strategy that sees a shift to less dependency on local authorities. Management attention has focussed on continuous quality improvement, reducing agency resourcing and improving occupancy levels.

The recruitment of key roles, most notably nurses, continues to be a challenge. Investment in our people has been a priority, ensuring we attract and retain high quality talent by supporting our teams with training and development.

Looking forward, 2018-19 will see the appointment of a new CEO to deliver the next elements of our strategy and support our continued growth. I would like to take the opportunity to thank the Board of Trustees as well as employees across the organisation for all their commitment and dedication.

Ian Shepherd  
Chair of the Board of Trustees



## A message from our Chief Executive

2017-18 marked the Trust's return to surplus for the first time in five years, with an increase in net assets and positive cash flow at year end.

We have maintained vigilant scrutiny on all aspects of expenditure and continue to have conversations with our biggest local authority providers, with some success to date negotiating price increases in a tough financial climate.

New systems have been introduced, including a central purchase order system which has improved efficiency and made forecasting easier.

We are pleased to have recruited a highly experienced senior management team, with no interim contracts in place at that level. In terms of resourcing, we continued to minimise agency use and achieved a 9% reduction year on year, as well as increasing retention rates across our workforce.

As a result of increased cost pressures due to legislative changes, particularly around the National Living Wage, unfortunately we had to increase our fees for private customers during the year.

The Trust has faced challenges from the Care Quality Commission (CQC), which continues to raise the bar in its inspection criteria, though we are meeting this head on. We responded promptly to the CQC rating at Lent Rise House with a robust strategy to resolve issues, though these challenges had a negative impact on our cost base.

CQC acknowledged our collaborative approach to ensure positive changes across the Trust, which was highlighted at Chesham Leys with a 'Good' rating, following a challenging report last year.

Moving forward there is still a requirement to resolve longer term issues with our local authority partners.

We plan to invest in technologies to support care planning and enhance efficiency. Our focus is on building on the foundations we have achieved by continuing to innovate, while providing high quality, person-centred care across our services.

**Steve Flanagan**  
Chief Executive



# Creating thriving communities for older people

We remained committed to our strategic aims across older people's services to maintain quality, reduce our reliance on agency spend and increase occupancy rates.

February 2018 marked our debut leisure and lifestyle workshop, to ensure we continue to develop a stimulating and creative blend of activities to meet residents' individual needs. The event provided a valuable opportunity for discussion and to share best practice across services.

Our managers' conferences continue to be well received, supporting the Trust's commitment to provide platforms for peer engagement and uphold an ethos of continued learning.

We appointed new members of the team in 2017-18, with Robin Comerford taking on the role of regional director of older people's services and Anna Iljina joining as manager of Dell Field Court.

Sancroft Hall was handed back to the local authority in February 2018, following the creation of a council-owned company specifically designed to manage the service. All roles were protected by TUPE regulations and we expressed our sincerest thanks to team members who had contributed to the delivery of the service over the years.

## Feedback and referrals

It has been good to see our managers really getting behind review site [carehome.co.uk](http://carehome.co.uk) and recognising the importance of this online platform as a referral mechanism. We have seen an increase in good quality reviews which supports the work we have been doing and the value we place on feedback and two-way conversations.

## A busy calendar of events

In 2017 we enjoyed another splendid Fremantle in Bloom, we launched a partnership with Dementia Club UK and celebrated National Poetry Day with the creation of our own collection of poems called 'Reflections'. We also celebrated the Trust's 25th anniversary with a series of events across all our services.

In September 2017 Caring Times hosted its inaugural Best Practice in the Care Sector conference in Birmingham and invited the Trust's leisure and lifestyle manager, Sue Faulkner, to speak about the development of our Bedside Buddies programme for residents who don't or can't take part in group activities. This continues to be rolled out and is seeing some very positive results.

## Wishes & Dreams - changing lives

Our Wishes & Dreams initiative continued to thrive, with resident Pat Langford returning to her former workplace at The Holiday Inn for a special tour and lunch. Pushpa Vadher from Carey Lodge was able to fulfil her dream of making clothes for the British Red Cross thanks to receiving the kind donation of a sewing machine, material and patterns. Residents at Meadowside even took to the skies on an exhilarating flight, thanks to the team at Aerobility in Camberley.



## Challenges

Lent Rise House received a rating of 'Inadequate' after a CQC inspection in January 2018. As a result of this, the Trust put a highly experienced team in place and created a robust action plan to respond to issues raised. The team has been working closely with CQC to ensure it meets the requirements and realign the service with our commitment to high quality, person-centred care.

## Next steps

Our focus remains on ensuring the Trust's older people's services are underpinned by sound governance and exacting quality standards. We also aim to continue to build partnerships and develop the services we offer in line with the changing requirements of the people we support.



# Supporting people to live well with dementia

The Trust continues to develop its dementia care offering, underpinned by investment in training, new technology and innovations to support people to live well.

## Best practice and innovation

We continued to focus on transforming environments to make them more enabling for people living with dementia. To guide us we used an evidence based tool, developed by The Kings Fund for the Department of Health, to conduct environmental audits at a number of our homes to drive momentum in this area.

In order to inform the development of our dementia strategy, which was delivered in February 2018, we held a series of focus groups to draw on the insights of those working across our services.

We have formed a relationship with Alice Osborne from Active Minds, who provide innovative products for people living with dementia, and are working with Alice and the team to potentially trial a number of products in our services.

With a keen eye on emerging technologies, we explored funding opportunities to potentially source Tovertafels and Mobii in a number of our older people care homes. These 'magic tables' use interactive light projections to stimulate play and sensory engagement, which is beneficial for people living with dementia.

## Training and skills development

In the last year we supported 90 members of our team through specialist dementia training, with 76 employees collecting their BTEC dementia Level 2 awareness accreditation at our annual awards ceremony, and 14 people achieving a BTEC in activity provision.

In 2017, 484 individuals attended dementia training and we have continued to receive positive feedback about how this understanding has translated into day-to-day roles.

We have also introduced a module in the corporate induction to focus on dementia care. This ensures consistency and supports new recruits in their understanding of the subject as soon as they come on board.

Following BTEC's decision to cease awarding qualifications in our sector, we have developed a relationship with the Council for Awards in Care Health and Education (CACHE), and have CACHE dementia awareness Level 2 courses in Bucks and North London. Evening training sessions continue to run for employees working night shifts as well as seminars for families to support them in their understanding of dementia care.

## Moving forward

Our aspiration is to continue to explore technologies with proven benefits in dementia care and to roll out our dementia strategy across the organisation to encourage people to live as fully and independently as possible.





# Supporting people with learning disabilities to live independently

The Trust's learning disability services continued to develop over the course of 2017-18. Milton Keynes Supported Living has gone from strength to strength, supporting more than 100 people and creating roles for an additional 23 employees in the last year. The quality and care at the heart of this service has earned the Trust a great reputation among stakeholders.

## A thriving community

The social calendar has been a busy one, with a series of fun and imaginative events, including the much anticipated annual Christmas ball. Our relationship with Ampthill-based social enterprise, Zonita, continued throughout the year, providing an opportunity for people from different learning disability services to come together to enjoy their favourite movies at the community cinema.

## Training partnership with Bedfordshire Police

Officers from Bedfordshire Police attended a number of training sessions delivered by the learning disability support team and tenants at Bedford Supported Living, who provided first-hand guidance on liaising with vulnerable people.

The training focused on the government standard, 'Achieving Best Evidence' (ABE) which ensures guidelines are followed in criminal proceedings when police officers are interviewing vulnerable adults and children or calling upon them to give evidence.

The partnership with our service ensured police officers have a thorough understanding of all aspects of living with a learning disability. This bespoke training included an overview of the range of disabilities and needs, mental capacity assessments, safeguarding, communication and mental health.

## Recruitment

As with all services across the Trust, we have faced challenges to reduce our dependence on agency resourcing. The Fill the Gap initiative, which rewards employees for working additional shifts, has made a positive impact whilst also ensuring that service users were consistently supported by a team who share the Trust's mission, vision and values.





## Investing in our teams

Colleagues in the learning disability service have continued to participate in dementia training to enhance their knowledge. This is aligned with the corporate aspiration to have a thread of dementia awareness development running through every aspect of the Trust's service provision.

## Looking ahead

We remain focused on the continuation of service development, while ensuring our commitment to quality, kindness and compassion remains at the core of everything we do.

## Milton Keynes Supported Living Service

*(Bottom right)* Shaun Littlejohn, who is registered blind and has a learning disability, realised a lifelong aspiration to drive thanks to The Trust's Wishes and Dreams initiative.

## Shaun Littlejohn, service user at Milton Keynes Supported Living

*"You're telling me fibs - it really can't be true!"*



# Supporting and investing in our people

## Embedding change

In the last financial year, the Trust has focused on consolidating change following the introduction of core initiatives such as the three day induction and a new performance management system.

We hosted a series of workshops called 'Performance Matters', which explored how team members are motivated, examined strengths and weaknesses and identified training opportunities. Our focus on performance has also provided scope for the development of a talent management programme moving forward.

We are increasingly seeing a requirement to support IT literacy across the Trust in order to transition to software which will enable us to be more effective and innovative in the way we work.

## Resourcing and retention

Although the reliance on agency resourcing still remains a challenge in 'hot spots' across the organisation, there has been progress in some areas, particularly with the Fill the Gap initiative.

Recruiting and retaining skilled employees in a highly competitive market requires creative thinking. We have focused our efforts on attracting fresh talent, given the average sector employee age of 40-50.

The induction onboarding programme has proved to be a valuable means of preparing new members of the team. It is also a robust platform for training and development, which ensures the delivery of consistent, high quality care across our services.



## Challenges posed by legislation

The government's compliance scheme aimed at social care providers to review retrospective payment owed for sleep-in shifts continues to pose a challenge across the sector. The Trust has signed up to the Social Care Compliance Scheme, which was set up by the government and we have held consultation events to support employee engagement around this issue.

Gender Pay Gap legislation requires the Trust, as an organisation with more than 250 employees, to report the gender pay gap on an annual basis. With a predominance of females in the sector, our gender pay gap is largely caused by the structure of our workforce. In particular we have a small number of male colleagues in management and leadership roles within our Business Support Centre, which is where we see a gender pay gap of 19.7%. We are addressing this issue via initiatives, including role benchmarking, pay and benefit audits, investigating the take-up of flexible working arrangements and childcare options as well as setting up school and college partnerships to promote the benefits of a career in care.

## Celebrating success

More than 250 employees were recognised for their commitment to continuous development at the annual awards. Qualifications and accreditations included dementia awareness, supporting activity provision in social care, Level 3 diplomas in adult social care and clinical healthcare support and Level 5 diplomas in leadership and management.

## Ambitions for the next year

We are looking to audit our current marketing recruitment strategy across all channels to develop our employer brand, as well as an internal communications framework to promote two-way conversations at every level throughout the organisation.

We will also be working on evaluating and implementing a benefits and perks offering, as well as talent and management development programmes to ensure our people are fully supported along their career path at the Trust.



# A rigorous approach to quality and governance

## Understanding the context

The health and social care sector has witnessed an increase in expectations from commissioners as well as greater scrutiny of contractual and regulatory compliance. CQC has continued to place more focus on leadership and oversight of quality and outcomes in its assessment criteria. Added to this was a requirement to prepare for the legislative demands of GDPR coming into force and its implications on how we manage data and personal information.

## Strategic approach

The Trust's quality and governance strategy is underpinned by a commitment to keep people healthy and safe. Benchmarking is key to this in order to provide scope for evaluation and to understand the strengths and weaknesses both within the team and across our services. A key facet of our approach has been our responsiveness to services that are not fully compliant, to create a robust, measurable plan of action, as well as an overarching drive to develop seamless processes and person-centred practices.

## Key priorities

The strategy highlighted clear priorities for the Trust to address, which included:

Challenging inadequate provision with plans that have clear outcomes, goals, measures and responsibilities.

A culture shift to embrace innovation for a continual improvement programme that enhances people's quality of life.

Supporting our responsive, competent and skilled workforce through a choice of high quality creative solutions.

Creating greater flexibility and capacity through effective partnerships.

Strengthening quality governance systems and making all services compliant with regulatory, contractual and legal good practice.

Developing strategies for addressing key issues, such as dementia, clinical support and health and safety.



## Positive achievements

By bringing greater clarity to our aims and objectives, we were able to improve regulatory compliance and we also received continued positive feedback from residents, tenants and their families about their experience of our services.

We strengthened partnerships both internally and externally and ensured our organisational quality systems and practices were scrutinised and improved. Our governance and accountability services were also reviewed in line with best practice. With a sound leadership team we have supported knowledge and skills acquisition within our workforce to align with high quality, person-centred care and support.

## Focus for 2018-19

The Trust will continue to review service structure to enable the development of management skills and behaviours to assure quality and safety is sustained. We remain focused on strengthening our quality monitoring systems and reporting as well as the development of oversight and increased analysis of health and safety and wellbeing within our service delivery. As an organisation we need to ensure we have the ability and capacity to use innovative systems and technology to enable greater commercial and operational efficiency.

We will support the recognition and celebration of outstanding care and support as well as the need to share this across our services as a continued commitment to learning. The Trust also aims to encourage research and innovation in the areas in which we specialise.



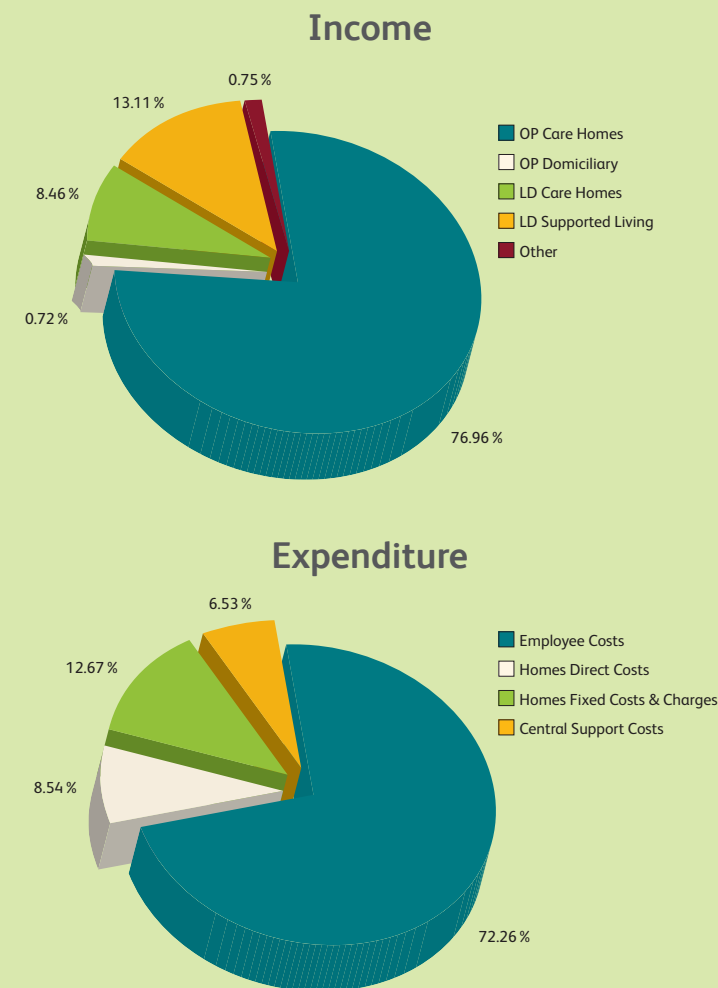


# Money Matters

## 2018 Financial year summary

	Year to March 2018 £'000	Year to March 2017 £'000
<b>Income Breakdown</b>		
OP Care Homes	40,330	37,981
OP Domiciliary	375	411
LD Care Homes	4,432	4,209
LD Supported living	6,872	6,340
Other	395	431
<b>Total</b>	<b>52,405</b>	<b>49,372</b>
<b>Expenditure Breakdown</b>		
Staff Costs	37,531	35,785
Homes Direct Costs	4,433	4,738
Homes Fixed Costs and Charges	6,583	6,287
Central Support Costs	3,392	2,852
<b>Total</b>	<b>51,939</b>	<b>49,662</b>

## Year end to March 2018



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.