

Annual review 2015-16

Caring for our future



www.fote.org.uk

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Front cover image: The Queen's 90th birthday has been a great opportunity to get together and celebrate.

Welcome



Welcome to our 2015-16 annual review

It has been a year of change at Friends of the Elderly. We have been presented with challenges and have had to make some tough decisions. What remains unchanged is our mission to support all

older people – and as you continue through this review I hope you'll agree that we have many successes to celebrate.

We have been looking at how we operate to ensure a good future for the organisation. Our focus has been more than financial – structural changes have been made and internal processes reviewed to reflect our focus on quality, efficiency and effectiveness. We have been working hard to ensure that we have the right staff in the right places, to deliver a high standard of care. We have also been making sure we reach out to those who need our services by increasing our awareness raising and public relations activities.

We continue to be committed to supporting older people – particularly those affected by physical or mental frailty, loneliness or poverty. This year we have supported hundreds of older people through our services – you will hear from some of them over the next few pages. I would like to extend a special thank you to our committed volunteers, enthusiastic supporters and our generous donors including The John Swire 1989 Charitable Trust, The Lennox Hannay Charitable Trust, The Ofenheim Charitable Trust and The Joseph Ettedgui Charitable Foundation.

It is the dedication of our staff team that makes me so proud to lead the organisation. With their support we have been able to continue to make a big difference to the lives of older people over the past 12 months. I look forward to working with this great team in the year ahead to drive home the changes underway and make the organisation more effective on behalf of the people who use our services.

Steve Allen
Steve Allen,
Chief Executive

About us

A caring organisation with a rich history

Friends of the Elderly has been supporting and caring for people since 1905. We aspire to a society where older people are treated with respect and given the opportunity to live fulfilled lives. Through our care homes, community services, befriending activities and grants, we support all older people, especially those in need due to physical or mental health, isolation or poverty.

We are proud of our rich history and in June we celebrated our patron The Queen's 90th birthday and 63 years of Her Majesty's support. Many of our care homes and the people who live in them have their own histories to celebrate too. This year saw 100th birthdays, 65th wedding anniversaries, and many events to help mark the unique heritage of our care homes.

Our Future of Loneliness research continues to guide our work to reduce loneliness and isolation in the older population. Through extending our Football Friends programme and continuing to drive forward our *Be a Friend* campaign, this year we have supported even more people to forge new friendships and connect with their communities.

Our organisation

As a charity and a provider of care and support to older people, including those with dementia, we invest in our people and processes to ensure our operations are responsible and sustainable.

Governance

Through our trustees, who meet four times a year, and through our Senior Management Team, we ensure that our guidelines protect, serve and empower our employees and the people we care for.

People

Our staff are the cornerstone of our organisation. They are the people who our clients and their families know and trust, and they are the ones that do so much to build relationships with the partners, funders and supporters of our work. That is why we maintain our Investors in People accreditation.

Health and safety

The health and safety of our staff and the people within our care is of primary importance. Through our dedicated in-house resources, training and procedures, and pro-active approach to managing risks, the users of our services, our staff and our volunteers remain safe.



Fundraising for Friends of the Elderly is a great opportunity for team bonding.

At a glance

14

care homes



296,564 hours of home care delivered and

85,536 hours of day care delivered



£157,000

distributed through one-off grants and regular allowances

Over 400 volunteers



provided over 42,000 hours of their time helping 600 older people

5,472



volunteering hours



7,700 over 75s attended 370 Christmas Day activities



received from supporters through donations and fundraising

Befriending services



Days out are a great way to stay connected with our communities.

A phone call or visit from a friend

Friendship is a precious commodity that can seem scarce as we get older, especially if living alone or finding it difficult to get out and about. Our befriending services offer a friendly call or visit to people who live on their own or have little contact with family, friends or neighbours.

In 2015-16, through telephone befriending and face-to-face visits, over 300 trained volunteers provided a lifeline to those living with loneliness. Many older people, like 86-year-old Valerie, have been widowed, lost life-long friends, or lost touch when people have moved away.

Sitting alone in her flat day after day, too frail to go out following a knee operation, Valerie wished she had someone to talk to. Thanks to our supporters Valerie now receives regular contact from a volunteer:

"I was really isolated and lonely before Friends of the Elderly became part of my life – but I'm not anymore. I live in an area where there are lots of young families with babies. They don't have time for a long conversation. Friends of the Elderly has helped me through what has been a very difficult time. They are a real lifeline to people like me."

We recognise that older people living in care homes and sheltered housing schemes can become isolated too. That's why more than 100 volunteers provided additional support to teams across our 14 care homes this year to make sure we could meet the individual needs of all of our residents. We are also working with 11 sheltered housing schemes in Woking, Surrey, to provide volunteer-led coffee mornings and activities to overcome the loss of warden services. All our befriending services are free to those who need them.

Our volunteers



Volunteering is a great way to combat loneliness after retirement.

Making a difference

Our volunteers are invaluable to the work we can achieve. From providing one-to-one friendship to older people, to supporting our care homes to run an exciting programme of activities, they are instrumental in making sure older people live full and happy lives. Margaret, 73, uses our befriending service and said: *"Jan has made such a difference to my life. Life wouldn't be so good without Jan's regular visits. I know that I can ring her any time if I have a problem – she is now such a good friend."*

Sarah Dell has been volunteering at The Lawn care home in Alton, Hampshire, for three years. Sarah visits the care home at least once a week to host activities and socialise with the residents. She has also set up links with schools, Scout groups and other local organisations, helping the home to be well connected in the community. Sarah loves The Lawn — its history, residents, beauty and grounds. She volunteers with a passion, and enjoys sharing a joke and laughing with the residents. Sarah's generosity and talents are exceptional. She is a wife, mother and has a full time job but still makes time for the residents each weekend. One resident said: *"I don't need pain relief — I just need Sarah."*

This year, we have restructured our volunteer support team and upgraded our guidelines to ensure volunteering is a truly rewarding experience.

Grants



Peer support groups are a lifeline to families caring for a person with dementia.

Supporting people

Our grants programme provides one-off grants and regular allowances to help relieve the stress and worry often experienced by older people on very low incomes. In 2015-16, £157,000 was granted to over 500 older people who needed our support, people like Fiona.

Fiona is a 71-year-old widow with various health issues that affect her well-being and mobility. She was referred to us because on her basic state pension and pension credit of £151 per week she could not afford to replace her broken cooker. She had been struggling to use a microwave and chip fryer for her meals, and had been advised by her doctor to make herself fresh food. We gave her a £219 grant to buy a new cooker.

Our one-off grants are relatively small, but the difference they make to people's lives is significant – people like Doreen, who simply wanted to ease the pain of her arthritis by getting a good night's sleep.

For weeks Doreen, 76, had been sleeping in a chair, as her and her husband's old mattress had deteriorated so much over the years that it was exacerbating her pain. Due to the high costs associated with Doreen's health issues, the couple could not afford the new mattress that she needed. Therefore, we gave them a £239 grant towards it.

A few weeks later, Doreen sent us a thank you card saying: *"I am so very grateful for your very kind and generous support. I look forward to a restful sleep in bed with my wonderful new mattress – tonight!"*

Reaching communities

In 2014, we piloted our *Be a Friend* campaign in Sussex to discover the best way we can support local and regional organisations also working to reduce loneliness in the older population. In response, *The Friends of the Elderly Fund at Sussex Community Foundation* was launched in November 2015. The £15,000 fund was to provide grants to charities and groups which help reduce loneliness and isolation, and promote social engagement and befriending among older people in the county.

Applications for the fund closed in January 2016, and grants went to eight organisations, including Bognor Community Action Network. The Network's *Creative Communities* project brings together those experiencing loneliness and isolation to get involved with acrylic art workshops. These classes encourage older people to make new friends, grow in confidence and develop their skills. The fund supported the group to launch two new groups each week to reach even more people.

In 2015, we brought our grants, befriending and volunteering services together into one central team to ensure the older people who contact us receive the most effective support, and so that we can better understand and react to the changing needs of older people in their own communities.



Support for community groups is especially important in rural areas.

Photo courtesy of Summersdale Afternoon Club.

Residential care



An incredible milestone was marked with a special trip.

Providing high-quality caring homes

Through our 14 care homes, we have continued to provide support and accommodation for those requiring residential, nursing or dementia care. Our residents have had a wonderful year – celebrating big birthdays and wedding anniversaries, enjoying events in our homes' beautiful outdoor spaces, and welcoming in members of the community for volunteering days.

Our focus this year has been on increasing effectiveness and efficiency to secure the future of our care homes. We have made a number of changes to ensure that our homes deliver the highest quality care and are great places to live and work.

This year, we welcomed a new inspection style from our regulators, the Care Quality Commission (CQC). The inspection itself is more in depth and more meaningfully includes our residents and their families' views — an approach that mirrors our own belief in putting individuals at the centre of everything we do.

Of the revised assessment style, one care home manager said:

"The new inspections are more focused on getting feedback from residents, families and staff, which is great. They are very different to those of the past, when a lot of time was spent speaking with the manager about achievements at the home. The inspectors we have had this year have been honest, realistic and helpful, and I look forward to building good relationships with them in the future."

In 2015-16, the majority of our care homes received a 'Good' rating and where improvement was required,

this was already being addressed. One home received an 'Inadequate' rating, but we have worked hard to use the experience as a positive opportunity to not only improve quality, safety and compliance there, but across all of our care homes. At the time of publishing, we are delighted to report that the work we have done with CQC, residents, families, staff and the wider local community has resulted in a 'Good' rating following an inspection in July 2016. It is rare for a home to move from an 'Inadequate' to a 'Good' rating over such a short period of time. Such an achievement reflects the commitment and passion of staff, who have worked hard to enhance the quality of care at the home and embraced the changes required to do so.

Putting safeguarding at the centre of care

An area that is integral to improving quality is safeguarding, which this year has been a focus throughout the charity – in our care homes as well as our community services. To ensure our policies and practices are as effective as possible and safeguarding is at the centre of everything we do, we have been working closely with the Social Care Institute for Excellence (SCIE).

In addition to revising policies and procedures, our Safeguarding Project Team visited many of our homes and services to gather feedback from residents, families, staff and volunteers, and provided training to staff and trustees. The team received very positive feedback around the issues of people 'feeling safe' and knowing who to speak to if they felt that someone was at risk of abuse. There were also some lovely comments about our care homes being wonderful places to live. We have taken everything we have

learnt from this project and set up our own in-house Quality and Improvement Team, to ensure that we embed and refresh our findings in the months and years ahead.



Our homes have rich histories. The Lawn was once home to Victorian writer Elizabeth Gaskell.

Community services



Birthdays and anniversaries are a time for celebration.

The care and support people need to live well

From supporting people to remain living in their own homes, to providing care at our day centres so people can get together, our subsidiary – Triangle Community Services – continues to help people enjoy a standard of living beyond just the practical aspect of care. Whilst continuing to provide thousands of hours of care through these vital services, it has been a year of new things at Triangle – officially launching with a new name in April, opening a new home care service in Bournemouth in November, and introducing community coffee mornings across a number of locations towards the end of the year.

During the year we continued to provide person-centred care built and delivered around service users' individual needs. Our focus has also been on staff recruitment and retention to ensure we can provide consistently high-quality services.

In the last year we provided more than 85,500 hours of support to 271 people in our day care centres, while 791 people received over 296,500 hours of care in their own homes. Our Stroke Project, a public health intervention, supported over 200 stroke survivors during the period, through social groups and exercise sessions. The team also worked with the local community and voluntary sector to raise awareness about and provide information on preventing falls and staying healthy.

In November 2015, we launched a new home care service in Bournemouth, running from the site of our care home in the town, the Retired Nurses National Home. This service operates seven days a week and means we now have six home care and four extra care services operating across the country.

Investing in our staff

We believe high-quality care can only be achieved and sustained if we invest in the development of our staff. That's why we support staff to reach their current and future career goals, and make sure they have the best possible experience whilst working in one of our services.

Samantha Dunmall worked at Triangle Day Care Wallington from 2009 until 2015, first coming to the service on work experience as a health and social care student. Following her studies, Samantha volunteered at the centre, before becoming a member of bank staff and joining the team on a permanent basis. Samantha left the service in 2015 to pursue a career in nursing.

Samantha said: *"I had an amazing seven years at Triangle Day Care Wallington, during which I achieved my Health and Social Care Level 3 qualification. Working at the centre hugely impacted my future career as I learnt so much while I was there – not only within my job role but also as a person.*

"I enjoyed everything about working at Triangle, but the most enjoyable aspect was the service users. I thoroughly enjoyed meeting so many different personalities, supporting their individual needs, and making that small difference to someone's day.

"The staff team and management were great too, it was like a big family – all there to support each other. Without the support from Amanda, Wendy and other colleagues, I could not imagine where I would be today. I couldn't recommend working for the organisation enough."



Working in care is a rewarding career choice.

Our supporters



Football loyalties spark new friendships.

Building relationships

We couldn't do what we do without the generosity and commitment of our wonderful supporters. From those who respond to our appeals and take on challenges, to trusts that have supported us for many years; their donations make a huge difference to older people's lives.

This year has been about building new and sustaining long-standing relationships. With the fundraising challenges faced throughout the voluntary sector, we have worked with supporters to make sure they have all the information they need to make informed decisions about their donations. We have also been focused on identifying, applying to and working with charitable trusts that can help us address older people's needs.

We would like to thank everyone who donated in 2015-16. Your contributions have directly supported hundreds of older people and made a real difference to their lives.

Connecting friends through their love of football

Football Friends is a five-week programme, run in partnership with football clubs and digital delivery partners including Barclays Digital Eagles. The programme aims to connect individuals through their shared love of football and teach them how to stay connected online. In its first year, the programme has already changed the lives of many older people – people like Don.

Don, 68, had been really looking forward to retirement. When it came, he thought he had been enjoying it on the whole, until one day his wife and daughter commented that he hadn't left the house or spoken to anyone else other than the two of them for a few days. He realised they

were right and was shocked at how easily he'd slipped into this routine and become isolated without even noticing. Don joined us for our first Football Friends programme and said: *"You hear so many things aimed at 'senior ladies' but little for men. It's a shame – Football Friends has changed my life."*

Since then Don has become a valued volunteer at Friends of the Elderly and has been instrumental in making further Football Friends' programmes a huge success. In 2015-16, Football Friends would not have been possible without the support of the Professional Footballers' Association, the W G Edwards Charitable Foundation, and other trusts and individual donors.

Amazing individuals

The generosity and commitment of our supporters never fails to astound us. Adam Lamb entered the London Marathon in April 2015 and was delighted to be running for a charity that was so close to his heart.

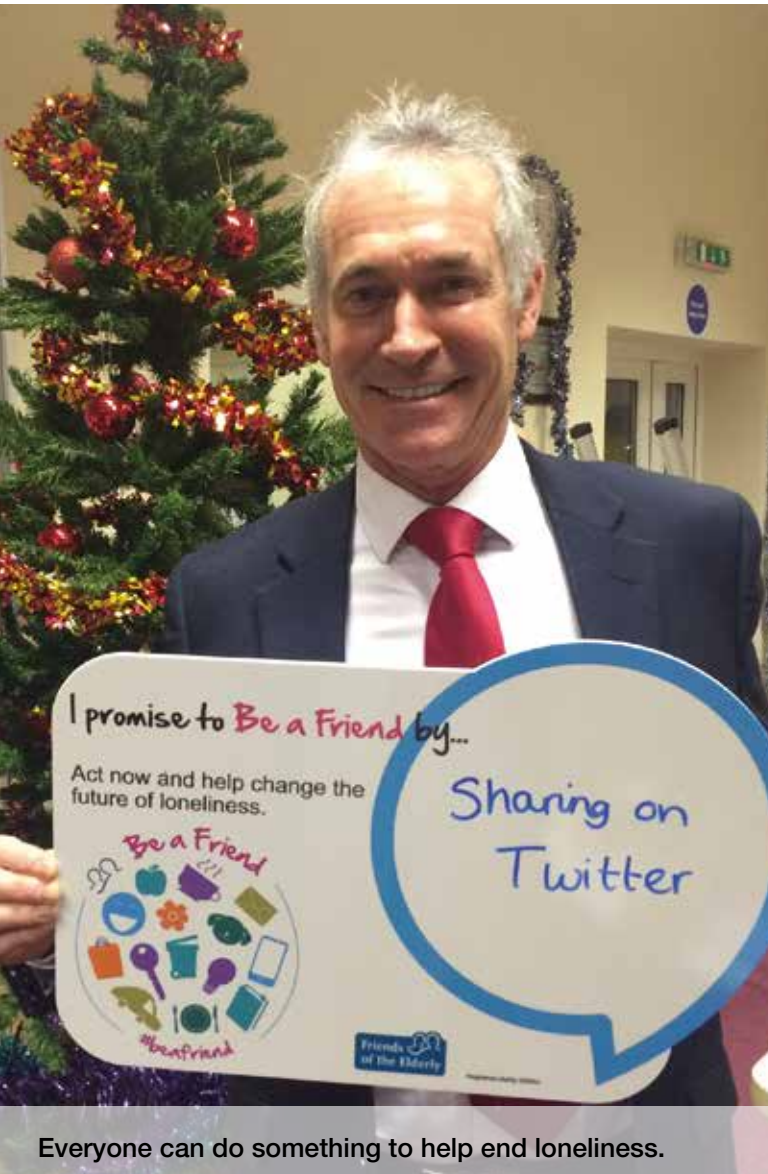
Adam said: *"I was absolutely delighted to find that Friends of the Elderly had chosen me to represent them in the 2015 Virgin Money London Marathon. Running a marathon has always been a life goal and I couldn't have been happier to run for a cause that I care so passionately about. While small acts can make a big difference to the issue of loneliness, I know that in order to facilitate change on a larger scale, charities like Friends of the Elderly also need donations."* Adam raised in excess of £6,000, which went directly to supporting older people who are lonely and isolated.

As Adam recognises, donations are extremely important to help us continue our work. There are many ways people choose to support us and those who remember us with gifts in their Wills are a vital part of this. We would like to recognise a very special gift left to us from a resident at our Sherwood House care home in Nottinghamshire. He kindly left just over £370,000 for the benefit of fellow residents and the home where he lived for the final years of his life. While this gift was quite exceptional, we are very grateful to everyone who chooses to support us in this special way, however large or small the amount.



Fundraising is a great way to celebrate the lives of our older friends and family.

Campaigns and profile raising



Everyone can do something to help end loneliness.

Addressing issues and sharing solutions

Raising awareness about the issues that affect older people is essential if we are to achieve our mission of all older people living full and respected lives. Continuing with our *Be a Friend* campaign, we have worked with the media to share issues facing older people and solutions. Our *Future of Loneliness* research continues to be our guiding document as we address the fact that over five million older people are affected by loneliness in the UK.

Bringing our press office in-house in April 2015 has helped us be more effective and maximise opportunities — 548 pieces of media coverage were achieved in 2015-16, with a combined circulation of over 156.4 million.

Being more neighbourly

In the second year of our campaign to connect people within their communities, we have seen an additional 1,358 people sign up to *Be a Friend*. This year we focused activity around International Day of Friendship, a campaign that generated impressive reach through traditional and social media. The Telegraph and The Express covered the campaign and its reach exceeded 5.3 million on Twitter. Malena promised to *Be a Friend* by 'Remembering that even in a huge city, we all form part of the same community.'

At the end of March 2016, more than 2,700 people had made a promise to *Be a Friend* – we would like to thank each and every one of them.

Connecting people at Christmas

Traditionally, our Christmas campaign activity has been focused on bringing members of the community into our care homes. In 2015, in order to increase our reach, we formed a partnership with Community Christmas – a charity that encourages people to put on activities on Christmas Day and matches older people with activities in their area.

Recognising the unique offer both partners could bring to the table was the key to the campaign's success. Combining Friends of the Elderly's history and expertise with Community Christmas' on the ground support resulted in 7,700 over 75s attending 370 Christmas Day activities. We were able to secure some impressive media coverage too, with 222 pieces recorded for the campaign.

Joan, 89, started going to her local Community Christmas activity with her husband Bill after his Alzheimer's made it difficult for them to visit family. When Bill passed away in 2012, having other people to share Christmas Day with was a huge support for Joan, who said: "*Having Community Christmas has been a lifeline. Now I'm able to spend the day surrounded by love and friends who I keep in touch with throughout the year.*"



No one should spend Christmas alone unless they choose to.

Financial performance



Fundraisers go the extra mile to raise funds to support older people who are lonely.

Focus on sustainable growth

We are pleased to report a significant improvement in operating results during the year, with Friends of the Elderly, Triangle, the Retired Nurses National Home and other subsidiaries together reporting a Group surplus from operations (net income before gains and losses on investments) of £139,000. This compares to the previous year which reported a deficit from operations of £1,952,000 (after restatement for changes in accounting standards).

The volatile investment market resulted in losses on our investments based on the market position at the end of 2015-16. This has turned the operating surplus for the year into an overall reported deficit.

The improvement in our finances is partly the result of an ongoing and comprehensive programme to support sustainable growth, whilst still investing in the quality of our services. We also successfully renegotiated a number of public sector contracts in the year, to ensure a fair fee for our home care services.

We are grateful for continued support from our donors and fundraisers. Fundraising income of nearly £1m was received in the year. Some of this income is restricted by the donors to be used for the benefit of our residents or to support ongoing running costs of specific care homes. Other income supports our volunteering services and grant giving.

The Group's balance sheet remains strong, with net assets of £36.7m, and net current assets of £2.1m. Our general reserves are also above their target level.

Financial highlights

Income:

Donations and legacies
Charitable activities
Investment and other income

Expenditure:

Raising funds
Charitable activities
Other expenditure

Net income/(expenditure) before gains/losses) on investment:

Gains/(losses) on investments
Other gains/(losses)
Net movement in funds

2016

£

2015

Restricted

£

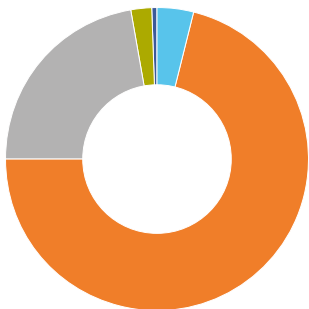
982,318	608,860
23,741,193	22,360,548
612,452	563,992
25,335,963	23,533,400

632,191	660,091
24,531,254	24,754,742
33,546	70,174
25,196,991	25,485,007

138,972	(1,951,607)
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(305,475)	529,296
(75,235)	4,287,426
(241,738)	2,865,115

Income



- Donations and legacies
- Residential care
- Community services
- Investment income
- Other income

The future



A regular activities programme helps residents lead happy and fulfilled lives.

Continuing to help end loneliness

We are continuing our Football Friends programme and have four cohorts confirmed with West Ham United FC for 2016-17. Our Christmas activity will once again be run in partnership with Community Christmas and we will support the founder's new initiative, Coffee Companions.

Enhancing our volunteer experience

We are introducing a new volunteer database to ensure we can be more efficient and invest more of our time supporting more people who come to us wanting to give something back.

Maximising our fundraising successes

We are continuing to work with trusts, grant givers, companies and individuals to help us support many more older people in 2016-17, whilst revisiting our wider fundraising plans to bring them in line with the recent changes in charity fundraising regulation.

Supporting more people in the community

We are growing our home care services in Alton, Hampshire and Bournemouth, Dorset, and launching a new day care service in Woking, Surrey. By the end of 2016-17, we hope to be delivering up to 1,000 additional care hours per month.

Focusing on quality and effectiveness

Our newly established Quality and Improvement Team is working to ensure lessons learned in 2015-16 are shared and embedded across all of our services. A new commercially-orientated team has also been put in place

to ensure our homes and community services are well-marketed to maintain demand for our services and a resilient supply of care staff, with the latter helping us to better control the use of costly agency staff.



Opening the doors to our services helps keep people connected to their community.

Trustees and patrons

Royal Patron

Her Majesty The Queen

President

HRH Princess Alexandra,
the Hon. Lady Ogilvy

Vice Presidents

Robin Aisher OBE

Roderic Bullough

Lady Elizabeth Cavendish CVO

Lady Gingell

Joan Orford

Rear Admiral Anthony Wheatley CB

Patrons

The Rt Hon Baroness Boothroyd OM PC

Professor Dawn Brooker

Diana Lady Farnham DCVO

Baroness Sally Greengross OBE

The Hon Mrs McAulay

Sir Michael Perry GBE

Board of Trustees

Chairman

Kerry Rubie

Trustees

Joannie Andrews

Martin Burdes

Sonia Campbell (Triangle Community Services)

Rob Chapman

Rt Hon Viscount Devonport

Rikki Garcia (Triangle Community Services)

Susan Hudson (retired July 2016)

James Hussey

Debbie Meech

Jonathan Passman

James Ross

Jeremy Withers Green

Thank you

We would like to extend a special thank you to the following trusts for their long-standing support.

The Alan Cadbury Trust, [The Albert Hunt Trust](#), [The Ancaster Trust](#), The Ardwick Trust, [The Band Trust](#), [The Benham Charitable Settlement](#), The Bothwell Charitable Trust, [The Chandris Foundation](#), [The Clothworkers' Foundation](#), The Countess of Meath Will Trust, [The D M Charitable Trust](#), [Eddie Dinshaw Foundation](#), The Edgar E Lawley Foundation, [Elsie Lawrence Trust](#), [The George Dudley Herbert Charitable Trust](#), The Hawthorne Charitable Trust, [The Hornby Lonsdale Charitable Trust](#), [Hyde Park Place Estate Charity](#), Johannesgemeinschaft, [The John and Margaret Wootton Charitable Trust](#), [The K W Charitable Trust](#), The Kate Wilson Oliver Trust, [The Lady Hind Trust](#), [The Michael and Anna Wix Charitable Trust](#), Miss Alice Maud Johnston Settlement, [The Morrison Charitable Settlement](#), [The Mrs Margaret Rank Charitable Trust](#), The Ofenheim Charitable Trust, [The Peggy Walker Memorial Charity](#), [The Pennycress Trust](#), The Privy Purse Charitable Trust, [The Rest-Harrow Trust](#), [The Richard and Joan Blake Charitable Trust](#), The Richard Tait Charity, [Schroder Charity Trust](#), [Sir Edward Lewis Foundation](#), Sir John Sumner's Trust, [The Sydney Black Charitable Trust](#), [The W. G. Edwards Charitable Foundation](#), The Walter Guinness Charitable Trust, [Tom Hall Charitable Trust](#).

Back page image: The Queen's 90th birthday has been a great opportunity for reminiscence.



Friends of the Elderly

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Registered charity number 226064

The Friends of the Elderly Group includes subsidiaries Triangle Community Services, registered charity number 1016437, and the Retired Nurses National Home, registered charity number 1090202.



FriendsElderly



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