

Annual review  
2017-18

# Living fulfilled lives

[www.fote.org.uk](http://www.fote.org.uk)



# Celebrating

## National Care Home Open Day in 2017

Care Home Open Day took place on Friday 16 June and is an annual initiative which showcases the excellent services being provided by dedicated teams of staff in care homes across the UK. In support of this, many of our homes opened their doors to the community and hosted family friendly events.



# Contents

Welcome	4
About us	5
At a glance	6
Putting older people at the heart of excellent services	
• Care homes are real homes	11
• Addressing early-onset dementia	11
• Spreading Christmas cheer	13
• Staying connected in later life	13
Bringing together the best people for the biggest impact	
• Volunteers are ending loneliness	17
• New career pathways	17
• Giving new staff the best start	19
• Rewarding work in the community	19
Supporting older people to live fulfilled lives	
• Alleviating stress and worry	23
• Fun and friendship in older age	23
• Actively supporting a good cause	25
• New ways of supporting people	25
Securing the future of our services and support	
• Financial review	28
Trusts and foundations	30
Trustees and patrons	31

# Welcome

to our 2017-18 annual review



This year we have been refreshing our vision, mission and values to reflect the changes to the way people want and need care and support. We have begun to implement our plan for the future, which is to continue to provide high quality services and activities that are both personalised to individual needs and integrated with local communities. An example of this is the introduction of a new 'hub' model of working in Woking, which you can read more about on page 25.

With change comes challenge and we have had to make some difficult decisions that have led to the closure of some services, most of them publicly funded. These changes have been made with our longer-term plans in mind and we have done everything possible to limit their impact. We are now focusing our resources to better support people in later life with services and activities that are impactful and financially sustainable.

Good governance and assurance have also been key themes for the year. We have developed a strong assurance framework and effective and safe operating procedures, including the development of our dementia strategy and practice.

Although it has been a challenging year, there has been a lot to celebrate as well. Our care homes are delivering great care, which is being recognised in their CQC reports, and are welcoming more groups and individuals to activities and events with our residents. Our community services are adapting to meet the changing needs of users and our free programmes remain a lifeline to older people affected by loneliness or financial worries. All of this, of course, could not be achieved without the dedication and support of our wonderful staff and volunteers; I would like to take this opportunity to say thank you to all of them.

**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 have the opportunity to live fulfilled lives. We do this by delivering services that are personalised to individual needs and integrated with local communities.

**We will always:**

- Promote **wellbeing**
- Strive for **excellence**
- Treat people with **respect**
- Keep everyone **safe**.

**What we do**

We support people to live well. We do this through our care homes and community services, as well as our befriending and grants programmes. We work with partners to increase our impact and put older people at the heart of their communities.

The Friends of the Elderly Group includes Friends of the Elderly and its subsidiaries Triangle Community Services and the Retired Nurses National Home.

# At a glance

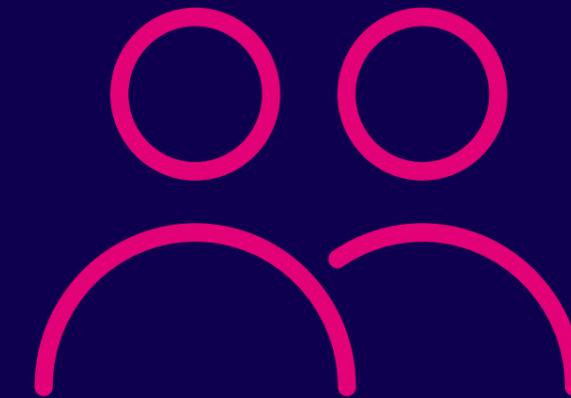
**12**   
**Care homes**  
providing residential, nursing  
and dementia care.

**12 staff** working in the new role of **Medical Technician** across 3 homes.

**Grants**  
**£108,025** distributed in one-off grants, **supporting 415 people**.  
**131 people** received a regular allowance.

## Befriending

**191 older people** supported. **66 trained volunteers** provided more than **5,230 hours of support**. **100%** of clients are **happier** after using the service.



**Home care**  
**736 older people** supported and **282,286 hours** of care provided.

## Community services

**275**   
clients supported  
through **14,551** places.



**489 clients** attended **39 Christmas events**.

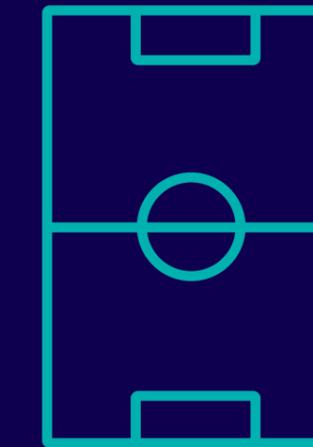
## 1 new service launched

for people with **early onset dementia** or **memory loss**.



## Fundraising

**£777,000** received from donations and legacies.



## Football Friends

**162 older people** found friendship through **2 Football Friends programmes**.

Through our **West Ham United group, Any Old Irons:**

**76%** have made **new friends**.  
**85%** **keep in touch** with someone from the group.  
**61%** have **improved their digital skills**.

Putting older people  
**at the heart**  
of excellent services

An outstanding service is one that is flexible and responsive to people's individual needs and preferences, finding creative ways to enable people to live a full life. This section showcases some of the ways we have been working towards providing outstanding care this year.





## Care homes are real homes

Our care homes are committed to providing the best possible care for residents. They provide a 'home from home' environment, cater to individual needs and welcome visitors at any time.

Our Oxfordshire care home, The Old Vicarage, was recognised for this commitment in 2017 when the home was rated 'Outstanding' in the care category of its Care Quality Commission (CQC) report. The home has also been accredited a platinum Gold Standards Framework, which recognises its exceptional end of life care. Carol Bourne, Manager of the home, said:

*"I'm over the moon that the CQC inspection highlighted the incredible care delivered by my dedicated team. It's also an honour to be recognised by the Gold Standards Framework for the high levels of care we deliver until the end of life."*

Carol was also thrilled to attend a reception in March 2018 at Buckingham Palace, hosted by The Prince of Wales on behalf of The Queen. The reception was to acknowledge those who have made a particularly significant contribution to delivering or supporting frontline nursing care.

## Addressing early-onset dementia

Our day care services are great places to have a fantastic day out and meet new friends. All our staff understand the changing needs of older people and offer support with respect and dignity.

Since September 2017, Triangle Day Care Wallington has been running The Tuesday Club, a weekly session for people who are living with early-onset dementia or memory loss.

Andrew\* has been visiting the centre since November 2017. His wife told us:

*"When I tell Andrew he is going to the day centre, he is eager to get showered and dressed, and he smiles and waits for the mini bus to collect him. He very rarely smokes now, which is fantastic. Before he attended the service, he didn't speak very much, but this is now really improving."*

As well as Wallington, Triangle Community Services runs day care centres in Malvern, Kidderminster and Woking.

**Find out more about our services on our website.**

\* Some names have been changed to protect identity. Thanks to everyone who shared their story with us.



## Spreading Christmas cheer

Christmas can be a difficult time of year for older people, especially if they have no family and friends around. That's why we made sure that residents and clients across the country had the opportunity to celebrate.

Across our community services, 489 older people got together at 39 Christmas events. Our care home residents attended plenty of parties as well. In Hampshire, residents at The Lawn care home welcomed local schoolchildren and celebrity gardener Alan Titchmarsh. In Bedfordshire, our Little Bramingham Farm care home joined forces with the sheltered housing next door for carols and mince pies. At our Malvern site in Worcestershire, residents' friends and family joined them for Christmas and Boxing Day lunches.

David\*, a resident at Malvern, said:

*"It was lovely to be able to have all my family here to have Christmas lunch with me. I really enjoyed all the festive activities throughout the Christmas period."*

Thank you to all our volunteers, donors and corporate supporters for helping to make this happen.

\* Some names have been changed to protect identity. Thanks to everyone who shared their story with us.

## Staying connected in later life

To support our residents' wishes to retain their independence and engagement in community life, we organise a range of activities that encourage friendships across the generations.

To achieve this, two of our care homes have fundraised for minibuses this year. Our Little Bramingham Farm care home in Bedfordshire reached its fundraising target of £26,873 to buy a minibus to take residents and older members of the local community out on day trips. We have also been trialling the Oomph! Out and About service in other care homes, including Orford House. Residents have been enjoying the trips and have told us how nice it is to be out with different people and visit new places.

Mary, Activities Coordinator at Orford House, said:

*"Residents love discussing their trips when they are back in the home with other residents, staff and even their families! I have an album with pictures from the trips; the residents enjoy flicking through and using pictures as a tool for discussion."*

Find out more about our care homes on our website.

Bringing together  
**the best people**  
for the **biggest impact**

We want to be an employer of choice. This section provides a snapshot of what we have done this year to create a culture that attracts and retains the best staff and volunteers who champion our vision, mission and values.





## Volunteers are ending loneliness

Our volunteers are invaluable to what we can achieve. Eileen Wade took part in our first Football Friends programme, Any Old Irons, and is now helping to bring more older people on board.

Eileen was living with overpowering anxiety and depression. She said:

*“I had virtually become a recluse, spending days at home alone. I suffered a breakdown, but I was determined to make the best of things. I began to get involved with all sorts of activities and heard about Any Old Irons. The programme has changed my life.”*

Eileen became a volunteer because she wanted to show other people that they can come back from hard times. Volunteering has increased her confidence and helped her form lasting friendships. She said:

*“I have invited a lot of people along – now I can go up to strangers and talk to them about Any Old Irons and what we do, whereas before I was like a little mouse. I do like meeting and greeting people: my sons say I can now talk for England!”*

## New career pathways

Ensuring our residents receive safe and competent care is paramount in all our homes and services. To support this, we need to recruit and retain engaged, passionate and skilled staff.

The introduction of the Medical Technician role into our care homes has created a new career pathway for our health care assistants, while also helping us address the national shortage of nurses and minimise the use of bank staff. Medical Technicians receive three days of training, as well as in-house competency assessments, to ensure that they have the correct skills to administer medication in their place of work.

Tanya Parker Hall, a Medical Technician at our Old Vicarage care home in Oxfordshire, said:

*“I really enjoy being a Med Tech. Along with the extra responsibility, I like being supernumerary – following the medication round so that I can keep a hands-on role too.”*

We now have 12 Medical Technicians working within our three nursing homes. Medical Technicians can also go on to become Nursing Assistants, giving them a further opportunity for progression within the organisation.

Find out more about working for us on our website.



## Giving new staff the best start

**We believe that investing in staff development contributes to creating and maintaining a culture of excellent care; and in retaining good people. To support this, we have been trialling a new induction programme.**

The programme is delivered by a specialist in-house trainer and introduces new staff to our mission and values. It is role-specific, so not all staff have to attend the full six days but can attend the elements that are relevant for them. For our care staff, this means that the programme covers all the elements that make up our mandatory training, such as dementia and moving and assisting.

Feedback from delegates has been overwhelmingly positive. One of the participants from our Retired Nurses National Home in Bournemouth said:

*“The training was amazing, it really did make me understand a lot about my job role. I will be taking a lot of it back to my workplace. Can’t wait to do more.”*

Following the successful trial, our Learning and Development team is planning to run the programme once a quarter so that all staff can experience the benefits.

## Rewarding work in the community

**Triangle Home Care Malvern recruits staff based on their motivation for helping others and passion for providing care that is based on personal choice.**

One of the things that makes Triangle care special is that staff are encouraged to take the time to get to know their clients. Last year, Mary\* was chatting with Care and Support Worker Jan about her love for all things Italian and reminiscing over language evenings that she used to host. Jan proposed that they organise a similar event and, in October 2017, Mary hosted a pizza and conversation evening for friends. Jan said:

*“The focus on getting to know the people we care for makes working for Triangle so rewarding. I love discovering my clients’ passions and finding ways of bringing these to life again. I really feel like I’m making a difference.”*

It’s care such as this that led to the service being awarded Highly Commended at the Safe and Sound Community Award at the Malvern Hills Community Awards in 2017.

**Find out more about working for us on our website.**

\* Some names have been changed to protect identity. Thanks to everyone who shared their story with us.

# Supporting **older people** to live fulfilled lives

We're dedicated to working with partners and tapping into the vast resources of local communities so that we can better support older people. This section highlights how we are building local social support networks around our services and delivering projects that meet the need of local people.





## Alleviating stress and worry

**Our grants programme provides one-off grants and regular allowances to help alleviate the stress and worry often experienced by older people living on a very low income.**

We currently have three types of grants available: Home essentials, Digital connection and Financial support. Between them, they cover things like mobility adaptations, broadband costs and unexpected bills.

Kenneth\*, applied for a grant from us through his local Age UK service. He lives alone and, due to some mobility issues, was finding it increasingly difficult to get out and about. His computer had broken, which was adding to his feelings of loneliness and isolation. We bought him a new laptop and he told us:

*“It has made my life easier and opened up communication with friends through email.”*

Our grants programme is funded through trusts, foundations and individual giving. We would like to thank everyone who has contributed and made a big difference to older people’s lives.

\* Some names have been changed to protect identity. Thanks to everyone who shared their story with us.

## Fun and friendship in older age

**We’re alleviating loneliness and isolation through events and programmes that help older people form new friendships.**

Our Football Friends project brings older people together to reminisce and share stories about their favourite club. This year, almost 200 older people took part in our Any Old Irons programme with the West Ham United Foundation, and our new programme with Queens Park Rangers Football Club and the QPR in the Community Trust. Alf, 75, joined Any Old Irons in April 2017 and said:

*“It has got me out to meet different people. All the people who come along to our meetings are all great, and it’s like I’ve known them for years.”*

Our Surrey-based Visiting Friends service provides one to one befriending. Iris, 93, was referred to us by her GP as she was living with depression. Our befriending volunteer visited Iris regularly and encouraged her to attend our events. Iris has made many new friends and her mental health has improved significantly. She tells us that she is so much happier and has a sense of belonging again.

**Find out more about our services on our website.**



## Actively supporting a good cause

Devonshires Solicitors is a long-standing supporter of our work and staff continue to take on challenges and organise events to support us.

Nicki Thompson is a secretarial coordinator and PA at the company. This year, Nicki and two colleagues, Carolyn Thomas and Jonathan Jarvis, took part in the 2017 London Triathlon Olympic Team Relay, which incorporated a 1500m swim, 40km cycle ride and 10km run. Nicki, who completed the cycling for the team, said:

*“I think as we get older, it’s important to have challenges to keep the body moving and staying active. If I can do this and raise money for a good cause, then it’s a win-win for me. I think it’s important to remember that there are lots of older people who are on their own and that there’s something we can all do to help make sure older people have friendship in older age.”*

Devonshires’ involvement is more than just fundraising. As well as taking on challenges, staff spend time in our homes and services, getting to know the older people we work with.

## New ways of supporting people

Looking at how we can work more effectively is integral to supporting older people to live well. That’s why we are implementing a new ‘hub’ model in Woking that puts the people who live in our care homes, use our community services and live in the local area at the heart of what we do.

We have worked closely with the Social Care Institute for Excellence (SCIE) to map out all of the relevant support and services available in the local area and to identify where the gaps are. Following this, we are now building partnerships with other local organisations to develop integrated services and support that meets the needs of the community.

Mark Wilson, Director of Community Integration, said:

*“By designing activities and services in this way, we are developing a model that will help us reach out to the wider community. We believe that this new way of working will help us do more to support people to re-engage with their local community and to live well – with independence, dignity, choice and respect.”*

Find out more about supporting older people on our website.

# Securing the future of our services and support

It is imperative to our mission that we have the right people and resources to sustain the charity's activities, allow for investment in future growth, and achieve our strategic aims. This section provides information on our financial position for the year.



# Financial

## review

Our investment in strategic change, including exploring the future development opportunities on each of our sites, has meant that unfortunately we had to plan to record a financial deficit for the year; this planned investment was funded from specific reserves. We also incurred additional losses arising from exiting from some public authority home care contracts. While we recorded a deficit of £651,000 in the year (excluding losses from investment market movements), the net assets of the Group, at £39.4m, mean we have sufficient resources to complete our strategic changes and invest in the future.

Excluding this investment in the future, and excluding other one-off costs and unusually high fundraising income, our underlying surplus for 2017-18 was £12,000.

The results for 2018 were particularly impacted by a reduction in large public authority home care and extra care contracts, and declining surpluses on those that remained. Over recent years we have found it increasingly difficult to agree fees with the public authorities that allow us to deliver a surplus on these contracts and invest sufficiently in quality and in pay increases for our staff. As a result, we took the difficult decision to withdraw from all significant public authority contracts, either during the financial year or shortly afterwards.

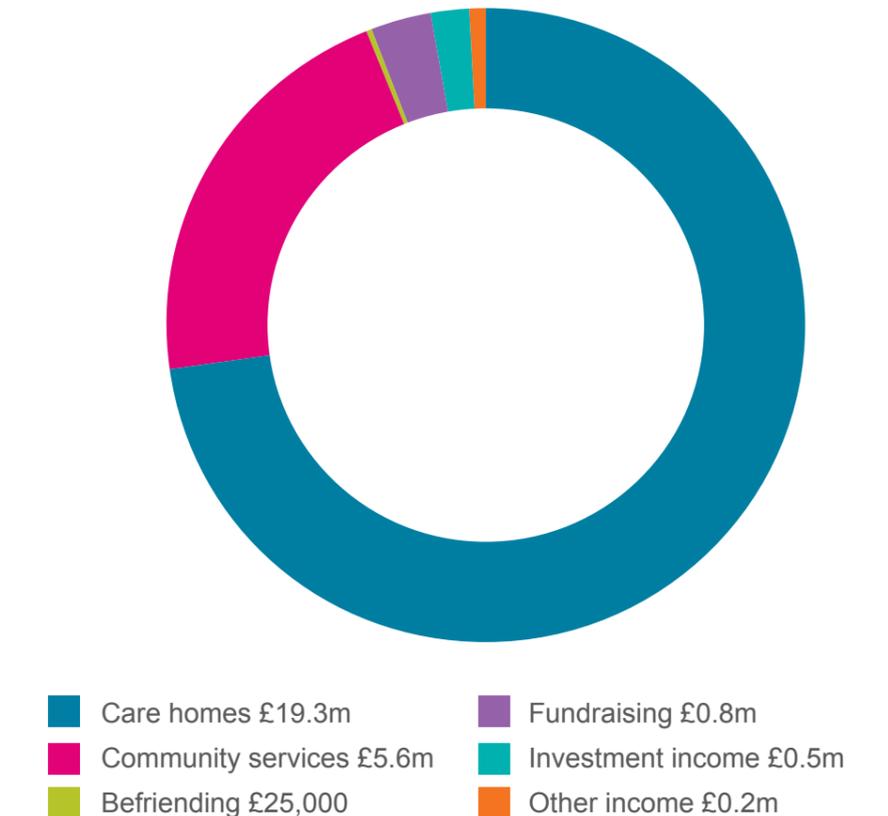
Income from donations and legacies of £777,000 was £263,000 higher than 2016-17. This included two large legacies received relating to our Malvern services: one for investment in the care homes, and one for investment in the home care service. We are finalising plans for the best use of these generous gifts.

### Balance sheet

The Group's balance sheet remains strong, with net assets of £39.4m and net current assets of £970,000. We invested £1.1m in our fixed assets in the year, predominantly improvements to our care homes.

	2018 £'000	2017 £'000
Income from:		
Donations and legacies	777	514
Income from charitable activities	24,862	24,321
Investment Income	473	452
Other income	178	3,514
	<b>26,290</b>	<b>28,801</b>
Expenditure from:		
Raising funds	445	494
Charitable activities	26,496	25,749
Other expenditure	-	4
	<b>26,941</b>	<b>26,247</b>
Net (expenditure)/income before gains/(losses) on investments	<b>(651)</b>	<b>2,554</b>
Net (losses)/gains on investments	(313)	1,086
Actuarial losses on defined benefit pension scheme	(7)	(41)
Net movement in funds	<b>(971)</b>	<b>3,599</b>

### Income 2018



# Trusts

## and foundations

We would like to extend a special thank you to the following trusts and foundations, and those who wish to remain anonymous, for their longstanding support.

### Bothwell Charitable Trust

Eddie Dinshaw Foundation

Elma Amy Yerburch Settlement Trust

Elsie Lawrence Trust

H J Charitable Trust

Miss A M Johnston's Settlement

Mrs E G Hornby's Charitable Settlement

PF Charitable Trust

R E F De Pass

Reuben Foundation

Sir Edward Lewis Foundation

The Albert Hunt Trust

The Ancaster Trust

The Ardwick Trust

The Band Trust

The Benham Charitable Settlement

The Clothworkers' Foundation

The Countess of Meath Will Trust

The D M Charitable Trust

The Deakin Charitable Trust

The George Dudley Herbert Charitable Trust

The Hawthorne Charitable Trust

The K W Charitable Trust

The Kate Wilson Oliver Trust

The Lady Hind Trust

The Lynn Foundation

The Michael and Anna Wix Charitable Trust

The Minos Trust

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

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The Ron & Lyn Peet Trust

The Sydney Black Charitable Trust Limited

The Walter Guinness Charitable Trust

Tom Hall Charitable Trust

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*Please note: the above are all trustees/directors of Friends of the Elderly and Triangle Community Services except where otherwise stated (in brackets).*



## A charity with a rich history – supporting people for over 100 years



In 1905, The Church Army League of Friends of the Poor was founded following an appeal by The Church Army's founder, Wilson Carlisle, for volunteers to befriend poor families. In 1911, Friends of the Poor became an independent organisation.

For over 100 years, we have been responding to the changing needs of people and society. Our first grants service was established in 1905 and, in 1914, the charity received over 28,000 letters from people requesting support.

After the First World War (1914-1918), we provided 'Penny Dinners' in some of the poorest districts of London and helped men to get work, back-pay and pensions when they returned home from the war.

The need for our support increased during the Second World War (1939-1945), particularly in the areas of London devastated by bombing. By 1945, we had four residential care homes and our work began to focus on older people.

As the number of older people requiring nursing care increased throughout the 1960s, we responded with nursing wings in our residential homes and by supporting older people in their own homes or in other nursing homes.

We changed our name to Friends of the Elderly in 1972 and have been providing services that support older people ever since. Our community services support people to remain living independently in their own homes and our care homes provide residential, nursing and specialist dementia care for those who need more support.

We also aim to reduce loneliness across our communities with a range of volunteer led activities and services. For those on a low income, our grants service continues to help older people today to meet the unexpected costs of daily living and stay connected with their communities.

### Friends of the Elderly

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[www.fote.org.uk](http://www.fote.org.uk)



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The Friends of the Elderly Group includes Friends of the Elderly, registered company number 133850 (registered in England and Wales), a company limited by guarantee, registered charity number 226064, and its subsidiaries Triangle Community Services, registered charity number 1016437, and the Retired Nurses National Home, registered charity number 1090202.