

ANNUAL REPORT ON YOAKLEY HOUSE AND DRAPERS HOMES 2022

This is the Annual Report for 2022 covering the activities of Michael Yoakley's Charity to be read in conjunction with the Audited Accounts. The main objective of the Charity is the provision of care and accommodation for the elderly, fulfilling the public benefit requirements of the Charities Act 2011.

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1. STATEMENT REGARDING COVID 19 (CORONAVIRUS)

The global pandemic of Covid 19 brought about by the Coronavirus which began in 2020 continued to affect the running of the Charity during 2022 although with a robust vaccination programme it became less of a threat to life meaning that national restrictions were mostly lifted by the end of the year.

Care homes were required to continue with precautions such as routine testing of staff and residents throughout the year being obliged to restrict visits from family & friends and contact between residents when cases were identified amongst staff or residents. It was only from May that almshouse residents were welcomed back into Yoakley House to attend indoor activities after over two years of being prevented from entering the building.

With up to 31 elderly residents in our care home and 56 in the almshouses, staff remained vigilant in keeping themselves and residents well. Sadly 2 care home residents who passed away in July had Covid 19 listed as a key cause of death although both had other multiple health issues.

In 2022 (as for 2020 & 2021), the virus and the resulting restrictions impacted the Charity as follows:

- **Respite Rooms:** With short term stays in care homes being less attractive due to the need for isolation on arrival, some of the 5 rooms were reassigned (with Board agreement) to longer term respite or permanent appointments for the majority of the year.
- **Training Room:** Training courses did not take place for the first part of the year as numbers of people meeting together indoors was not advisable. There was no income from training room hire until the latter part of the year, the room being used as a visitor area and Covid testing room prior to this.
- **Rental Income.** Additional rent relief was granted to one of the 5 businesses occupying the Charity's property in Ashford. Three tenancies ended – one due to the Covid impact of footfall in the town centre.
- **Investment Income.** Throughout 2022, return on the investment portfolios was affected not only by the pandemic but also the Russian invasion of Ukraine which began in March 2022, leading to soaring fuel prices. These events coupled with political decisions in the UK sparked a cost of living crisis with inflation rising to over 10%.
- **Fundraising.** The opportunity to raise funds was severely restricted with minimal public events in the early part of the year. From May onwards we were able to hold a fundraising lunch organised by the League of Friends, an open garden event and a Christmas Fair.
- **Expenditure.** High inflation and increased costs affected the Charity's expenditure in many areas however free PPE provided by government via the NHS helped. The government issued further grants to care homes to alleviate some of this cost and the Charity received a total of £23K.

The Board acknowledges that management continued to act quickly and decisively at each stage of the pandemic to minimise the impact of the virus.

The overall financial outcome of 2022 for the Charity is a breakeven situation (as it was for the previous two years) - a quite miraculous result.

2. RESIDENTS, BOARD AND STAFF MATTERS

The Charity records, with regret, the death of the following residents:

Christine Hibbs (Drapers Homes)	3 rd January 2022	Aged 76 cancer
Betty Davis (Drapers Homes & Yoakley House)	8 th January 2022	Aged 91
Roy Blackburn (Drapers Homes)	13 th January 2022	Aged 88
Yvonne Tucker (Yoakley House)	20 th January 2022	Aged 87
Janet Cork (Yoakley House)	28 th February 2022	Aged 91
Patricia Cobb (Drapers Homes)	10 th March 2022	Aged 78 cancer
Brenda Taylor (Yoakley House)	11 th April 2022	Aged 90
Molly Pierce (Drapers Homes & Yoakley House)	8 th July 2022	Aged 95
Eileen Welcome (Yoakley House)	13 th July 2022	Aged 99
Eddie Caldwell (Yoakley House)	19 th July 2022	Aged 76 covid/stroke
Peter Pratt (Yoakley House)	23 rd July 2022	Aged 91
Ann Jackson (formerly Drapers Homes)	23 rd July 2022	Aged 93
Colin Whitehead (Drapers Homes)	21 st October 2022	Aged 74 COPD
Beryl Eaton (Yoakley House)	21 st November 2022	Aged 85
Vera Freeman (Yoakley House)	3 rd December 2022	Aged 100
Rita Hill (Yoakley House)	21 st December 2022	Aged 96

New Residents Yoakley House

The following became permanent residents of Yoakley House during 2022:

Lily Stokes	3 rd February 2022
Marie Holton	15 th March 2022
Vera Freeman	17 th August 2022
Wendy Angela Collis	4 th August 2022
Joyce Miller (from Drapers Homes)	21 st September 2022
Gertrude Peggy Woodcock (from Drapers Homes)	4 th October 2022

Respite Care

Two permanent residents continued to occupy respite rooms and another Brenda Taylor, who had previously visited for respite care, was admitted at the request of her family for end-of-life care. This left 2 or 3 rooms for use for short term visits. The pandemic continued to affect short term stays.

The respite rooms provided short term care for the following residents during the year:

Angela Lovely	Michael Staynes	Sylvia Short	Ray Britten
Despina Argyrides	Brenda Taylor	Beryl Eaton	Joyce Quayle
Fred Piggott	Christie Belsey	Irene Swan	Rosemary Wood
Patricia Dew	Beryl Brunt	Edna Lewis	Mary Frost
Donald Washer	Patricia Davies	Eve Hall	

Almshouse residents David Bedard, Sheila Chapman and Ruby Holmes also had some time in respite care whilst unwell.

Centenarians

Ruby Oakes celebrated her 100th birthday in August. Mary Grieves turned 101 during the year, and Lily Stokes and Beatrice Thompson turned 102. Vera Freeman was 100 when admitted but sadly passed away later in the year. For a few months Yoakley had 5 centenarians out of 26 permanent residents.

New Residents and Leavers Drapers Homes

Anne Jackson (cottage 37) moved on to a nursing home on 31st March 2022 where she received care for cancer until she passed away on 23rd July 2022.

Peggy Woodcock (cottage 14) and Joyce Miller (cottage 16) both moved from Drapers Homes into Yoakley House when it was decided that they could no longer live independently.

Pat Rhodes (cottage 4) moved to live with her daughter as she needed extra care.

Peter & Janice Baggott moved into 10 Drapers Close on 15th March 2022.

Barbara Chinery moved into cottage 37 on 1st August 2022.

David Ridgers moved into cottage 14 on 1st December 2022.

THE TRUSTEES AND BOARD OF DIRECTORS

The trusteeship of the Charity is held by two limited companies Yoakley Care Trustee Ltd and Yoakley Care Share Ltd, with the former trustees as directors of both companies. This allows the continued effective management of the Charity but protects individuals from personal financial liability.

The Board of Directors of the Trustee companies were:

Mr Peter Hermitage QPM (Chairman)
Mrs Beverley Aitken MBE
Mr David Astley OBE
Mr Michael Baker
Mr Blair Gulland
Mrs Gillian Durrant
Dr David Meakin (appointed 16th June 2022)
Mrs Julie Miller (appointed 1st October 2022)

The Board met formally on 5 occasions during the year. Directors were readily available to discuss issues outside of the formal board meetings. The Charity is grateful to all Directors for freely giving of their time and expertise.

STAFF

Leavers

The following staff left the Charity's employment during the year:

Jan

Frances Tracey	Carer	Did not complete probation
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Feb

Tina Field	Carer	Moved to new employment
Victoria Norman	Night Carer	Did not complete probation

March

Lynn Nevard	Night Carer	Moved to new employment
Caroline Whitwell	Senior Carer	Retired

April

Sandra Harris	Cook	Did not complete probation
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May

Zoe Williams	Night Carer	Did not complete probation
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July

Melanie Relf	Carer	Moved to new employment
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August

Ashley Scribbins	Cook	Moved to new employment
Kyle Davis	Tea Cook	Moved to new employment
Cheryl Dickinson	Carer	Did not complete probation

October

Kim Farley	Carer	Moved to new employment
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November

Teresa Eastland	Housekeeper	Moved to new employment
Julie Negre	Almshouse Warden	Retired

Staff turnover was higher than before the pandemic. Several new starters did not complete their probationary period largely due to additional anxieties and issues related to pandemic restrictions.

New Staff and Role Changes

New staff joined the Charity during 2022 as follows:

Tamara McGregor	Deputy Charity Manager	10 th January 2022
Sandra Harris	Cook	11 th January 2022
Louise Armstrong	Housekeeper	11 th January 2022
Frances Tracey	Carer	11 th January 2022
Cheryl Dickinson	Carer	11 th January 2022
Victoria Norman	Night Carer	25 th January 2022
Theresa Liddle	Carer	25 th February 2022
Helen Watkins	Night Carer	21 st March 2022
Zoe Williams	Night Carer	4 th April 2022
Lucy Pearce	Carer	10 th April 2022
Linda McGregor	Kitchen Assistant	14 th April 2022
Maria Kelly	Cook	13 th April 2022
Sharon Clements	Cook	28 th July 2022
Karen Russell	Kitchen Assistant	15 th August 2022
Ruth Flanders	Carer	10 th September 2022
Cheryl Brown	Tea Cook	1 st October 2022
Tracy Kirk	Almshouse Warden	6 th October 2022
Philip Selwood	Carer	21 st October 2022
Sharon Selwood	Carer	21 st October 2022
Rabi Begum	Carer	25 th October 2022

The new role of Deputy Charity Manager to support the Executive Manager was created during 2021 with the new post holder Tamara McGregor starting in January 2022. She has proved a great help in the overall management of the Charity.

Care home restrictions also prevented much involvement by volunteers during the year although June Waller continued to support the Charity from home by arranging the church services.

Agency staff were employed more often than prior to the pandemic to cover shifts due to high staff turnover and high levels of sick leave or compulsory Covid isolation leave. The need to resort to the use of such staff does place additional costs on the Charity.

Long Service Awards

Sally Lockett (Senior Carer) was rewarded for 15 years with the Charity in July 2022.

Julie Wickenden (Executive Manager) was rewarded for 20 years' service in November having started work with the Charity as a part time bookkeeper.

Donna Short (Administrator), Helen Knott (Housekeeper/Cook), Joanne Jordan (Senior Carer) and Teresa Mulcare (Night Carer) all completed 5 years' service during the year.

Julie Negre (Almshouse Warden) retired in October 2022 a few months short of her 20 year anniversary so she was rewarded accordingly.

Staff Training Programme and Courses

The Care Manager, Mrs Tracy Huntley, is qualified in Train the Trainer courses in the mandatory subjects in which all staff must have regular updates. She can deliver this training in-house to all staff.

3. INSPECTIONS, COMPLAINTS & COMPLIMENTS

INSPECTIONS

Following the new process adopted by the Care Quality Commission in 2021, no physical inspection took place during 2022. Documentation submitted to CQC by the Charity (such as notifications of deaths of residents, covid infections) was reviewed from time to time by the CQC and an email received by management to say Yoakley House would retain its previous rating of GOOD as determined at the last physical inspection in May 2018.

The Charity retained its 5 star top rated kitchen hygiene certificate following inspection by Thanet District Council.

COMPLAINTS

Following several complaints from staff about bullying, one senior carer underwent disciplinary proceedings and was subject to 3 months' demotion during which time she received extensive retraining to support her in returning to her senior role.

Four complaints were received by management during the year from residents or their relatives about the attitude of certain staff. This was dealt with inhouse with one-to-one meetings with the staff concerned, warnings in line with the disciplinary policy where necessary and staff retraining.

COMPLIMENTS

Management regularly received compliments and cards of thanks from grateful residents and their relatives. This praise was fed into the annual Quality Assurance review produced in July by the Care Manager which incorporated questions about the home's handling of the pandemic. Relatives were generally very complimentary at the way the Charity protected and cared for residents during the pandemic.

4. PREMISES, EQUIPMENT AND GROUNDS

Yoakley House

Routine maintenance was carried out throughout the year by the excellent inhouse maintenance team of Dino Amato and David Manser. As rooms became vacant the ensuite bathrooms were tiled to improve infection control as well as general redecoration of the bedrooms with new carpet as necessary.

New ovens were purchased and installed in the Yoakley kitchens in March. The temperature control valves on most of the radiators in Yoakley House were replaced in October in order to reduce energy costs by allowing staff to regulate room temperatures better.

Drapers Homes

Cottage 29 and The Lodge had new boilers installed during the year. A severe storm in February caused some damage to almshouse roofs which were quickly repaired.

Dino worked hard to reorganise the workshop so that industrial woodwork machinery could be purchased. This facilitated the making of new front doors for cottages 1 to 8 to replace rotten ones. Despite the outlay on machinery, which will be useful for ongoing projects, the cost was significantly less than the £32K quoted by a local carpenter to do the work.

Garden and Grounds

Paul Twyman, Head Gardener, with assistant Chris Arrenberg, did a magnificent job in the gardens which included the creation of celebration garden for the Platinum Jubilee of HM Queen Elizabeth II.

An area of patio was relayed at the back of Yoakley House as it had become uneven and unsafe. The maintenance team replaced the roofs on all the garden sheds including the summer house as they were rotten. The February storm caused extensive damage to a large cedar tree with the loss of large boughs but after some thinning it was declared safe to remain in place by a local Tree Surgeon.

The Charity held its own Open Garden Day in July allowing the public to enjoy the gardens with significant funds being raised from tickets and the sale of tea and cakes by the League of Friends.

5. TRUST PROPERTIES

The Ashford properties were managed by agents Smith-Woolley. Board members visited the properties on 8th March and the Executive Manager and her Deputy visited on 17th August.

2 New Rents, Ashford

This property continues to be let to Mastercutters who had a further rent reduction to the end of September due to reduced takings during pandemic restrictions. Renegotiation of their lease continued resulting in agreement to a lease which ends in October 2025.

4 New Rents, Ashford

Ellenor Hospice (Hospices of Hope) ended their lease on 31st August citing reduced footfall in the town centre since the pandemic as a reason. A new tenant Ashford Halal Shop took over the shop from 13th December 2022.

6 New Rents, Ashford

This property continues to be let to Jim Symes (Ashford Sewing Centre). Repairs to the shop front following the accident where a car crashed into it in December 2020 were finally completed. The ownership of the business is being passed over to Mr Symes' son-in-law who wishes to continue to lease the shop.

Taylor's Lettings – upstairs offices at 2 New Rents

Taylor's Lettings ended their lease in December 2022 when the business was sold. Advertising for new tenants has begun.

Upstairs offices at 6 New Rents

Meditemp ended their lease moving to new larger offices premises. They are responsible for rent payments until April 2023 in line with the lease agreement. Advertising for new tenants has begun.

New Rents Neighbouring Property – Emergency Access Licence

This property was not in business for much of the year.

Aylesford Grazing Land

Emma Norris continues to rent this land for horse grazing. Her licence was renewed for another 5 years from October 2022. An expression of interest in purchasing this land by a neighbouring business Offset Printing was received but after due consideration, the Board decided it was prudent to retain the land which may in future be needed for development.

Aylesford Allotments

These are let to Aylesford Parish Council. During the year the Parish Council granted a 50 year lease of some of their land to Aylesford Football Club. This land incorporated a small area which had been purchased from the Charity in 2019 and was subject to an overage clause. The Board agreed that the overage clause would not be triggered with the granting of this lease unless any subsequent application for property development be made. Legal documentation was drawn up to confirm this.

St Peters Road Farmland

This land continues to be let to Smiths farmers, tenants since 1963. A rent increase applies from January 2023.

6. FINANCE AND INVESTMENTS

INCOME

Yoakley House Fees

The minimum basic weekly charge for Yoakley House was set at £735 from April 2022 which just covered the cost of care. With the cost-of-living crisis and high inflation rates in the second half of the year, costs have increased significantly. Any new admissions were taken in with fees starting at £840 and significant fee increase for all privately funded residents is planned from April 2023.

The Dynamic Purchasing System (DPS) contract with Kent County Council continues. KCC paid a minimum of £527.52 per week for permanent residence with higher rates being achieved for some more dependent residents. Each placement represents a deficit of well over £200 on the true cost of care. This is equivalent to a sum in excess of £86K per annum that the Charity has to find. At the end of the year the Charity had 8 KCC funded residents.

The inadequate funding of KCC placements means that the Charity must make up the deficit from other income in order to cover costs, with KCC funded residents effectively being treated as beneficiaries of the Charity. The Board and management made a conscious decision some years ago to take a balanced mix of privately funded and KCC funded residents into Yoakley House to ensure the Charity does not run at a loss. Applications by residents funded by KCC are still considered, particularly if they come from those who have used our respite service or live in our almshouses. To qualify for KCC funding, a resident has to meet strict criteria as specified and assessed by KCC.

Income from the investment portfolio and from other services, such as the hire of the training room, usually helps to bridge this deficit. In 2022 the Charity benefited from further government Covid 19 related grants of £9K to help to cover the deficit caused by the pandemic. There was also a grant of £13K for the benefit of staff who had worked during the pandemic. The latter was used to give staff a bonus in March 2022.

Respite care charges started at £903 per week, based on assessment of the individual resident's needs. The minimum charge for respite care funded by KCC was £630, which would necessitate the resident paying a significant top up.

Drapers Home Maintenance Charges

The almshouse residents are the primary beneficiaries of the Charity and their charges are kept to a minimum. The Charity sets these fees taking into consideration actual maintenance costs, Local Housing Allowance rates, and the Fair Rent figures, with the aim that no resident shall be in hardship. Any almshouse resident who is experiencing financial difficulties is invited to discuss their circumstances with management.

The monthly rates for 2022 – 2023 are

A	Cottages 1 – 8	£494.00
B	Cottages 9-17, 19-22, 27-30, 32-40	£468.00
C	Cottages 18 & 31	£572.00
D	Cottages 23 – 26	£494.00
E	The Lodge	£572.00 (£20 electricity discount)
F	Clock House	£624.00
G	1, & 4 Drapers Close	£637.00
H	5, 6, 7 & 10 Drapers Close	£650.00

The residents of the properties on Drapers Close (apart from number 7) are responsible for all their own bills including gas and water rates, whereas for other tenants these bills are met by the Charity.

With the death of her husband in January 2022 the remaining occupant of 4 Drapers Close was granted a rent discount to £611.00.

Training Room Hire

There was no hire of the training room for most of 2022 due to Covid restrictions. The room was used for visits by relatives, and for Covid 19 testing purposes. From October onwards the room was available for hire once again although take up was cautious.

Investment Portfolio

The Charity's investment portfolios continue to be carefully managed by Charles Stanley Investment Brokers with Mrs Katie Presland as the Charity's primary fund manager.

As mentioned above, the pandemic, the war in Ukraine and some uncertainty in the political situation in the UK created turbulence in the financial markets. Nevertheless the portfolios retained their capital values as at the end of 2021 - the main portfolio at around £1.9million and the Emergency Repair Fund at £351K. Income of £60K was drawn from the main fund. Income of £1K per month began to be drawn from the ERF in December 2022 to mitigate some of the loss from empty investment properties.

EXPENDITURE

The careful control of expenditure is key to the future financial stability of the Charity. Conscious effort is made to keep expenditure as low as possible by monitoring costs and price comparison. The Charity continues to be dependent on fundraising to cover the cost of extraordinary items such as the purchase of new and replacement equipment.

Wages

The largest expenditure of the Charity remains staff wages at £1.1 million for the year. In April 2022, staff received a pay increase of 25p per hour or 2.5%. Management staff and department heads received a further increment in October 2022 to bring their pay to above the level of equivalent roles locally.

Bonus payments, calculated on the basis of length of service during the pandemic, were made to staff in March following a government grant. A further bonus was paid in December 2022 as thanks for their dedication in extreme circumstances.

Bank Accounts

For many years the Charity has held a cash account with HSBC running alongside the main account with CAF bank. In 2022 HSBC introduced significant charges for this account so with Board agreement it was closed with all funds being transferred into the CAF Bank account which now provides cash facilities.

Pension Fund

All staff, unless they specifically ask not to join, are now enrolled in the pension scheme under the national auto-enrolment requirements. The Charity is following national guidelines for minimum auto enrolment rates. Monthly contributions to meet the pension fund shortfall continued throughout the year at £325 per month. These should cease altogether by January 2025.

Financial Controls Checklist

A Board member completed the Charity Commission Financial Controls Checklist with the Executive Manager during the year. This will be an annual exercise.

Grants and Specified Donations

The Charity is extremely grateful for the legacy from the estate of the late Michael Dickens of which £225K has so far been received (£25K in the year 2022).

Gifts and General Donations

£ 3,062	Winter Fuel Allowance contributions from residents
£ 3,315	Donations instead of funeral flowers
£ 1,349	General donations and sales of crafts etc
£ 836	Open Garden tickets and teas
£ 860	From garden shop for garden statue
£ 26	Amazon Smile
£ 115	Just Giving
£ 337	Paypal Giving

7. LEAGUE OF FRIENDS

The activity of the League of Friends continued to be curtailed during the early part of 2022 with caution over public gatherings. Their first event for over 2 years was a luncheon held at St Augustine's, Westgate in May which raised £1,505. They also supported the Charity with the hosting of the Open Garden event and the Christmas Fair.

The officers in 2022 were Chairman: Mr Jim Nicholson, Secretary: Mrs Trudy Nicholson and Treasurer: Mr Brian Jones. They are supported by a committee of volunteers comprising staff, relatives and friends of residents.

8. STRATEGIC PLANNING

The Charity's Strategic Plan gives clarity of direction for the Board and providing a means of measuring its achievements against the Charity's aims and objectives. It includes a comprehensive risk assessment register which is reviewed at least annually.

Green Agenda

The international push towards protection of the planet by reducing carbon emissions together with soaring energy prices in 2022, prompted the Charity to engage the services of the Thanet District Council (TDC) Home Energy Coordinator, Ms Eve Lockton-Goddard. A project has now been launched, with some local government funding already obtained, to look at the installation of renewable energy at the Drapers site which would benefit the care home, almshouses and the properties on Drapers Close. The Executive Manager is also planning to try to persuade the TDC Conservation department to allow the installation of double glazing in the oldest almshouses to further reduce energy wastage. This is an exciting if costly project, but it is an apt time to proceed with it.

Yoakley Annexe Project

The planned project to build a short-term care annexe to Yoakley House remains on hold, the protection of residents and staff during the pandemic and latterly the Green Agenda project taking priority.

9. NETWORKING

Kent & Medway Clinical Commissioning Group

Kent and Medway CCG continued support for care homes has been provided via the local GP surgeries, including the roll out of the vaccination programmes for both Covid 19 and flu, and the Acute Response Team which supports residents out of hours.

Health & Social Care Merger

There is now a national drive towards the proper integration of Health with Social Care. Mr Cedric Frederick has been appointed to chair the facilitation of this in Kent. He visited the Charity for an informative discussion with the Chairman and the Executive Manager in May.

Kent Integrated Care Alliance

This organisation continues to provide valuable information and support to the Charity's management. In 2022 this took the form of regular emails with updates on the management of the Covid 19 situation.

National Care Association

The NCA also provides valuable support and information for the Charity which was again focussed on Covid 19 in 2022. The NCA also processes and advises on DBS checks.

Board members continued their connections with other organisations including the National Almshouse Association and the East Kent Consortium of Almshouses.

10. COMMUNITY ACTIVITIES

Regular Events & Entertainments

HM Queen Elizabeth II celebrated her Platinum Jubilee - 70 years as Sovereign - in June 2022. A party for residents was held on 3rd June in the garden. Despite chilly weather, it was good for care home and almshouse residents to finally be able to celebrate together. It was enjoyed by all.

The League of Friends Committee also hosted a Garden Open Day in July with tea and cake for sale which was well attended. The Christmas Fair was held again in November, the first fair since December 2019 and it was good to allow the public to come into Yoakley once again. Mask wearing was encouraged as a precaution.

Activities Coordinator, Laura Ballard, continued an extensive programme of activities and entertainments for the care home residents introducing some new ones. Almshouse residents were permitted to join in with indoor activities again from May 2022 onwards after being unable to come into Yoakley since March 2020.

It was a joy for care home and almshouse residents to be together again for their Christmas party and other festive events in December.

Religious Services

Weekly services are facilitated by Ministers from a variety of denominations, encouraging the Christian ethos of the Charity's founder. Thankfully these were mostly in person again in 2022 rather than on a screen. The Charity is very grateful to the faithful band of ministers and pianists who voluntarily serve the residents in this way. Thanks go to volunteer June Waller who coordinates the rota of ministers and pianists. June celebrated her 90th birthday in June 2022 and we honoured her as having been involved with Yoakley for over 40 years, as an employee in various roles and latterly a volunteer.

The Broadstairs Society of Friends recommenced the facilitating of Quaker meetings for worship in the Quaker chapel half way through the year.

Other Charitable Donations

Staff and residents generously collected and donated to Children in Need £40, Macmillan Cancer Care £170, and the Royal British Legion Poppy Appeal £60.

Kampala Childrens' Centre, Uganda

Residents and staff continue to sponsor 2 children at Kampala Children's Centre Uganda and receive regular letters, photos and updates from them.

CONCLUSION

Michael Yoakley's Charity prides itself in having a community where residents can move from the shelter of almshouses to a care home. The ages of residents in both settings have steadily increased to the point where in 2022 there were five centenarians in residence. It is inevitable that the age profile results in end-of-life care, an area of work that requires skill and dedication from staff.

In 2022 sixteen of our residents died compared with eight the previous year and this does require comment. 2021 was a year in which many care home residents throughout the country died from Covid related illness. Through good care management we avoided such deaths that year and the increase in the present reported year can be accounted for by virtue of the age, frailty and the health conditions of those individuals who are sadly no longer with us. Our staff form close relationships with the people for whom they care and the pressures of all that has occurred over recent times is bound to have affected our staff. The job of being a carer is not easy. The maintenance of high standards of care requires training, supervision and encouragement which comes from our care manager and senior staff who, in addition to the practicalities of caring, have to manage staff turnover which was higher in both 2021 and 2022 than pre-pandemic times. Such trends are not unique to our Charity and are indicative of the pressures in attracting and retaining staff in a highly pressured but low paid industry.

In last year's annual report, I commented that predictions of inflationary pressures, high energy charges, frailer elderly people with increasing health and care needs and staff pressures would call upon the Board and the Charity's staff to be focussed and proactive. What was not expected was the level of inflation at 10%. Clearly this means that the Charity has to be focussed upon income and expenditure as we move forward. We also have to recognise the effects felt by our residents and staff who are now having to cope with a significant cost of living crisis. Regular reviews of the budget, our emphasis on energy efficiency, committed staff and attention to the details of care have been and will be essential in maintaining a vibrant community in the almshouses and the care home.

In the grand scheme of health and social care both locally and nationally the Charity is but a small cog in a very big wheel. I do wish that once and for all the rhetoric of politicians extolling the value of social care providers, the need for joined up health and social care and the virtues of the care workforce would give practical support to charities like ours. The fact that we effectively subsidise the local authority to the tune of over £200 per week per bed for residential care is unsustainable when inflationary costs are running as they are.

I emphasise again that the work of carers is difficult and requires both skill and a mindset of love and patience which needs to be applauded and rewarded. This is particularly so when our NHS colleagues are stretched and caring for residents becomes more complex. In December 2021 the government published a White Paper entitled "People at the Heart of Care" which promised (amongst other things) funding and recognition of care workers. The impact of government policy will be a long time coming, and I conclude as I did last year that we have to be proactive. In so doing, the knowledge amongst our staff assists the Board make considered decisions and is there to assist residents (and their families) deal with day-to-day issues.

The body of this report demonstrates our achievements in 2022 and what must be added is my thanks as chairman to my fellow directors and the dedicated team within the Charity without whom we could not deliver.

Signed

Dated