

**MINUTES OF MEETING OF THE DIRECTORS OF YOAKLEY CARE TRUSTEE LTD AND
YOAKLEY CARE SHARE LTD
AS TRUSTEES OF MICHAEL YOAKLEY'S CHARITY**

Thursday 20th April 2023 at 7pm At Yoakley House

Present: Peter Hermitage (Chairman); Beverley Aitken; David Astley
Blair Gulland; David Meakin; Julie Miller

Apologies: Michael Baker; Gill Durrant

In Attendance: Julie Wickenden (Executive Manager); Tracy Huntley (Care Manager);
Tamara McGregor (Deputy Charity Manager)

14/23 STATEMENT OF CONFLICT OF INTEREST

The following statement was read by the Chairman:

Before the meeting begins, directors of the two companies that act as trustees of the Charity are asked whether there is any item on the agenda in which they have either a personal or pecuniary interest.

If it appears during the course of the meeting that there is any conflict of interest, then the member is asked to then and there declare that interest.

The Chairperson of the meeting will invite consideration of whether any conflict of interest is so great as to preclude the director from further involvement in debate and/ or decision making on the matter where interests conflict.

Blair Gulland is a Board member of the Almshouse Consortium Ltd. He has recently retired as Consultant at Gullands solicitors.

David Astley is Chair of the South East Coast Ambulance Trust and a Trustee Director of NHS Providers, the body representing NHS Trusts to Government.

15/23 PRIVATE MEETING

In a private session without managers present, the governance responsibilities of the Board were discussed with reference to a paper produced by the Chairman (Appendix 1).

16/23 CHAIRMAN'S REMARKS

Peter reported from the governance discussion that although Board members have a wealth of professional experience, most are retired and therefore it is often prudent where current advice is needed to purchase such advice.

The Charity Commission guidance is clear about the responsibilities of the Board and this governs the Board's operation. The Board must adhere to requirements of equality, diversity and inclusion in all its dealings which need to be expressed in our strategic plan.

17/23 THE MINUTES of the Board meeting held on 16th February 2023 were agreed and signed by the Chairman.

18/23 MATTERS ARISING (not covered in subsequent minutes)

- 1. Invitation to Anthony Curwen from Quex Estates to visit Yoakley.** Mr Curwen's planned visit in March had been postponed in view of the covid outbreak at Yoakley. A new date is to be arranged. JW
- 2. Intensive Housing Management Scheme.** Beverley had looked into this briefly but it would appear that in order to benefit, registration as a Housing Association would be necessary. More investigation into the rules and benefits of this would be carried out by Julie Wickenden. JW
- 3. Invitation to Colin Carmichael (Acting Chief Executive of Thanet District Council) to visit Yoakley.** Colin is happy to visit and Peter is to arrange a date. PH
- 4. Increased Digital Care Planning.** Julie Wickenden and Tracy are continuing to look into the options. Tracy has already reviewed options for digital medication recording to be introduced in the coming months. JW
TH
- 5. Invitation to David Leah (Director of Finance Canterbury Christchurch University) to visit Yoakley.** Peter will arrange a meeting now that the 2022 accounts have been completed. PH

6. **Procedure and Penalty for Dealing with Antisocial Behaviour by Almshouse Residents.** Solicitor Philip Grylls had reviewed Julie's proposed ASBO procedure document but felt that it was unnecessary. He had advised that adoption of the Almshouse Association ASBO as it is set out on their website would suffice, so this will be implemented.
7. **Invitation to the new Lord Lieutenant to Visit Yoakley.** Deputy Lord Lieutenant Frank Martin will be attending the Garden Party on 8th July.
8. **Opening of New Deposit Account to Maximise Deposit Account Insurance.** With the purchase of 3 Drapers Close, funds will be reinvested there so the opening of a new deposit account will not be necessary.
9. **Invite Helen Whately MP, Minister of State for Social Care, to Yoakley.** Blair to invite her as he lives in her constituency. The aim is to demonstrate the model of care pathway provided at the site and also to discuss matters such as the long awaited merger of Health and Social Care. BG
10. **Collective Bid for Funding from the Decarbonisation Fund.** Peter is looking into this with the East Kent Almshouse Consortium and Blair with the National Almshouse Association. PH
BG
11. **Improve Recruitment Advertising to Outline Staff Benefits.** With Tracy's input, Tamara had updated the recruitment paperwork accordingly.
12. **Improve Staff Sickness Monitoring.** This will form part of the review of possible digital care planning system (see above).
13. **Amendments to Annual Report 2022.** These had been done. An abridged version is included as an opening to the 2022 accounts.
14. **Review of Care Manager's Record Keeping for CQC Purposes.** David Meakin and Julie Miller had met with Tracy to review her record keeping. They were extremely impressed with the way Tracy has implemented all the required records and were amazed at the amount of work that is involved. The visit had been educational for then both. Tracy was praised for her dedication to the role.
15. **Green Agenda Energy Audit.** This had been due to take place in March but had been postponed due to the covid outbreak. A new date is to be arranged. JW
16. **List of Residents Names.** Julie will provide a list of residents' names to any Board members who would like one.

19/23 ANNUAL HEALTH & SAFETY REVIEW 2022.

Julie had provided the customary list of all incidents and accidents in 2022 which had been subsequently analysed by Peter (Appendix 2).

Conclusions re Residents:

- Most incidents are minor
- Where there is repetition of incidents, action is taken involving medical professional input as necessary.
- Most incidents involve balance or falls
- Trends which might need further consideration need to be identified to show proof that the Board is carrying out its duties. Tracy will review the report further and draw up an action plan. TH

It was noted that many of the frequent fallers have dementia which means that they may try to mobilise while unattended. These residents have developed dementia after being at Yoakley for some years and to move them to an EMI home would further distress them as it would introduce unfamiliar surroundings and care staff for their final years. Where residents have been recently admitted and show signs of dementia which may make them a risk to themselves or others e.g. those who are fully mobile and might leave the premises, families are asked to find alternative more suitable homes for them.

It was also noted that only 3 reports related to pressure sores which is an excellent record. Often these are shown to be caused during hospital stays.

Tracy's monthly audits cover issues such as unsafe surfaces or lack of handrails and staff are encouraged to report any such matters in the maintenance book which is attended to daily.

Conclusions re Staff:

- Most incidents are minor
- Where remedial action is identified it is actioned swiftly
- Staff are supported after incidents and accidents

The aim is to demonstrate that there is a safe working environment. Staff are encouraged to report ALL incidents however minor so that any patterns can be addressed.

20/23 CARE MANAGER'S REPORTS

Tracy added the following updates to her recent reports:

- The family of M Cutter who had recently moved to a home nearer to her family in Hampshire had written a glowing review of Yoakley on carehome.co.uk. She had struggled to settle at her new home and her son had asked if she could be considered to return to Yoakley. Tracy had dissuaded him as she has complex needs and a move back would unsettle her further.
- W Collis has severe anxiety issues which are quite draining on staff. They are recording all interaction with her. She had behaved impeccably when the Consultant Psychiatrist recently visited with the result that there has been minimal intervention so far but the Mental Health Team continue to be involved.
- J Camp has been diagnosed with Alzheimers which is being managed at the moment.
- The Warden who joined in October has resigned. She had asked to increase her hours by adding a couple of night shifts to her duties but after 1 shadow shift decided that it did not suit her.
- Recruitment is in progress for a new warden, 1 night carer and 1 kitchen assistant.

Tracy includes in her reports a brief summary of health matters relating to almshouse residents. Peter raised the issue of how much by way of care interventions and health and safety record keeping should be involved in relation to almshouse residents. It was agreed that almshouse residents should be able to live independently and therefore family and friends should normally be their support with health issues. Health and Safety concerns in relation to the properties are raised by residents with the warden or by the warden herself. These are dealt with by the maintenance team. Accident and incident records are only normally kept in cases of serious injury or where the event has occurred in the grounds. Blair advised that a daily warden's visit and the level of care support already provided is significantly more than is provided by other almshouses and is not expected by the Almshouse Association.

Tracy also reported that she has recently visited the newest care home in the area Chartwell House at Westwood Cross. Although an impressive new build, it does not feel particularly homely. Fees are between £1300 and £1600 per week. The resident she visited there has now transferred to be a permanent resident at Yoakley and it is understood that only 10 of the 70 rooms there are currently occupied.

21/23 EXECUTIVE MANAGER'S REPORTS

- 1. Covid 19.** The recent outbreak in Yoakley is over. NHS guidance had been issued that from 3rd April the disease is to be treated as any other flu as follows:
 - PCR testing has been stopped
 - Staff who test positive on LFD only need to stay away from work for 5 days or if continuing to be unwell
 - Residents only need to be LFD tested if they have symptoms
 - Mask wearing has been relaxed.Most Yoakley residents had a vaccination booster on 14th April.
- 2. Quinquennial Report.** The survey has been carried out by Geoff Oliver & Associates and the report is awaited.
- 3. Vermin Issue.** The rat problem has been dealt with and the squirrel which had taken up residence in a bungalow roof has gone of its own accord.
- 4. New Rents:**
 - Shop 2 – the lease renewal is still in progress with Mr Binder dragging his heels with the paperwork. He is paying rent every month.
 - Shop 4 – the new tenant is in place and rents are coming in as agreed.
 - Shop 6 – the situation with damp in the shop front is ongoing. The Charity's insurers have agreed to provide an independent survey of the problem.
 - Offices above 2 – the lease has been signed and deposit paid. The new tenancy starts from 1st May.
 - Offices above 6 – the tutoring company have visited and shown some interest. A council rates bill of £4K for 2023/24 has been issued which the Charity may need to pay if the property remains vacant. There is full relief for listed buildings but there is some question over whether the property is actually listed; the Charity's agents Smith Woolley are checking this. Smith Woolley have advised that these offices would convert into 3 flats with an annual gross income of around £30K. As well as initial capital outlay on planning permission and renovation of the property, there are many additional costs and other issues involved with

managing residential lettings. It was agreed that we wait a few months to see if there is more interest in the unit as offices. Blair advised that the majority of offices in Maidstone High Street are now vacant or have been redeveloped into residential properties.

5. **3 Drapers Close.** The purchase of this property at £275K is underway and should complete at the end of May. Funds have been drawn down from deposit accounts with interest rates of less than 1%. Julie had received notification today that a further £14K would be coming to the Charity as the final payment from the estate of Michael Dickens. The total legacy amounted to £239K, which means it funds all bar £36K of the cost of the bungalow.
6. **Energy Costs.** The Board noted Julie's report that the Charity is currently on a fixed low tariff for both gas and electricity as part of a charity consortium contract. This comes to an end in October 2024 and could result in an increase of 200% in gas costs and 100% in electricity – sum £60K per annum. The Charity's brokers are currently identifying the best deal moving forward but these additional costs will need to be factored into future budgeting.
7. **National Care Association Conference.** Julie Wickenden and Tamara had attended this day conference in March. The same topics are discussed at all such events like the merger of health and social care but there is very little progress on anything. Julie's March report includes details of a new type of care facility being promoted in the UK from the USA known as The Green House Project, which appears to be similar to extra care supported living. David Astley reported that despite government pledges of extra funding to move residents from hospital into care homes to relieve bed blocking, it does not seem to be reaching service providers, where it is most needed. It is evident that care homes cannot always take residents directly from hospital as they tend to be high dependency. Staffing levels and recruitment issues mean they could not be properly cared for. Blair had recently learned from Kent County Council that over half their annual budget is being spent on social care which is why other departments such as roads are having to weather severe cuts. KCC is facing bankruptcy. Tracy reported that Adult Social Care is reorganising again which is no doubt an effort to reduce costs.

Julie had discovered that no local homes are taking new KCC funded residents at a fee lower than £770 pw so she is now able to request at least this amount for new admissions. Residents who have been with the Charity for some years however are still on funding levels of between £560 - £600 pw and there is no easy option for this to be increased above the annual increment determined by KCC. (Private fees for new placements start at £903 pw). The Charity currently has 8 KCC funded residents. It was agreed that Julie should make representation to the local MP over the ongoing matter of poor fee levels paid by KCC.

JW

21/23 FINANCE

1. Audited Accounts 2022

The annual audited accounts had been circulated (Appendix 3). These show an overall loss of £16K as opposed to a surplus of £262K the previous year. This differs from Julie's actual income and expenditure account (showing a surplus of £12K) due to adjustments between cash and accruals basis of accounting and the inclusion of capital value losses on the Charles Stanley portfolios. Management investment costs on the Ashford properties were up from £9K to £17K relating to vacant properties and lease renewals. 2021 included the legacy payment of £200K (only £25K in 2022). In previous years any money we had on deposit including the legacy of £225K was automatically included as restricted for the new build. Adjustment has been made for this now that the funds will be spent on the purchase of 3 Drapers Close. The auditors' report was clean with no issues for concern and Julie was thanked for her work in this regard. A register of directors' interest has been created which will be updated annually. The accounts and accompanying letters required by the auditors were signed by the Chairman.

2. Charles Stanley Investments

Katie Presland had sent a report of issues affecting financial markets and portfolio updates to the end of March 2023 (Appendix 4). Capital values on both funds have remained as at the end of January with annual income predictions slightly increased. Although UK inflation is high at 10% it is similar to rates in other EU countries.

3. Budget Update 2023.

Julie had circulated a budget update to 31st March 2023 (Appendix 5). The income from the recently let Ashford property and the KCC increment in fees has increased the overall surplus to £26K, although spending on property maintenance and professional fees is higher than originally budgeted.

22/23 STRATEGIC BUSINESS PLANNING

The updated Strategic Plan is in draft form with further updates needed which Julie and Peter will work on to be presented to the next meeting.

JW
PH

23/23 ANY OTHER BUSINESS

- 1. David Meakin proposed that the level of fees paid to CQC by the Charity should be challenged in view of their minimal input. Julie will take the matter up with the local MP.
- 2. Blair reported that he is in contact with Carolyn Sym of CAFBank who advises that there is funding available to almshouses through Homes England. It may be that there is a requirement to be registered as a social housing provider. Julie will investigate further.
- 3. Julie Miller reported that she had tripped on the way back to her car after the last meeting as it was very dark over by the grass area. Julie Wickenden responded that the lamppost once there had been removed after being hit by a car. She will look into alternative lighting there.
- 4. Julie reported that the Charity is moving to a VOIP digital phone system which should deal with the long running problem of poor connectivity on incoming phone calls.

JW
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24/23 DATES OF FUTURE MEETINGS:

Board Meetings for 2023 (All to be held at 7pm):

**Thursday 22nd June
Thursday 21st September
Thursday 23rd November**

**Luncheon – St Augustines Westgate Thursday 27th April 12.30pm
(Fundraising event hosted by League of Friends)**

**Coronation Cream Tea Party Friday 5th May 2.30pm
(Free for all residents +1 guest and staff)**

**Garden Talk by Paul Twyman with Tour Friday 26th May 6.30pm – 8.30pm
(Ticketed event hosted by League of Friends with cheese and wine)**

**Summer Fair Wednesday 7th June 2.30pm – 4pm
(Fundraiser hosted by League of Friends)**

**Garden Party Saturday 8th July 3pm – 5pm
(Free for residents + 1 guest + local dignitaries)**

**Open Garden Sunday 16th July 2pm – 4.30pm
(Ticketed event hosted by League of Friends for LoF benefit)**

**Christmas Fair Saturday 2nd December 2.30 pm – 4pm
(Fundraiser hosted by League of Friends)**

Signed

Dated

JW
JW
PH