



IMPACT REPORT

2016/2017

avante[®]
care & support
'Everyone Matters'



CONTENTS

1	CHAIRMAN'S FOREWORD
2	MANAGING DIRECTOR'S FOREWORD
4	OUR VISION AND MISSION
5	WHAT WE DO
6	LEARNING AND DEVELOPMENT
8	OUR PHILOSOPHY OF CARE
11	OUR CARE HOMES
14	HOME CARE AND SUPPORT
18	QUALITY STANDARDS AND COMPLIANCE
19	WE SAY GOODBYE TO STEPAHEAD SUPPORT
20	OUR YEAR IN NUMBERS
22	PROPERTY AND DEVELOPMENT
24	FINANCIAL PERFORMANCE
25	EXECUTIVE TEAM AND BOARD OF TRUSTEES

CHAIRMAN'S FOREWORD



I am delighted to introduce this Impact Report which highlights some of the excellent work achieved by Avante Care & Support over the last year.

Following the implementation of our revised strategy based on a rationalised portfolio of care services, I am pleased to report that we have made good progress in the quality of our care provision. In particular, I am pleased to note that we are making continued improvement in our CQC ratings, with ten of our eleven services now rated Good or Outstanding. Alongside this is the development of our Philosophy of Care, the Eden Alternative, which we are embedding across our care homes and our home care services. This drive for quality will be overseen by a new Care and Quality Committee which has the remit to oversee care delivery and encourage innovation.

At the same time, we have improved our financial performance which will allow us to reinvest in our services. We have made improvements both in income, through increased occupancy, and in controlling costs, largely through reducing our use of expensive agency staff.

The consolidation and strengthening of our financial position will allow us to continue our programme of investment in the development and refurbishment of some of our older homes, and, in time, allow us to expand the work we do.

Alongside our residential care provision, I am pleased to note progress in our Home Care & Support Service. We have started to contribute to the cost of travel time for staff which will help in the recruitment and retention of our home carers who make such a difference to the lives of people living at home.

During the year we were sad to end our involvement with young people's services. Over many years, our Stepahead Support staff have supported children,

young people and families during times of crisis and it was with much regret that the changes in funding led to the closure of the service. The Board extends its thanks to Carolyn McVittie and her teams for the very valuable services provided.

“ OUR STAFF REMAIN THE BEDROCK OF ALL THAT WE DO AT AVANTE CARE & SUPPORT, AND I WOULD LIKE TO THANK EVERYONE IN OUR CARE HOMES AND OUR HOME CARE SERVICE FOR ALL THEY DO IN PROVIDING THE BEST THEY CAN FOR OUR RESIDENTS AND SERVICE USERS ”

I would also like to thank our Managing Director, Stuart Cross, the Executive Management Team and all the staff at our Head Office in Faversham, for their commitment and expertise in supporting the work on the ground.

Finally, I would express my gratitude to the Board of Trustees for their hard work and for their support of me over the last twelve months. In particular, I would like to thank Philip Harland who steps down as Deputy Chairman and Trustee after serving a full nine years.

This is a splendid charity, which does great work with and for people and their families. We look forward to this continuing in the future.



Peter Smallridge CBE
Chairman

MANAGING DIRECTOR'S FOREWORD



One of the pleasures of being Managing Director of Avante Care & Support is to be able to visit all our homes and services to see at first hand the excellent work that goes on day by day in caring for our residents and service users. There is clearly a strong commitment across all staff to provide high quality care.

In the homes I am struck by the warmth of the relationships with our residents. Care is hard work, but so rewarding to see the difference made to the lives of the people we look after. In Home Care I have been impressed by the very high levels of commitment and morale. There is a real sense of teamwork, focussed on the needs of the service user.

Across the organisation, we have been working to a three year business plan which was introduced in March, and which incorporates three key strategic goals.

“ OUR FIRST GOAL IS TO FOCUS ON THE QUALITY OF CARE THAT WE DELIVER SO THAT WE CONSTANTLY IMPROVE. WE WANT ALL OUR SERVICES TO BE RATED 'GOOD' OR 'OUTSTANDING' BY THE CARE QUALITY COMMISSION ”

We have made good progress towards this with improved ratings at Parkview and Puddingstone Grange. Alongside this, we have relaunched the Eden Alternative as our Philosophy of Care with more staff qualified as Eden Associates and all our services encouraged to become Eden Accredited.

Our second goal is to ensure we have a strong financial base from which to invest in our homes, new services and staff. Over the year we have steadily increased the number of people we care for and have ensured we charge fairly for the services we provide. At the same time, we have reduced the amount of money we spend on external agency staff.

As a not for profit organisation, any surpluses we make go straight back into the care we deliver.

Our third goal is to develop our services by investing in our existing homes, and in time, to grow our business by taking on new homes or home care services. In line with this, we are delighted to have been chosen as the care partner for the proposed care village in the new Mountfield Park development near Canterbury.

One of the highlights of the year for me was the work done around setting a vision for Avante Care & Support. Residents, Service Users, Staff, Managers, Senior Management and Trustees were all involved. We wanted our vision to describe why we provide care, and what motivates us. As the key themes emerged, a proposed Vision Statement was drafted and refined before being agreed by the Board. The Vision Statement is: 'Communities where everyone has a vibrant and fulfilling life'

This statement meets the expressed hopes and aspirations of our residents and service users, describes what motivates us and captures what we are aiming to achieve in our care homes and Home Care services. It is aspirational, but tangible and achievable.

I look forward to achieving this vision as we build on our solid foundations, take opportunities to move forward and deliver the best possible care to those who are entrusted to us.

A handwritten signature in white ink that reads "Stuart Cross". The signature is fluid and cursive.

Stuart Cross
Managing Director





Our Vision

Communities where everyone has a vibrant and fulfilling life

Our Mission

To enable the journey through care by providing personalised home support and residential services

WHAT WE DO

We are proud to be a well-established not for profit organisation with an experienced and committed workforce, looking to make a difference through the services we offer to individuals and to families in need of care, advice, guidance and support.

Avante Care & Support provides care to over 1000 people. In our care homes we deliver specialist residential dementia and nursing services, including day care and short term respite breaks. Our Home Care teams provide assistance with daily living, enabling individuals to maintain independent lives in the comfort of their own home.

Home Care & Support

Our Home Care service delivers care at home in Faversham, Sheerness, Sittingbourne and the London Borough of Bexley. All aspects of home care and support are provided including personal care, cooking, housekeeping, shopping, social support, companionship, medication and many more.

New Outlooks

The New Outlooks service offers high quality support to adults with learning difficulties, physical disabilities, sensory impairment and mental health related issues. The service supports individuals across Kent and the London Borough of Bexley to live as independently as possible.

Respite and Short Stay Care

Through our care homes we can provide respite care breaks in a high quality, safe and secure environment.

Day Care

At some of our care homes we are able to offer day care. This service is provided in a secure and friendly environment with a range of both organised and spontaneous activities.

We combine this with a great atmosphere to help promote companionship for service users. Day care can include meals and transport where required.

Residential Dementia Care

Our specialist dementia care homes provide a wealth of support services for people living with dementia. Our aim is not just to provide care and comfort, but also to introduce a new, positive and more engaging stage in the lives of our residents.

Nursing Care

We offer nursing care at Puddingstone Grange care home in Greenwich. This is provided by a team of qualified Registered Nurses and Health Care Assistants.

Along with our dedicated team we provide the right environment and equipment to ensure that our residents receive the very best nursing care and support.

LEARNING AND DEVELOPMENT

Over the course of 2016/17, our Human Resources (HR) team has been busy delivering training in strategic workforce planning, recruitment, health and safety, learning and development and employee relations. In addition, HR have provided coaching to line managers to effectively manage and support 1,500 staff across 11 locations.

Developing and delivering the organisation's strategies for HR, learning and development, Health and Safety and the Avante Staff Bank (Avante Care & Support's internal agency), the most significant achievements in the year were:

- Workforce planning and, through effective consultation, implementing the staffing and structural changes necessary to consolidate Avante Care & Support's services
- Supporting the recruitment and development of staff, including key senior managers
- Reaccreditation under Safety Schemes in Procurement (SSIP), which evidences that Avante Care & Support complies with health and safety law
- Reducing the proportion of external agency staff used in our care homes

Across our care homes and Home Care team in 2016/17 there were 51 induction programmes offered to 480 successful interview applicants.

3030 training places delivered by our internal trainers to develop skills and improve practice.

To support staff in their career development, we worked with external trainers to provide diplomas, apprenticeship programmes and short courses.



181 employees achieved a QCF Health & Social Care qualification in 2016/17, including:

- 3 Level 5 Diplomas
- 11 Level 3 Apprenticeship Diplomas
- 10 Level 2 Apprenticeship Diplomas
- 3 Level 3 Diplomas
- 3 Level 2 Diplomas

114 Carers achieved their level 2 certificate in the Safe Handling of Medication. We secured a grant of £10,026 from the Workforce Development Fund to offset training and staff costs for eligible qualifications.

In the first quarter of 2017, we celebrated those achieving qualifications with two recognition events. Learners and those with long service awards were presented with a certificate by our patron, Bob Bushell, and had the opportunity to meet other Avante Care & Support staff over a buffet lunch.

The HR team continues to aim for consistent quality and customer focus in delivering effective and comprehensive support across the whole of Avante Care & Support. We partner with our colleagues to provide the services and support required for them to effectively manage their teams, and to deliver key services to vulnerable people and people living with dementia.

OUR VALUES:

sparkle

Supporting

Providing supportive communities and services.

Personal

Providing individual care and support.

Attentive

Nurturing individual needs.

Relationship Centred

Forming and maintaining important relationships.

Kind

Selfless, supportive care.

Listening

Everyone matters.

Enabling

Everyone to reach their full potential.



OUR PHILOSOPHY OF CARE

The Avante Care & Support Philosophy of Care is the Eden Alternative. The philosophy provides a framework for all staff to understand and practice person centred care. We have followed the Eden Alternative in part since 2006, but have relaunched it across the organisation.

The Eden Alternative is not a project, as there is no beginning and no end; rather it is an ongoing philosophy. The aim of the Eden Alternative is to change the task based model of care to one where care is provided on a person centred basis.

The goal is to improve the wellbeing of residents and service users, and those who care for them, by transforming the communities in which they live and work. Our aim is to eliminate loneliness, helplessness and boredom, which are the three prevalent states of mind most observed in older people and those living with dementia.

Through training and support, staff apply their learning through their delivery of care. Staff become more aware of how their communication and actions are portrayed by someone living with dementia. Also, staff look at how they can enrich the lives of the people they care for by ensuring they are helped to engage in useful activities, to always be cared for in a sensitive and respectful manner and to feel safe in their surroundings.

Avante Care & Support is fully committed to ensuring all services achieve accreditation and join the Eden UK Registry. One additional care home will have completed its registration in 2017 with the remainder of our care homes to follow in 2018.

In addition we aim to register Avante Staff Bank, and the Home Care and Support team is committed to registering their service in 2018.

It is essential that all staff working for the organisation have a working knowledge of this philosophy. Therefore, we have added an introduction to the Eden Alternative to our induction programme for new staff. In addition, for a service to be on the registry, over 10% of staff must be Eden Associates. The comprehensive three day Eden Associate course enables staff to gain a full understanding of the Eden Alternative philosophy. At present there are 44 Eden Associates across the organisation.

337 staff members have received Eden Awareness training

Eden Awareness training continues to be provided twice monthly, in London and in Kent. Feedback from staff is always positive and staff feel encouraged to give the care and support each individual resident or service user needs.



THE CHALLENGES

1
The challenges faced by people for whom we provide care and support are loneliness, helplessness and boredom

2
We overcome loneliness by regular contact with nature, animals and people in the community

3
We overcome helplessness by providing the opportunity to give as well as receive care

4
We overcome boredom with variety and spontaneity

5
Meaningful activities are essential to human health and wellbeing

6
Age should not be a barrier to personal growth and learning

7
The views of people or their advocates must inform decision making that affects their lives

Our Principles

POSITIVE OUTLOOK

HOW WE CAN HELP



OUR CARE HOMES

Avante Care & Support provides a wide range of care and support services in our registered care homes which support over 600 people in London and Kent, through a dedicated team of over 800 staff.

Residents living in our homes receive support to meet their needs associated with dementia and other complex and long term health conditions.

Avante Care & Support has a highly committed, skilled and diverse workforce and we are very proud of the positive difference both individuals and teams make to the lives of people who choose to live in our care homes.

Registered care homes are subject to a high level of regulatory scrutiny and all but one of our homes have been rated Good or Outstanding by the Care Quality Commission (CQC).

Staff work in line with Avante Care & Support's values and we are committed to the principles of continuous improvement. We are constantly amazed by the drive, enthusiasm and can-do attitude of our staff who regularly go that extra mile to ensure the people we support are enabled to have the best life possible.

We recognise the importance of working with families, whose wealth of knowledge about their loved ones can often help the design and delivery of care we provide. Working closely helps us to achieve the aim of providing person centred, holistic and enabling care.

At Bridge Haven for example, we have an energetic Relatives Group which supported the team in the recruitment of new staff at the home. In many of our homes, family members lead fundraising initiatives which help fund special projects, events or the enhancement of the service. For example, Amherst Court recently purchased a Tovertafel, a ceiling

mounted device that projects games. The games respond to motion and as a result individuals who had previously felt isolated and bored have become engaged in the activity.

Another great example of working with our families is the recent match funding received at Riverdale Court care home in Welling. A family member who was volunteering at the summer fete this year, arranged through her employer Santander, to match funds raised at the fete. This took the grand total to an amazing £1640.

Partnership working with professionals and community organisations is also a key element in achieving successful outcomes for residents. The Willow Day Care Centre, based in Milton Regis, Sittingbourne, regularly have Kent Police Officers visit the centre whilst they are going through their training programme.

During their time at the centre the officers gain some understanding of dementia, including the different types, and how it can affect those living with dementia and their carers. After spending their community placement time at the centre the officers then give a presentation to the rest of their group about what they have experienced and learned.

In August 2016 Amherst Court collaborated with MCH (Medway Community Healthcare) to open a new NHS Medway Stroke and Rehabilitation unit within the home, combining registered care services with NHS provision for stroke patients requiring rehabilitation.

JOHN'S STORY

Puddingstone Grange, Greenwich, London

John has lived at Puddingstone Grange care home in Greenwich since December 2016 and is a very quiet, private person.

John has no contact or visits from siblings or other family members and likes to keep himself to himself. Apart from mealtimes, John chooses to spend the majority of his time in his bedroom.

Allison Purkiss Home Manager said, *"When John became a resident at Puddingstone Grange he told staff, 'I am not fussy, and I enjoy my own company'."*

Previously John was a plumber and also had a keen interest in gardening and general house maintenance. The wooden garden furniture on Roxbury suite was in a worn state and was due to

be thrown away, but Activity Coordinator, Ye asked John if he would be keen to help restore the furniture. John was delighted to do so and in fact he was so keen he started on the job straightaway.

John spent many mornings and afternoons, in all weathers, rubbing down the wood and painting it.

Once the work on the furniture was complete people came to admire John's work. Before, the balcony had been little used, but it is now a popular spot with residents.



SOMETIMES IT'S THE SIMPLE THINGS THAT GO A LONG WAY

Riverdale Court, Welling

Annette Kelly, Activities Coordinator at Riverdale Court care home, spends a lot of her time understanding what the interests and hobbies are of the residents at the home. There are a lot of keen gardeners at the care home and many have spoken about the large well-kept gardens they used to have, and the time they used to spend pruning and nurturing their flowers and shrubs.

Annette said, "We try to focus on the interests of our residents so that they can continue with these interests at Riverdale Court. We have many day trips out and entertainment in the home but we also like to go back to basics with a spot of gardening and planting. Sometimes it's the simple things that go a long way."

Residents at the home have since planted, watered and nurtured their own vegetable plots and are now beginning to enjoy the fruits of their labour.

Annette said, "At the weekend a few residents enjoyed weeding and picking the spring onions that they planted a couple of months ago. Even more so they enjoyed eating them the same day for their tea. You can't get much fresher than that! The residents are also growing carrots, cabbages, strawberries and tomatoes."

Team members like Annette play a big role in helping residents living with dementia at Riverdale Court live more vibrant and fulfilling lives.



HOME CARE AND SUPPORT

Avante Care & Support has been providing home care and support services for over 20 years.

Avante Care & Support has two branches of home care. Our office in Bexley covers the whole of the London Borough of Bexley and in March 2017 we relocated this office to 21 Bourne Road in Bexley. Our Kent office provides services in Sheerness, Sittingbourne and Faversham.

Our most recent Care Quality Commission inspections have rated the services as 'Good'.

Across the service we currently provide approximately 3500 hours per week of home care and support for 350 service users, deploying over 180 Care Workers.

Our staff are highly qualified, competent and skilled in responding holistically to both the social and emotional needs of service users.

198,002 hours of home care provided between April 2016 and March 2017

We have an excellent track record of innovative, personalised care. For example:

Our most recent Service User survey reported a satisfaction rate with service delivery of 94%.

Our service is person centred and incorporates service user choice providing a positive service user experience - 98% of our service users agreed that

their carers act in a person-centred way, treating people as individuals with dignity and respect.

We promote rehabilitation and independence, encouraging self-determination and enhancing each service user's quality of life outcomes.

“All of the carers are amazing, it is an absolute pleasure to receive care from such wonderful and experienced people”

Our service works in partnership with Local Authority care teams, Occupational Therapists, Pharmacies, GPs and other professionals to ensure a comprehensive level of support.

We operate an Out of Hours Service which means that our staff are available to deal with queries at any time, including Bank Holidays and weekends.

We are always looking to improve the quality of service and we have introduced a new Care and Support Plan with greater focus on person centred care, mental capacity and outcomes. We have also commissioned Medi-Pharmacy to design our medication training and arranged access to the company's pharmacists to provide advice on medication queries day and night.



We were delighted with the results of our most recent Annual Customer Survey where we saw improved satisfaction levels across all areas of the service including:

100% of service users said that their care workers are kind and considerate.

99% of service users are satisfied with the quality of care and support.

96% of Service Users were satisfied with the service overall.

'THEY ARE MORE LIKE MY FRIENDS RATHER THAN CARERS'

Home Care and Support

Kath has been using Avante Home Care and Support services for over 25 years. Her late husband Norman was also cared for by the Home Care team before moving into Northbourne Court care home in Sidcup. Norman who was living with dementia, sadly died in December 2011, but Kath still talks fondly of the staff that cared for her Husband at Northbourne Court.

Kath said, *"It was ever so hard to be split up from Norman after living together for so long. He was my soul mate but I knew it had to happen as his safety was at risk. There were often nights that Norman would go off out in the night. We couldn't have that so we decided the time had come for Norman to go into a home. He was so well looked after there, he had his ways at times but the care staff worked around this and he became really happy there."*

"When Norman died I arranged for a bench to be made for the gardens of Northbourne Court. I wanted a memory of Norman there as he was so well looked after."

Kath has lived in her home in Welling for over 30 years and is now supported and cared for three times a day by the Home Care team. Kath has the same four carers on a rota basis and she wouldn't have it any other way as she trusts her carers implicitly and it has helped her to continue to live an independent life within her own home.

"My girls, I can't thank them enough for what they do for me. They are more like my friends rather than carers."

When asked to describe her carers Kath said, *"Top lot all of them! The best carers I could ever ask for!"*



OVER 20 YEARS OF DEDICATED SERVICE

Home Care and Support

Anne Philips and Anne Croucher have been part of the home care team for over 20 years and were recognised and awarded for their 20 years of dedicated service to home care and support.

Anne Philips joined Avante Care & Support's Home Care team in November 1995 as a community care worker. Previously she was a receptionist for a company that engineered parts for British Aerospace and Formula One racing teams. Anne had known since a young girl that she wanted to be involved in care in some way and often dreamed of being a nurse. It was when her father sadly died that she decided to make the change and pursue a career in caring in order to help others.

Anne said, "I have always loved being a home carer and have a lot of fond memories from my

work. You need to have an open mind and expect the unexpected. Many years ago when I first started as a home carer one lady used to insist we sit out in her garden in all weathers, spotting various things ranging from people to birds and other wild life. The happiness it used to bring this lady meant that we did it every week!"

Anne Croucher has worked for Avante Care & Support for over 24 years and delivers home care on the Isle of Sheppey. Anne has been a carer for over 35 years as she previously worked as a volunteer providing care before joining the team at Avante Care & Support.

Anne said, "I have never looked at caring as a job because I enjoy giving other people a better quality of life and making them feel special."



Pictured: Anne Philips (left)
Anne Croucher (right)

QUALITY STANDARDS AND COMPLIANCE

Our Director of Quality Standards and Compliance works closely with senior managers to achieve high quality standards, improve all Avante Care & Support services and ensure compliance with regulators and commissioning bodies.

Quality continues to be monitored using a combination of tried and tested audit tools. However during the last year there have been several changes in the Quality Standards and Compliance team, its function, as well as the introduction of new streamlined methods.

A key change was the appointment of a Quality Auditor, with lead responsibility for maintaining quality systems and strengthening the internal audit process.

We have introduced a Quality Monitoring Year Planner for all homes and services. This provides evidence of all quality audits completed in each home and service throughout the year. Additional quality monitoring checks have been reviewed and now include two mock inspections, one internal and one external.

In order to ensure staff are fully prepared for Care Quality Commission inspections, a system was introduced whereby upon receipt of the PIR (Provider Information Return) the Quality Standards and Compliance team arranges a CQC based external audit. A report and action plan are prepared and the actions are closely managed to ensure compliance and staff preparation for the CQC inspection.

As part of our ISO accreditation, a review of the auditing process at head office was undertaken and a more robust audit process has been implemented, with senior staff carrying out regular audits of our systems.

Avante Care & Support has held the ISO quality accreditation for the 22nd year and the ISO 14001

for the second year. ISO 9001 has introduced a transition from the 2004 and 2008 standards to the 2015 standards. The Quality team completed the pre-audit gap analysis in good time for a review of the assessment ahead of the next planned visit.

Care and support is delivered across all services in line with Avante Care & Support's Philosophy of Care, the Eden Alternative. The Quality Standards and Compliance team's role is to support operations, embedding the Philosophy of Care and promoting high quality person centred care.

The Quality Standards and Compliance team remains committed to the national quality review of care homes by Your Care Rating to gain feedback from our service users and families on the quality of services provided by Avante Care & Support.

The organisation has maintained and improved its CQC ratings, with 91% of Key Lines of Enquiry being Good or Outstanding.

KPIs (Key Performance Indicators) and KMIs (Key Management Information) have been developed further, producing monthly data and information so managers are able to identify trends within their services.

Meetings of the Quality Standard Review Group are held monthly in order to maintain liaison and information sharing between departments regarding quality manuals and co-operative working methods.

WE SAY GOODBYE TO STEPAHEAD SUPPORT

March 2017 saw the closure of Stepahead Support. The service supported young people and families and had seen many changes during the past 22 years.



Since 1995 Stepahead Support has helped children, young people and their families to address challenges in their lives, providing many enabling programmes which have led to positive outcomes for them and those around them.

It all began in Gravesend with a small project supporting 16 - 21 year olds. The service grew, and in 1999 we saw the emergence of Breakthrough, a service supporting 8 - 16 year olds and their families. These families were finding life a challenge and this was having a detrimental impact on their relationships and family functioning risking the family breaking up.

On the back of the successful outcomes our support generated, commissioners and funders approached us directly to help them support different vulnerable groups. These included support for unaccompanied asylum seekers, Bexley care leavers, Medway refugee groups, students, homeless young people,

young parents, offenders, young people not accessing education, young people requiring support with their mental health, rural and isolated communities, young people and families involved with social services and many, many more.

Funding for these projects initially came almost exclusively through grants from local authorities with additional funds secured through small local grants and the Big Lottery Fund. It is impossible to put an accurate figure on how many people have been supported in their lives by Stepahead but it is in excess of 25,000.

The legacy of the support that has been provided will live on through the lives of the children, young people and families who have been supported by us for generations to come.



OUR YEAR IN NUMBERS



9 Care Homes specialising in dementia care



10 out of 11 care services rated Good or Outstanding by the CQC



We care for over 1000 people across our services



We employ over 1500 staff across our services.



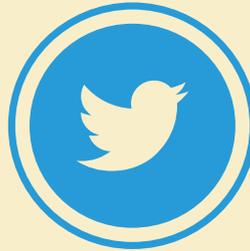
198,002 hours of Home Care and Support April 16 - March 17



We support over 600 residents in our care homes



Over 900 page likes on Facebook



Over 800 followers on Twitter



46,100 website visitors between April 16 - March 17

SYLVIA'S STORY

When Sylvia was formally diagnosed with Alzheimer's, her family decided that the care and support provided in a care home specialising in dementia was the best option to ensure Sylvia's safety.

Sylvia's son-in-law spoke to Avante Care & Support about his experience of looking for the right care home for his beloved mother-in-law.

"For a time mum had been suffering from a condition that was totally unfamiliar to her family. By 2016, matters had progressed so much that she could no longer do everyday things such as shopping, cooking, washing and even dressing. A part time carer was found by the family but it became apparent that constant, 24-hour help was needed as Sylvia was not sleeping and was suffering from paranoia.

After much thought and research, it was decided that a care home was the best option, and visits were duly made to see what was available. Many places seemed indifferent to our situation, but Parkview Care Home in Bexleyheath was immediately welcoming and soon came to the rescue.

After a visit to the home and a meeting with Pat Collis the Home Manager, Sylvia was welcomed

in for a period of respite care. However she settled so well that the decision was taken to make it permanent.

We could not be more pleased with the change in Sylvia and the relief it has brought to the family. The staff at Parkview are warm, friendly but most importantly professional. Sylvia has good days but also many that are difficult, but she has made friends with other residents and has the constant company of the residents and the carers, which helps tremendously.

The accommodation is clean, bright and cheerful and the home has a full range of stimulating activities including visits from outside entertainers, which Sylvia loves. The food is wholesome and plentiful and all the catering is prepared by the resident cook. We are able to visit at any time of day and are always welcomed.

We cannot speak highly enough of the staff and the effort they put in to provide the appropriate care for Sylvia."



PROPERTY AND DEVELOPMENT

We are investing nearly £4m in our care homes to ensure they meet the highest standards for the care of our residents. We provide comfortable and homely environments, while at the same time meeting increasingly demanding regulatory and statutory requirements.

Weybourne

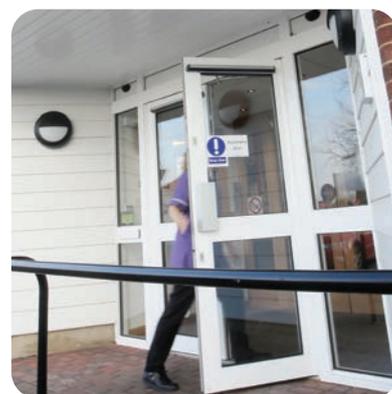
Improvements to Weybourne will provide a complete remodelling of the interior. The lounges, dining and kitchen areas, toilets and assisted bathrooms will all be upgraded and include new upholstery and lighting. The inner courtyard has been completely transformed and will provide a wonderful place for residents to sit with friends and relatives on a sunny day.

The roof required extensive works which led us to consider a number of options. We settled on a solution that would change the old 1960s flat roof design to a modern and well insulated pitched roof

structure. The relocated entrance and reception will include a new seating area and larger administration offices. The works at Weybourne will complete in time for the Christmas celebrations.

Mountfield Park Scheme

Avante Care & Support has been selected by the developer of the Mountfield Park scheme at Canterbury as the care partner for a care village on the site. Working with the developer we aim to create an environment that will take the provision of care to a new level.



2016/17 saw the completion of the planned improvement works to our homes at Parkview, Bexleyheath and Court Regis, Sittingbourne.

Parkview

The improvements to Parkview included the complete remodelling of the entrance and reception areas, and the link to the day centre facility. The dining areas, bathrooms and toilets have been much improved, and a new activities room has been provided. To complete the improvements new technology has been installed to assist residents when using these facilities.

The central garden courtyard has been completely changed with a new gazebo and seating areas amongst sensory planting, a pergola and walkways. Residents are able to use new raised planters for gardening.

Court Regis

Our Court Regis home has benefitted from similar improvements starting with the new reception and entrance area and following on to completely redecorated and upgraded dining and lounge areas. We have also completely modernised the assisted bathrooms and installed the latest equipment.

The courtyard areas now provide interesting and safe areas for residents to walk and sit for a rest, surrounded by the beautiful aromas of the sensory planting. A new outside golfing themed tearoom completes the picture, thanks to the kind donation of £8,000 from the Upchurch Golf Club in Sittingbourne.



FINANCIAL PERFORMANCE

Summary Statement of Financial Activities for the year ended 31 March 2017

Charitable activities	23,718,479
Other trading income	64,883
Other income	41,717
Donations, legacies and grants	34,305
Profit on sale of freehold property	27,657
	<u>23,887,041</u>
Expenditure	
Raising funds	92,547
Care Home services	19,402,686
Home Care & Support services	3,447,173
Stepahead Support services	788,369
	<u>23,730,775</u>
Net Incoming Resources for the Year	<u>156,266</u>

Avante Care Homes **81.2%**

Avante Home Care **14.4%**

Stepahead Support **3.3%**

Surplus **0.7%**

Raising Funds **0.4%**

Total Income
£24 Million

Other
Income Less
than **1%**

Charitable
Activities
99%

Grants &
Donations
Less than **1%**

Summary Balance Sheet as at 31 March 2017

Fixed assets	<u>52,034,434</u>
Current assets	
Debtors & prepayments	2,120,924
Cash	2,477,306
	<u>4,598,230</u>
Current liabilities	
Amounts falling due within 1 year	4,565,512
Capital repayments due within 1 year	699,189
	<u>5,264,701</u>
Net Current Assets	(666,471)
Total assets less current liabilities	<u>51,367,963</u>
Long Term Liabilities	
Interest rate swap liability	1,687,849
Bank loan accounts	10,837,432
	<u>12,525,281</u>
Net Assets Excluding Pension Liability	38,842,682
Pension Liability	5,306,279
Total Net Assets	<u>33,536,403</u>

Reserves	
Revenue reserves - Unrestricted	22,952,442
Revenue reserves - Restricted	54,034
Revaluation reserve	15,836,206
Pension liability	(5,306,279)
Total Net Assets	<u>33,536,403</u>

Report by the trustees on the Summarised Financial Statements

The above summarised financial statements are extracted from the full statutory trustees' annual report and financial statements which were approved by the trustees and signed on their behalf on 26 September 2017. The full financial statements, on which the auditors Crowe Clark Whitehill LLP gave an unqualified audit report on 17 October 2017, have been submitted to the Charity Commission on 6 November 2017 and have been submitted to the Registrar of Companies on 20 October 2017.

These summarised financial statements may not contain sufficient information to gain a complete understanding of the financial affairs of the charity. The full statutory trustees report, financial statements and auditors' report may be obtained from Avante Care & Support, De Gelsey House, 1 Jubilee Way, Faversham, Kent. ME13 8GD.

Signed on behalf of the trustees.
6 November 2017

EXECUTIVE TEAM AND BOARD OF TRUSTEES



Stuart Cross
Managing Director



Debbie Pert
Finance Director & Deputy
Managing Director



Derek Lindars
Director of Human
Resources



Jacqui Morris
Director of Quality
Standards & Compliance



Gina Small
Director of Care
Operations



Darryl Godwin
Director of Property and
Development



Bob Bushell
Patron



Peter Smallridge CBE
Chairman of the Board



Philip Harland
Deputy Chairman
(retired Sept 2017)



Giles Craven
Trustee & Chairman of Finance
& Resources Committee



Robert Perkins
Trustee



Sandra Hendry
Trustee



Michelle Gardener
Trustee



Vinod Kumar Khanna
Trustee



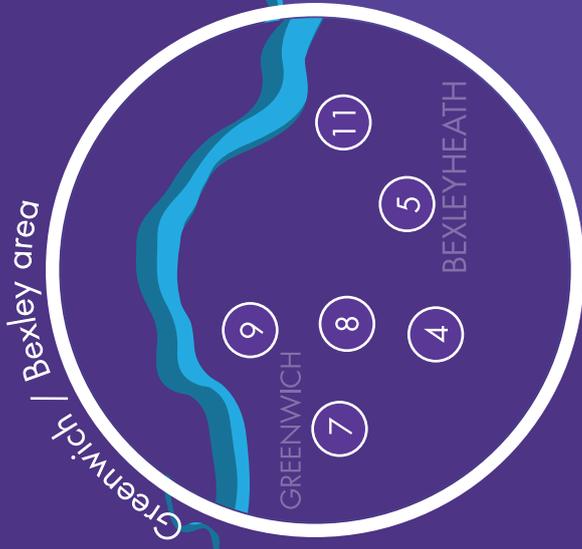
Peter Horn
Trustee



Tony Godden
Trustee



Gill Gibb
Trustee



Our Service Locations

- 1 Amherst Court (Chatham, ME4 6LU)
- 2 Bridge Haven (Bridge, CT4 5JX)
- 3 Court Regis (Milton Regis, ME10 2HT)
- 4 Northbourne Court (Sidcup, DA15 7NU)
- 5 Parkview (Bexleyheath, DA7 4LP)
- 6 Pilgrims View (Snodland, ME6 5HL)
- 7 Puddingstone Grange (London, SE18 3RD)
- 8 Riverdale Court (Welling, DA16 3BU)
- 9 Weybourne (Abbey Wood, SE2 9AH)
- 10 Home Care (Faversham, Kent, ME13 8GD)
- 11 Home Care (Bexley, DA5 1LW)
- 12 Head Office (Faversham, Kent, ME13 8GD)

avante
care & support
'Everyone Matters'

Tel: 01795 597400
Email: enquiry@avantecare.org.uk
Web: www.avantecare.org.uk



Fancy joining the team?
We've got some great career opportunities
at www.avantecare.org.uk/join-us/