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avocet trust
supporting vulnerable people

annual report 2016 - 2018



avocet trust family

and accreditations



kingfisher housing

supporting vulnerable people
part of the avocet trust family



brian crosher

training centre
part of the avocet trust family



matthew's enterprise trust

empowerment for life
part of the avocet trust family

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our purpose

avocet trust provides
lifetime support to vulnerable
people to enable them to
live valued lives.



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Avocet does this by using a person-centred, problem solving approach to make dreams come true.

We provide lifetime support for our clients, ensuring that they experience the highest possible quality of life and develop their full potential. This is realised by continually re-assessing the needs and aspirations of all Avocet clients and by offering both opportunities and choices. Clients are supported by professional staff who have been trained to enable them to take assessed risks whilst working dynamically to maintain accredited quality standards.

Our vision for the future is to build on the quality service we already provide by developing a comprehensive range of facilities that help vulnerable people achieve their highest quality of life.

The vision includes encouraging clients to express themselves, particularly those clients who are unable to verbalise their feelings and choices. These can be facilitated through both education and the expressive arts.

The Avocet Trust aims to assist all clients to achieve their maximum personal development up to and including employment training, as well as substantive employment opportunities within the community.

With gainful employment, clients will be supported to acquire and purchase their own houses and to be fully empowered to make their own life decisions.

We believe that achieving such an outcome is attainable for many vulnerable people who currently do not have such opportunities.

CEO annual report

yet another eventful year for
the avocet trust!

The 25th Anniversary Year for the Avocet Trust has been something similar to a sailing adventure with periods of calm, followed by a series of squalls, culminating with a force 10 storm and ending with calm water in the last quarter of the year. (No apologies for the sailing analogy).

The beginning of the year was cluttered with a number of well known initiatives by Central Government including the new Living Wage increments which were well deserved but still do not reflect the responsibilities of supporting vulnerable people in the community. At the same time, the Government continued to put additional pressure on Local Government to make significant cuts to services for vulnerable and disabled who are our client groups.

As a result Local Authorities, including the Hull City Council, undertook exercises to identify savings to be made against the budgets for vulnerable people. This proved extremely difficult for the Trust which not only failed to receive any cost of living increases for the past 6 years, but experienced a number of unfortunate actions by the Commissioners that proved extremely disruptive and damaging to the Trust.

Avocet employees were negatively affected by these events but the vast majority held firm and continued to support their clients through this difficult time, as did the vast majority of Parents & Relatives of Avocets clients. The Avocet Trust is most grateful for the loyalties shown through this difficult period.

I am pleased to say that we now have a restored and positive relationship with the new Hull City Council Commissioners for our services and look forward to working with the new commissioners in the future.

In our anniversary year we celebrated Avocets 25th Anniversary by supporting a number of community projects including a Rock Concert held at Hull University and a Comedy Night also at Hull University. These events were held as well as our regular client parties and enabled the Trust to gain much media attention.

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The present state of Social Care in this country continues to be under considerable pressure and the future is uncertain. This is reflected in the considerable and increasing number of Nursing Homes closing both locally and across the country.

The Avocet Trust was formed 25 years ago to support local vulnerable people and is stronger and more secure in every way as it has ever been. This strength comes from both its high standards of care provided by the Trusts Support Staff and also in terms of the charities financial stability and robustness. Avocet is looking forward to continue providing quality services for local vulnerable people for the next 25 years.

Les Howell. MSc., RMN., SRN Chief Executive Officer



introducing the trust board

“Good governance is the board’s responsibility, but governance covers more than the board’s duties and responsibilities, governance takes in how the board is appointed and supported and how the board works to ensure decisions are taken properly and the work of the charity is effective and furthering its purposes”

Bibliography - Dyer, P (ed.) 2010 The good trustee guide. NCVO: London

The Trust Board is a group of people who take ultimate responsibility for a charity. The National Council for Voluntary Organisation’s *Good Trustee Guide 2010* states that the essential Trust Board responsibilities consist of the following:

- Setting and maintaining the values, vision and mission of the charity
- Developing long-term strategy for the charity
- Establishing and monitoring policies that govern organisational activity
- Ensuring that the charity’s activities comply with its governing document and objectives
- Ensuring that the charity fulfils accountability as required by law to *The Charity Commission* and *HM Revenue & Customs*. This includes publishing annual reports and accounts
- Ensuring that the charity’s activities comply with the law
- Managing the charity’s resources and funding so it can meet its objectives
- Respecting the role of staff and volunteers and ensuring policies are put in place to guide them and safeguard the interests of the charity
- Maintaining productive meetings and effective committees
- Promoting the organisation
- Supporting the Chief Executive, in addition to reviewing their performance

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Chris Brown

Chris is owner and managing director of C. McDonald Brown Ltd which is a long established firm of independent financial advisors, Chris also has interests in a printing business and property. He was appointed as a trustee in 2007 and enhances the Trusts access to and experience in the business & finance sectors.

Chris sees his appointment as an opportunity to assist Avocet in going forward in the future as well as giving a little back to society.



Sue Baker

Working for the Community Rehabilitation Company CRC Probation, Sue is experienced in working to National Standards, meeting targets and sustaining high quality outcomes. Sue recognised similar expectations and outcomes in Avocet Trust, for example the incredible achievements through



quality staff training. Sue is proud to be an Avocet Trustee appreciating the vigilance and commitment of all of the professionals who work there. Committed to anti discriminatory practice and well versed in Health & Safety and Public Protection issues, Sue transfers this experience to her work as a Trustee. Sue the contact for any matters of concern arising under the Whistle Blowing policy and procedures at Avocet and is also the Chair of the Human Resources and Staff Consultative Committees.

Florence Catwright

Florence Cartwright graduated from Hull University with a degree in Creative Writing and English in 2015 and now works for the East Riding of Yorkshire Council in the Housing department after spending a year in administration for Support Services. Florence worked as a Publicist and Reporter for Avocet after finishing University which developed her passion for supporting vulnerable people, an area she is hoping to specialise in within the Council. With a close relative having lived with Avocet for the past 8 years, Florence is keen to offer support and ideas to the Trust Board from a relative’s perspective. Florence has witnessed Avocet’s growth over the years and is excited to be involved with the progressively changing nature of the charity and its inspirational work."



Andy Tearle

Andy Tearle is currently Deputy Head Teacher at Kings Mill special school in Driffield. "I have taught in special education since 1982 at four different schools; three of these being residential schools. I bring this experience alongside 10 years professional part time youth work in Hull and two part time coaching roles with Hull based sports clubs. My association with the Avocet Trust started several years ago developing some provision around the North of the East Riding and then as a trainer for Avocet and Chair of the Brian Crosher Training Board. I love being involved with this organisation".



Lesley Cartwright



Lesley Cartwright was appointed to Avocet’s Trust Board in 2008. Lesley is an experienced legal secretary and former school governor. Married to John Cartwright they have 3 children together, one of whom has multiple special needs including Autistic Spectrum Disorder. Lesley has

chosen to be a mother and homemaker for the past 29 years. Lesley considers Avocet to be going through a very exciting time due to the numerous projects and developments taking shape (such as Neat Marsh Farm) and wished to become part of these changes by putting herself forward as a Trustee.



Councillor Danny Brown

Councillor Danny Brown is the newest member of our Board having been elected in September 2013. Danny worked in the field of Learning Disabilities in Social Services some years ago spending five years as a Senior Registration and Inspection Officer, inspecting Residential Homes including those for Learning Disabilities. Danny always found this a very worth while and interesting area to be involved in.

As a former chair of the Learning Disability Partnership Board Danny was well aware of the work of Avocet Trust and this is one of the reasons he was very happy to take on the role of a Trustee when offered.

Danny believes his past and present involvement in learning disabilities along with his role as an elected member for Hull City Council (Chair of Overview and Scrutiny Health & Well Being Commission) will help further his involvement with what he sees as the leading organisation and provider of excellent services for people with learning disabilities in our City.

responsible individual report (CQC)

the avocet trust philosophy is to
improve wherever possible client
support by meeting their individual
needs and care.

Monique originally joined the Avocet Trust in 2000 as a Bank Worker and progressed throughout the years to her present role of CQC Responsible Person & Registered Manager.

Monique Short



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Monique has 22 years experience in the care sector, and achieved NVQ Levels 3 & 4 in Health and Social Care together with NVQ Level 5 in Leadership & Management and is also currently working toward NEBOSH.

Monique has achieved her IOSH (Health & Safety) training, First Line Managers Award, Risk Assessment Training, Makaton Training Levels 3 & 4, Autism Level 4 and has also completed a Level 3 award in Education & Training, 'Train the Trainer' certificate in the delivery of MCA, DOLS, and Safeguarding.

As part of the Responsible Individual role, Monique ensures there is an effective contact point with the CQC. Whilst visiting services and auditing the quality of the service being offered to Avocet's clients, Monique speaks to the clients, staff and Registered Managers wherever possible and listens to any concerns, compliments they may have and act upon these appropriately. A report is then compiled and any actions are addressed within a specific timeframe.

Several unannounced CQC inspections have taken place this year and all the Registered Managers are working hard to ensure that all the standards are being met. The services received an inspection this year and have been awarded an overall 'Good' rating.

During 2017, Avocet faced some difficult times, but with the continuous hard work carried out by all departments, support staff and families, we were able to come through the difficult times and are now doing well, ensuring our clients live a fulfilling life, and that our staff managers are supported.

head of community services report

Sonia joined the Avocet Trust in 2008 as a Registered Manager and steadily progressed to her current position as Head of Residential Services. With over twenty years experience of working within the care sector Sonia has achieved her Diploma in Health and Social Care, Registered Manager's Award and NVQ Level 4 and 5 in Leadership & Management.

"The Avocet Trust philosophy "Avocet provides lifetime support to vulnerable people to enable them to live fulfilled and valued lives through making personal choices".

Events and celebrations We have held several successful events over the past two years including Easter Parties and Christmas Parties. We have also held several events in the services due to Avocet celebrating our 25 years anniversary.

Services and Clients The past two years have been very successful in terms of new referrals to client vacancies across the Trust which has been filled. Sadly however, the Trust lost a number of service users.

The loss of clients is understandably extremely difficult for families and staff members that have worked with the residents for many years. Avocet provides support, including a freely accessible Counselling Service, which is offered to those family members and also to staff who experience the loss of a family member, resident and friend.

I would like to thank the staff teams who worked exceptionally hard under these circumstances and showed dedication and commitment to the clients. When the clients were in hospital, our staff worked above and beyond their duties to ensure consistent care. Avocet's clients continue to freely attend both Matthews's Enterprise and the 5 Senses Trust facilities which provide them with enjoyable activities and encourage them to develop their skills and personal relationships. Avocet staff work continuously to ensure our clients enjoy the best quality of life. We have a good strong middle management team and a programme for developing and training members of our existing senior staff teams in preparation for undertaking the role of a Registered Manager. The management team ensure that all members of staff meet the client's needs and have good

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practice skills and knowledge in achieving Avocet's aims and objectives. Over the past two years, a number of unannounced CQC inspections took place which proved to be the best standards that have been achieved so far. All services were compliant. There were no actions or recommendations made by the CQC Inspectors. As always, everyone will continue to work as a team to ensure our clients are fully supported and empowered to achieve the best they can. I would like to take this opportunity to personally thank all senior, middle management and support staff, for maintaining such high standards and for empowering our clients by enabling them to make their own choices on a day to day basis.



Sonia Beadle, Diploma in Health & Social Care

introducing the managers

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Rachel Summers:
Supported Living Manager

Rachel joined the Avocet Trust in 1996 and has over 25 years experience working in the care sector with different client groups. Joining the Trust as a Support Worker, she has progressed through the position of Senior Support Worker to Registered Manager.

During her time with Avocet, Rachel has completed her NVQ Level 4 in Health & Social Care, IOSH (Health & Safety) Training, 'Train the Trainer' training for Health & Safety and has subsequently delivered Health & Safety training in the Trust. Rachel has also achieved NVQ Level 5 in Leadership & Management.

Over the past few years, Rachel has been responsible for Avocet's Supported Living Service and is also the Registered Manager for the Newtondale and 35 Priory Grove services.

Rachel has welcomed new service users in both Supported Living & Priory Grove over the last year.



Megan Glass:
Registered Manager
Marfleet Lane & Neat Marsh House

Megan has worked at the Avocet Trust for the past 20 years. Initially Megan was initially appointed as a Primary Programme Worker and then held the position of Senior Programme Worker for 10 years before being appointed as a Registered Manager with the Trust.

Megan undertook a 'Train the Trainer' Course and subsequently delivered the Manual Handling Course as a Trainer and as an Assessor for a number of years. Megan is also a trainer for the MCA, /Dols/Sova which she delivers regularly to all new Avocet inductees and other members of Avocet staff.

Megan has an NVQ Level 4 in Health & Social Care and a NVQ Level 5 in Management and Leadership.



Debbie Pickering:
Registered Manager, Green Lane Farm

Debbie manages the Residential and Respite/Short Stay Services at Green Lane Farm in North Frodingham village in the East Riding of Yorkshire

Debbie has completed her NVQ Level 5 in Business and Management and has also attended extra Leadership training. Debbie regularly attends the East Riding Care Sector Forums in order to gain relevant information to share with the other Avocet Trust services.

In October 2017, the Green Lane Farm Residential & Respite Services had their first CQC inspection which received a 'Good' overall rating. During this time, the Green Lane Farm residential Services also received accreditation from The National Autistic Society which is the leading UK Charity for people on the autistic spectrum and their families whose purpose is to improve the lives of autistic people in the United Kingdom.

Another success for Green Lane Farm was obtaining the second prize in Avocet's garden competition 2017 which is judged by Avocet's Trustees. We are hoping to improve on that this year.

Since this service opened in February 2017, we have continued to provide a service for a young man with demanding autistic needs, ensuring that he is living a valued life via a person centered approach. He has a structured timetable in place which is tailored to his preferences and is receiving relevant support from other professionals when required to help meet his needs. This young man has improved his quality of life over the past year and is greatly enjoying living at Green Lane Farm.

We are also providing a service for three young ladies in the respite house which is doing exceptionally well.

The Respite/Short Stay provision is a much needed service in the East Riding because many of the young people who are transitioning from children to adult services who are finding that there is limited respite access once they have left childrens' services.

We are continuing to receive enquiries about future respite provisions for young people who are transitioning into adult services in the East Riding. This has resulted in six possible new referrals at the present time, subject to assessments and funding.

Debbie is hoping to continue in expanding the Respite/Short Stay Service over the next year and plans to develop the site as a whole are under discussion.

Wayne Murtagh
Registered Manager
Avocet Trust Respite Service

Wayne Murtagh is the Registered Manager for the Holderness Road Respite/Short Stay Services, having progressed within the company from the position of Trainee Manager. Wayne has been working in the care sector for over 20 years and for the Avocet Trust for over a year.

Wayne has completed a 'Train the Trainers' course to deliver First Aid and Autism Awareness Levels 1 and 2 and has also completed the IOSH (Health & Safety) Course. Wayne also achieved a Level 5 in leadership in 2018.

The Respite service is situated in the East Hull area, and is ideally located close to locally amenities. The residents enjoy visiting, such local amenities as local shops, swimming baths, public houses, cafes and nearby parks.

Over the past year we have seen a transition of Respite/Short Stay Services from Ings Road to Holderness Road

The Holderness Road service is fully compliant with the CQC, receiving an overall 'Good' rating which reflects the dedication of the staff who work at the service.

introducing the managers

continued



Nicola Thompson
Registered Manager
199a-203a Saltshouse Road
& 128 Stanbury Road

Nicola is the Registered Manager for 199a-203a Saltshouse Road and 128 Stanbury Road, having progressed within the company from Senior Support Worker to Trainee Manager at Middlesex Road before progressing to become the Registered Manager at Saltshouse Road. Nicola previously worked in the care sector for twenty years supporting elderly clients with residential, dementia and nursing support needs before coming to Avocet Trust four years ago. Nicola completed a 'Train the Trainer' course in Manual Handling and delivers this training module to Avocet employees. Nicola is currently working towards achieving NVQ Level 5.

Salthouse Road is a residential service which is situated in the East of Hull, which is ideally located close to local amenities which the residents enjoy visiting, such as local shops, swimming baths, public houses, cafes, hairdressers and nearby parks.

128 Stanbury Road provides a domiciliary service in North Hull supporting one client; the building is currently undergoing building work to divide the bungalow in to two smaller bungalows

The highlights over the past two years for the Salthouse Road service have been Avocet's parties which the residents have fully enjoyed attending.

A new client moved into 199a last year and has settled well in to the service. She celebrated her 60th birthday enjoying a garden party with staff, family and clients from other services.

The residents have been planning holidays, with one client going to Scotland for a week and will be enjoying a boat ride across the Loch.

Members of staff have been taking part in additional training courses to expand their knowledge to enable them to provide a better service to the clients including mental health, diabetes, autism, end of life. The majority of the staff team have achieved their NVQ Level 2 and most are working towards the mini NVQ2.

The plan for the future is to support our staff into developing further to ensure that the high standards of the services are maintained.

The team looks forward to supporting the residents further, ensuring all clients go on holidays and continue to enjoy the activities and the day care services provided.

quality assurance report 2016 - 2018

there is no need to chase success but
to follow excellence, as success
always follows excellence.

In the last two years I have gained more knowledge and experience and I am thoroughly enjoying my job as a QA Lead and Training manager. I am committed to follow excellence and to support all services to make a positive difference to the quality of life for all our clients.

Avocet Trust's Quality Assurance system is based on CIP – Continuous Improvement Plan - and all our services receive this plan for 2016-2018. This plan is updated as and when required. All services receive regular Quality Assurance audits from QA Lead highlighting the areas for improvement with an action plan. After each audit services are revisited in a month's time to make sure all necessary actions have been completed. We have also introduced Health and Safety audits to make sure our clients are safe and there are no health and safety risks. The reports are kept in Quality assurance files at the services with action plans and a copy at HQ with Health and Safety officer. Service visits are carried out for all services by Head of the services and Responsible person and there is a further plan for trustees to start visiting all our services to reflect compliance with good governance.

The continuous improvement programme ensures that we work towards our common goal of meeting the standards that we have set for the delivery of our services and that they are consistent with our company's vision and values. Our policies and procedures set out how we are to meet the standards and the training, development and supervision of our staff ensures that they have the right knowledge, experience, skills, attitudes and behaviours. We audit, monitor and review our services and all the feedback and learnings are taken on board to ensure that we are continuously improving our services. We also regularly

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monitor new legislation and best practice and ensure our policies and procedures are kept updated.

This year has been exceptionally remarkable for Avocet Trust as despite of having funding cuts, we continue to maintain safe services and all our services have got good CQC reports. In particular, any issues with the well-led have been improved due to improvements in our QA procedures and our commitment to maintain good standards for clients' wellbeing. We have more robust systems for auditing and monitoring by taking into account all the fundamental standards and good governance. All documents issued are version controlled to ensure that services only access current versions of the documentation. Every service receives updated versions of all policies and procedures and documents on their individual memory sticks.

We have established a system to log all compliments, complaints and comments and all safeguarding investigations. These are presented in a monthly PRM-Performance review meeting - and in quarterly QA Committee meetings. Members of senior management attend regular forum meetings and sub-group meetings with CCG, HCC and East Riding and the information is shared with all services on a regular basis. All notes from these meetings are kept centrally and also shared with Trust Board.

Each year Avocet services are inspected by Social Service Compliance Team and reports from the latest inspections have described the services provided by the trust as meeting all the required standards. This year we have had visits from compliance teams for all our supporting living services and reports and comments are very positive.

quality assurance report

continued

Our achievements are as follows:

- New service-Green Lane Farm and 1183 Respite and both achieved good CQC reports
- Compliments from a member of Safeguarding team about staffs' sound knowledge of MCA DOLS and their professionalism.
- Clients received excellent support with their progressing dementia and families complimented Avocet for quality care and support.
- Maintained external Accreditation - Contractors Health & Safety System (CHAS)
- Autism Accreditation and very positive feedback
- Standardisation of documents for all the services.
- Well maintained training figures.
- Working alongside of CCG, HCC and East Riding and regularly attending forums and sub-group meetings with them and sharing information.
- We attended CQC seminars delivered by higher management from CQC regarding Fundamental standards and good CQC reports and another seminar about reputational risks, good and outstanding standards. All information was shared with Trust Board and all services.
- Good CQC rating.
- Compliments from different people
- Nice summer party

Our goals for the next year

- To continue to maintain high standards of quality Assurance system
- To maintain good CQC ratings and try to work for outstanding standards
- To continue CIP- Continuous Improvement Plan
- To maintain high level of standards as required by CQC, Compliance contract Team and Avocet Trust

- To continue to update policies and procedures
- To maintain Autism Accreditation and CHAS
- To continue to support, supervise and develop staff
- To deliver quality care for our clients based on outcomes they want to achieve
- To continue to support clients' families/parents
- To develop new services
- To maintain high standards of training
- To continue to attend CQC seminars, forum meetings and working with partnership boards.

Shafaq Malik. Quality Lead, MSc. BSc & BEd



human resources annual report

The past two years have not been without challenge for the Human Resources Department of the Avocet Trust. Such challenges have most notably come from external influences involving local authority financial cuts and case law precedent.

A direct 'hands on' involvement is undertaken by the Trust management team involving HR management issues. HR support to the management team is provided by Ivan Spibey, HR Consultant, and Jane Dawson, HR Administrator. This in turn assists the managers with their day to day people management issues when this is required. An important issue for the Trust which has been a challenge from a people management viewpoint has been staff recruitment, and the impact of proposed local authority cuts. This has resulted in freezes on recruitment to enable the Avocet Trust to protect the job security of its staff. Unfortunately such occurrences are nonetheless worrying for staff members with staff retention then becoming an issue. The Trust are now recovering from such occurrence with the organisation vacancy factor now reducing. At the time of writing this article a new strategy involving recruitment is now being put together.

A case law precedent involving the payment of employee 'sleep' shifts has also impacted the Trust. This followed an employment tribunal based ruling (primarily Tomlinson-Blake v MENCAP) that employees should be paid at their full hourly rate in line with the national minimum wage regardless whether they were asleep or not. Such employment case law was interpreted by the HMRC putting pressure on care providers to pay the full hourly rate for 'sleep' shifts as from 26 July 2017 or face financial penalty. As you would appreciate financial agreements with local authorities are negotiated with the current financial climate in mind, and did not include provision for such additional cost. However the biggest concern to the Trust was a potential 'back-pay' bill which could go back as far as six years for each employee. This has been fiercely fought by care providers including the Avocet Trust, and thankfully a Court of Appeal ruling on 13 July 2018 ruled that employees would only be paid for hours that they have physically worked. At the time of writing there was the possibility that the trade union UNISON could contest this outcome in the Supreme Court.

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Successes for the HR department have included the successful implementation of a sickness absence policy which has substantially reduced sickness absence. This has been particularly effective involving short term sickness absence. Sickness absence results in a high cost to any employer unless it is managed properly. Such management also involves the sympathetic management and support of staff with genuine health issues. Another notable success has been the commitment and professionalism shown by all staff within the Trust covering vacancies during a time of need. This in turn has reduced agency cost figures, and has enabled the clients of the Trust to have continuity regarding their care.

Staff Support The Trust continues to support its staff and benefits include a cycle to work scheme, monthly prize draw and for the staff that require it a free and confidential counselling service. The Avocet Trust continues to take its responsibility towards staff very seriously, and effective HR management is a must to ensure that that key performance indicators and objectives are met. As the Avocet Trust moves forward there will continue to be considerable challenges, and the HR team will continue to provide support to all staff along the way.



Ivan Spibey,
HR Consultant

*Pg Dip Personnel Management
(Nottingham Trent University)*

*Chartered Member of the
Chartered Institute of
Personnel and Development*

short stay/respice service

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The Short Stay Services at Holderness Road and Endymion Street continue to offer respite to our regular client group, some of which have been staying in the Short Stay Services for up to 10 years. The past year has seen a steady stream of new referrals and people coming in to the service. Others have moved on due to going in to full time residential care or accessing a service closer to home.

The Short Stay Services have had a couple of success stories since last year that we are very proud to mention:

We have achieved a 'Good' rating during our inspection in 1183 Holderness Road and this is seen as a credit to the staff team who have developed and worked hard to maintain good therapeutic relationships with clients. The service has been responsive to the needs of new clients purchasing the right equipment to open up the service to people who have physical disabilities.

We have successfully managed transitions from the old service at Ings Road into 1183 Holderness Road and the clients are very settled.

Endymion Street continues to evolve and we are looking at how to make the most of the building in order to continue to improve the service we offer to the two clients that reside there currently.

1181 Holderness road has seen a change in culture with the introduction of a new manager and senior who have worked hard to shape the service with best practice and professionalism in mind.

The regular clients are settled and have been developing their own life skills while the newer clients have been welcomed in to the service as they are starting to make their mark and feel at home with us.

Throughout the year we have been working on a plan to ensure we continue to develop and progress and this can be evidenced by firstly the change in the environment regards to the decor and feel of the service and the gardens that now look worthy of a competition entry.

We are continuing to make strides forward and are receiving positive feedback from professionals, families and clients alike.

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kingfisher housing (hull) limited

Kingfisher Housing has been operating for ten years and year-on-year growth remains very positive.

Within the last trading year a number of capital and refurbishment works were undertaken, with a development plan being developed to upgrade all kitchens and bathrooms across the Trust over the next three years as required.

Kingfisher Housing continues to allow the clients living in the properties the choice to decorate their home as they wish, ensuring that a person centred approach is key, with communal areas being decorated to the highest of standards. Regular inspections are undertaken and the in-house maintenance service remains in place which allows an immediate response for clients living in the properties helping maintain the standards within each facility.

External building works and annual servicing is undertaken by local contractors who are well established with Kingfisher Housing and they continue to provide an important, cost effective service whilst supporting the aims and objectives of the organisation.

The company remains registered with bodies such as the Contractors Health & Safety Assessment (CHAS) and the Hull City Council Accredited Landlord scheme.

Some long-standing projects which have been worked upon are due to come to fruition with a major achievement being the purchase of a portfolio of properties for Avocet Trust which was handled by Kingfisher Housing.

Kingfisher Housing continues to operate within strict financial parameters and the year end accounts show a surplus on trading operations which reflects the considered approach taken to expenditure. Overall income has steadily increased and the cost base has decreased.

Andrew Lacey, Estates Manager



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Matthew's Enterprise Trust Annual Report

Neat Marsh Farm

Based at Neat Marsh Farm in Preston, East Yorkshire, Matthew's Enterprise Trust has been operating for almost eight years and is an award winning work-based employment training facility.

The development of the site continues to progress together with an increase in the education and training opportunities for all students.

Developments

Recent developments on site have included the creation of a welfare facility incorporating toilets, a shower, changing and locker rooms and a laundry. This building was facilitated by a grant from the Forbes Charity. The new facility was much needed and the funding gratefully received.

The cafe remains the central hub of the site and is well used by the students and many clients of the Avocet Trust, with a range of freshly prepared meals and a daily specials board being on offer, together with the opportunity for students to work in the kitchen learning new skills in catering, customer service, food hygiene and basic numeracy. The on-site

Workshops have continued to increase their training offerings with the Metal Workshop now offering basic vehicle maintenance tuition, as well as that already offered in the bespoke products such as gates, trailers and decorative garden ornaments including penny farthing cycles. The Wood-Work Shop has seen a range of new products being developed including garden benches, planters and shelving units.

The students continue to attend the Driffield Show every year, with those attending enjoying being part of the wider community and also being able to showcase their projects and the products that they make on site at Neat Marsh. Matthew's Enterprise is now firmly established at the show with the most recent pitch being doubled in size to accommodate the range of new products on offer.

Two new members of staff have joined the service, both offering skills in animal care which the students are enjoying. The new staff are also working as general support, offering help in the workshops and on community projects off site including gardening and horticulture works.

Educational Opportunities

The number of students has steadily increased year-on-year with a current attendance of thirty two per week accessing anything from one to five days per week. All students have access to the Avocet Trusts mandatory staff training in such things as First Aid, Infection Control and Fire Safety. In addition to this, bespoke training is offered in basic tractor driving together with links with an outside agency, HYA Training, who have provided training in literacy and numeracy to a number of students with all having passed the associated exam.

As part of the students continued personal development, visits to educational centres such as the Royal Armouries, Leeds have proved very successful, as well as a visit to Dalby Forest, North Yorkshire which proved very popular.

The Matthew's Enterprise Trust continues to grow and develop, offering a unique opportunity to all who attend. Our aim is to promote the social and educational elements of the project and allow the students to have fulfilled and active lives, as well as preparing them for potential future employment.



statement of finance

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Much has happened since the previous Statement of Finance issued by Simon Quinn. All of what he stated therein remains germane to our current position. During the year ending 31 March 2017 the net assets of the trust grew from £1,910,703 to £2,050,964 with the annual surplus for the year 2017 in the sum of £74,675.

During the year ending 31 March 2018 the net assets of the trust grew from £2,050,964 to £3,675,676 with the annual surplus for the year 2018 in the sum of £286,409.

The financial year of 2017/18 was notable due to the potential financial risk of the outcome of the High Court appeal in the case of Tomlinson-Blake v MENCAP involving the payment of 'sleep' shifts. An outcome of this appeal was communicated on Friday 13th July 2018 overturning the previous decision that had been made. If the original court decision had been confirmed in the Court of Appeal there would have been a cost to the Avocet Trust of circa £1,200,000 if the organisation were able to locate all of the workers involved. This would have had a huge impact on the Trust due to the fact employee both past and present would have been able to claim up to six years in payment arrears. For the avoidance of doubt the Avocet Trust have paid staff at the appropriate hourly rate since July 2017 when additional client funding was obtained for this reason. Therefore the Avocet Trust will continue to reward our staff at a rate we consider appropriate and fair in all of the circumstances. However it should be noted that the trade union Unison at the time of writing have appealed to the Supreme Court, and therefore there is still possible financial risk to the Trust.

The Trust has faced considerable pressure from the local authorities throughout the financial year ending 31 March 2018 to reduce our cost to them without reducing the quality of care and service that Avocet provide. For the most part we have resisted successfully these demands without damaging the quality of our care. The financial situation of the trust in respect of the year ending 31 March 2018 can be seen on the attached schedules and graphics.

Subsequent to the 31 March 2018 and to the 31 July 2018

Avocet managed to limit the net deficiency for the four months to the end of July to £4,287. Kingfisher Housing in that same period had a surplus of £20,382 a combined position therefore showing a surplus of £13,095 at a time of enormous pressure from the local authorities on our charge out regime. The net assets of the trust at 31 July 2018 were £2,041,372 and Kingfisher Housing net assets were £11,371.

Avocet has continued to comply with employee legislation which included passing the three year anniversary of pension auto-enrolment, and submitting gender pay information for the first time.

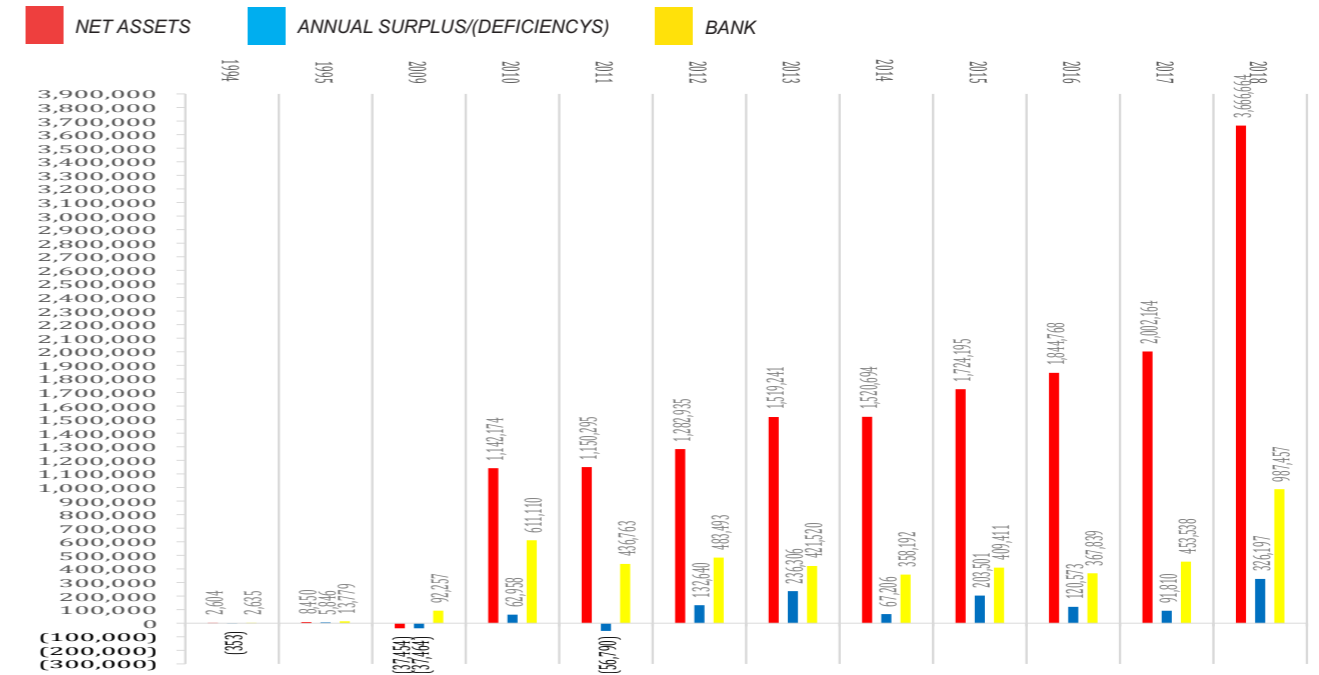
Avocet continues to evolve in an ever changing care market in continuing to provide care and support that follows Avocet's belief and ethos.

The financial situation of the Trust in respect of the year ending 31st March 2018 can be seen on schedules and graphics within this report.



Simon Quinn

Avocet Trust & Kingfisher Housing (Hull) Limited



Avocet Trust & Kingfisher Housing (Hull) Limited - (Combined)

Date	Net Assets	Annual Surplus/(Deficiency)	Bank
1994	2,604	(353)	2,635
1995	8,450	5,846	13,779
2009	(37,454)	(37,464)	92,257
2010	1,142,174	62,958	611,110
2011	1,150,295	(56,790)	436,763
2012	1,282,935	132,640	483,493
2013	1,519,241	236,306	421,520
2014	1,520,694	67,206	358,192
2015	1,724,195	203,501	409,411
2016	1,844,768	120,573	367,839
2017	2,002,164	91,810	453,538
2018	3,666,664	326,197	987,457

fundraising annual report

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*Martin Leach, Msc, RMN, CPN Cert.
Funding Manager*



In the summer of 2016 I took over my new responsibilities as the Funding Manager for Avocet Trust. My new role is to find alternative sources of charitable funding for Avocet's new services and pilot projects such as day care at Matthew's Enterprise in Preston and the Green Lane Farm site in North Frodingham near Driffield.

I have worked at the Avocet Trust for a number of years so I am very familiar with the organisation and what we stand for. In my previous role as the Trust's Business Manager I had some experience of attracting charitable funding to the Trust, such as the funding for the initial conversion of the workshops and the building of the cafe at Neat Marsh Farm. I am therefore familiar with how to approach fund-holders and complete the sometimes complex procedures that are required to be followed to achieve a positive result.

We also received grant funds from the Dunhill Trust for our pioneering project for new services for early onset dementia in learning disability clients at 35 Priory Grove in West Hull. Unfortunately, the support for the project by the Hull City Council Commissioners never materialised and consequently the project had to be abandoned. This meant that we had to return significant funds that we had received from the Dunhill Trust to pilot and research the new service. We continue to support the remaining client that we have but sadly we now don't have the resources available to us to develop a model of care and to disseminate the learning from the project.

In the few months that I have been in post I have made a number of bids for funding for new services most notably with the granting of £75,000 (over 3 years) from the Forbes Charitable Foundation for the refurbishment and provision of further facilities at Matthews Enterprise.