



**Isobel Fraser
Care Home**
Dignity | Trust | Love

Registered as a SCIC, Isobel Fraser Home, SC047168, also known as Isobel Fraser Care Home

**Trustees' Annual
Report
2023 - 2024**

Chairman's Welcome



Welcome to our Annual report for the year 2023-24, a year in which the care sector and the Home faced many challenges. Although the Home performed very well - see our most recent Care Inspectorate Report - the challenges in the sector remain significant.

We remain one of the few “not for profit” care homes in Scotland but this does not make us immune from rising costs and the need to keep up with regulatory requirements. Inevitably our room rates have had to increase accordingly but we believe that we continue to be very competitive compared to other homes and provide excellent value for our residents.

Attracting high quality staff and retaining them is a key issue for the whole Scottish care sector as pay rates do not reflect the value of the work and responsibilities of our staff. Thankfully, our staff turnover remains low and we have been very successful in not using agency staff.

Despite the various challenges, staff, management and trustees have done a remarkable job and I would like to express my thanks to all those involved. Thanks must also go to the families and friends of residents who continue to support their loved ones and the Home itself.

As Chair, I know that the Home will continue to do the very best it can for our residents and staff but greater support from both the UK and Scottish Governments would be a welcome bonus.

Trustees



Tina Chancellor

Andrea Sillars



Simon Cole-Hamilton

Ian Whyte



Jim Harbison

Evelyn Grant



Jim MacIntosh

Freda Charters



Robert McPhee

Objectives and Achievements

The Isobel Fraser Home has been providing care in Inverness since 1899, when Mrs Isobel Fraser opened a small Home in Crown Street. Her purpose was to alleviate distress of the elderly who found themselves infirm and destitute. Isobel Fraser died in 1918 and as a mark of respect, the Home was named after her. After her death the Home continued to expand with the current Home being opened in 1938.

Since then the Home has continued to offer a very high level of care for our residents. Our aim is to be the best provider of residential care for the elderly in the Highlands, based on high standards of loving care, operating efficiency, staff development and retention, and financial stability. We believe we have made significant strides through continuing investment in our staff and premises, reacting to the views of residents and their relatives and maintaining our high scores from the Care Inspectorate.

How well do we support people's wellbeing?

5 - Very Good

How good is our staff team?

5 - Very Good

How good is our setting?

5 - Very Good

How well is our care and support planned?

4 - Good

Care Inspectorate: July 2024



Highlights



Our first highlight of the year was the Christmas party. As usual, the food was excellent and everyone enjoyed their presents. As you can see the staff also enjoyed dressing up!

Our annual fete was a great success as usual. The carnival theme went down well with everyone. The stalls, food and drink and not forgetting the people all contributed to a great atmosphere. We raised over £1000 towards our residents' activities.



“They are all terrific here”

“I would give it a grade 6!”

Two quotes from our latest Care Inspectorate review sums up the care that our staff deliver. The report, published in August, gave us 5 out of 6 for supporting people’s wellbeing; our staff team and our setting. We also received 4 out of 6 for our support planning. These are excellent scores and a credit to the management and staff.

Achievements

At our AGM in 2023, we set ourselves a number of objectives in relation to six core areas.

Care

Our standard of care for our residents has remained exemplary. The Manager and her staff work hard to ensure the residents enjoy good food, good fun, good laughs and, in the jargon - good outcomes. We think they succeed and more.



The Care Inspectorate confirmed this in their latest inspection report, giving us 5 out of 6 (Very Good) for supporting the wellbeing of our residents.

Activities have been expanding with more staff involved and more outings. Funding from the Scottish Government helped five residents have a short break in Embo. Burns Suppers, Christmas parties, Spokes for Folks outings all contribute to keeping everyone active and engaged.

Human Resources

Our staff are the key to the success of the Home.

Staff retention remains excellent with very low turnover compared to the industry norm. Staffing levels have remained consistently high reflected in the fact that we do not use agency staff.

We appointed new HR advisers who conducted a detailed review of our job descriptions, policies and procedures. This resulted in our policies being revised and new staff contracts implemented.



The latest Care Inspectorate report highlighted our support for staff with new staff saying that they felt supported and the Care Inspectorate confirming that there were “strong, trusting relationships with the whole staff team”.

Facilities

With the completion of the new extension in 2023, this year saw fewer projects and more ensuring routine maintenance and day-to-day improvements to the Home continues apace. Rooms and equipment were continually refreshed and the garden substantially improved. The wi-fi was also upgraded. Environmental sustainability remains a key for us. Over the last 2-3 years we have implemented a number of measures from cutting down on food waste to reducing our energy use and costs. These have been quick “wins”. The future holds more serious questions, particularly the potential to replace our gas boilers with a more environmental friendly system.

Governance

Meeting our governance objectives proved more difficult. We still have a vacancy for an Honorary Secretary and we continue to seek new Trustees to work with our highly capable Board. However, we will keep trying as new Trustees are key to the future sustainability of the Home.

On the positive side, we continue to carefully appraise all the potential risks to the Home via our Risk Register. This is considered at each Board of Trustees meeting and updated as necessary.

Trustees have also started to review our various policies and procedures, covering a huge variety of matters from finance and business operations

to human resources. We also intend to examine our Governance structure this year to ensure that it remains fit for purpose.



Finance

There is no doubt that financially, this year, the Home faced significant challenges. Costs inevitably rose from wages to contractors' prices and rising inflation did not help. The regulatory environment also continues to evolve. As a consequence of these pressures, residents' fees have necessarily risen. Controlling costs is a key issue for Trustees. We keep them under constant review and endeavour to operate the Home as effectively and efficiently as possible.

Community Links

Pre-covid the Home had good community links, particularly with local schools. It has proved difficult to re-establish these but we keep trying! We have been more successful with local churches and Sunday services are held on a regular basis.

Financial Review

Investment policy statement

At present the Charity does not have any investments. Any surplus cash is placed on deposit with our bankers.

Statement of the charity's policy on reserves

The new staff welfare and infection control facility which opened in January 2022 at a cost of £522,000 was paid for from our reserves which are now depleted. It is our intention rebuild our reserves and any surplus over our working capital requirements would then be reinvested in the facilities of the Home.

Details of any deficit

The financial results of the charity are dependent on the rates of fees that we charge and the level of occupancy that we achieve. This can lead to deficits arising.

The charity operated at a surplus of £82K in the financial year 2022/23 and there is a projected deficit of £135K in the 2023/24 financial year. The trustees have taken action to bring the charity back into surplus in 2024/25.

Objectives for 2024-25

Care provision

- Maintain our exemplary care standards, which have been recognised by the Care Inspectorate
- Seek to achieve the best possible grades from the Care Inspectorate
- Implement Action Plans to meet the Care Inspectorate's "Areas for Improvement"

Finance

- Operate at a small surplus, which can be reinvested in the Home
- Continue to monitor all costs to ensure we operate as efficiently as possible
- Continue to monitor residents' fees so that we remain excellent value for money

Facilities

- Continue the programme of development and routine maintenance of both building and gardens
- Continue to examine ways to improve residents' facilities
- Consider options of the future use of the east garden area

Human Resources

- Work to recruit and retain quality staff in all areas of the Home
- Provide relevant and appropriate training and development

opportunities for all staff

- Maintain a clear cycle of staff meetings and individual staff reviews
- Continue to monitor our staffing structure to ensure that it is fit for purpose and costs are adequately controlled

Governance

- Continue to develop a strong Board of Trustees through recruitment
- Carry out a review of our governance structure and implement changes where appropriate
- Review GDPR procedures in the light both of experience and the legislative position
- Continue the implementation and review of the Environmental Policy

Community Links

- Continue to pursue links with local schools and nurseries, churches and other community groups
- Ensure the website is informative and up-to-date
- Continue to use our Facebook page as our primary news source for relatives and others interested in the Home
- Use both social media and local print and broadcast media to promote the Home

Declaration

Signed on behalf of the charity trustees:



Print name

James Harbison

Designation

Chairman

Date

6 November 2024

Contact Information

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