



# ANNUAL REPORT & ACCOUNTS

**2017 – 2018**

UK Charity Registration Number: 1044521



*Oasis*



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*Senior Management  
2018 Business Review Workshop*



**LEGAL & ADMINISTRATIVE**

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**OASIS Care & Training Agency  
Annual Report for the year ended 31 March 2018**

The Board of Trustees presents its directors' report and audited financial statements for the year ended 31 March 2018.

**Reference and Administrative Information**

Charity Name: Oasis Care & Training Agency  
Charity registration number: 1044521  
Registered Office and operational address:  
24 – 32 Murdoch Street  
London  
SE15 1LW

**Board of Trustees**

Hussain Abdullahi - Chair  
Mrs. Sabah Yusuf- Treasurer  
Abdullah Ismail  
Abdullahi Hussein

**Advisor to Trustees**

Harcourt Alleyne

**Executive Director**

Mohamed Yusuf

**Senior Management Team**

Rashid Abdullah – Deputy Executive Director  
Mohamud Ileye – Director of Finance  
Adetayo Oke – Director of Care Services  
Julie Weekes – Director of HR & Training  
Gordon Bentley – Business Development Manager

**Auditors – GPRS Professionals Ltd**

**Bankers - HSBC Croydon Central Branch**

*Mohamed Yusuf  
Executive Director*



**MESSAGE FROM OUR CHAIR – Hussein Abdullahi**

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As we move into a changing funding and service delivery landscape, now more than ever my capacity to lead, manage and continually create an organisation where everyone can make their own valuable contribution is fundamental to Oasis's viability and sustainability. This philosophy will help us to manage at a time of significant uncertainty about our future as OASIS is primarily funded through Local Authority service contracts.

As the OASIS continues to adapt and evolve in response to continuously changing environment in the domiciliary care services, being clear about a strategy for service growth will give us the ability to be financial viable now and into the future; whilst maintaining a clear identity as a mission based organisation, and upholding our cultural values of quality, respect, integrity, cooperation and empathy.

During the last year we have seen new challenges emerging from the changing nature of the marketplace that we operate in. Increasingly we are seeing the impact of change to public sector procurement methodology, demand for a more commercial approach and higher levels of scrutiny over statutory compliance. These forces have meant that at a service level we are experiencing significant reform to the tendering processes of Local Authorities, as well as a reduction in spending levels. This is creating a destabilising effect on the domiciliary care sector.

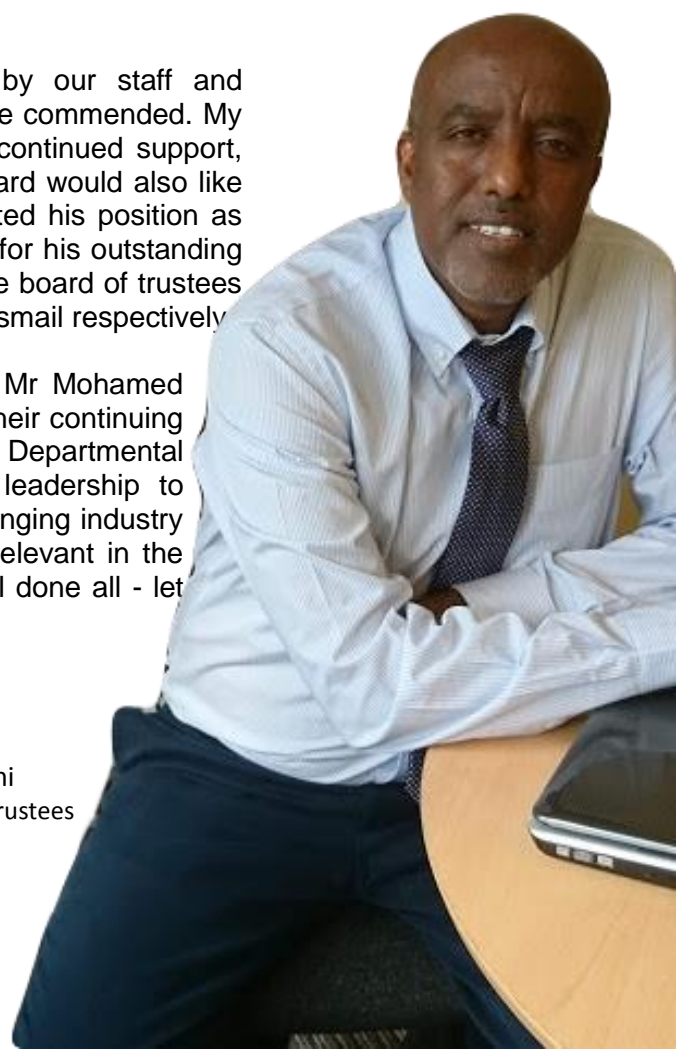
Like many other social care providers, we tendered for several contracts and were not always successful. However, I am pleased to report that it has been a very good year for OASIS in relation to our key performance measures; and following a recent strategic planning workshop of the Board and Senior Management Team, we have four key strategies:

- Establishing new office locations for the delivery of our services
- Securing and exploiting public sector contracts more effectively to maximise their potential.
- Achieving a profitable return on the delivery of funded vocational training programmes.
- Invest in creating a more effective response to meeting ongoing care staff recruitment needs and increasing staff retention

With all the sector instability, the commitment shown by our staff and volunteers, has remained consistent for which they are to be commended. My sincere thanks to all Board of Trustee members for your continued support, knowledge and passion in driving OASIS forward. The Board would also like to take this opportunity to thank Guled Abdillahi who vacated his position as trustee during the year. The board of trustees thanked him for his outstanding contribution for the services rendered to Oasis. Similarly, the board of trustees is welcoming new trustees Abdullahi Hussein and Abdallah Ismail respectively.

Also, very importantly the Board is extremely thankful to Mr Mohamed Yusuf, the Executive Director, his team and volunteers for their continuing efforts which are strongly aligned to our core values. Our Departmental Directors and senior managers are providing excellent leadership to ensure the OASIS staff are positively responding to our changing industry and working environment, which ensures Oasis, remains relevant in the community with a continued strong service user focus. Well done all - let us keep OASIS on the right track to a great future !

Hussain Abdillahi  
Chair of the Board of Trustees





EXECUTIVE DIRECTORS REPORT – Mohamed Yusuf

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*Mohamed Yusuf*  
Executive Director

The year 2017 – 2018 was another exciting period for OASIS that included structural changes, challenges and quality improvement. We welcomed new staff, new registered branches, new Board of Trustee members and created a new business plan to guide us in the next two years.

During the period our Home Care Services helped and supported over 1000 service users living in the community with their daily living tasks including washing, dressing, medication and mobilising. Our re-ablement services enabled over 60% of services users to require no further support after our initial six-weeks intervention. Our investment in assistive technology capacity also grew by 30% this year with the introduction of new BT One phone systems, mobile phone and tablets for all Field Care Supervisors and cloud-based server technology.

Other achievements in Homecare have included a 10% increase in contracted service delivery, with 3 new Local Authorities placing OASIS within their Dynamic Purchasing Framework as an approved supplier. Early in 2018 we finally managed to gain successful CQC registration of our 2 branch offices in Central and West London.

Our accredited training provision has also seen progress in the delivery and completion of accredited courses relevant to our workforce development. Amongst our workforce 13 staffs achieved their Level 2 qualifications and a further 12 achieved their Level 3 qualifications in health and social care. Whilst 10 of our senior staffs achieved their level 5 management qualifications as well as 16 staffs completed short accredited courses in Mental Health, Safeguarding, manual handling, end of life and Dementia.

Despite all this good news we are still facing some serious challenges. Continued austerity measures by the Government on public spending and uncertainty over post-Brexit makes it difficult to plan for, or invest in the growth of our service provision. For several years, Local Authority Units Costs for social care have failed to reflect the rising costs of service delivery.

Uncertainty over income, month by month, has also challenged our operation as Local Authorities are increasingly using online procurement methodology based on offering a single service user referral that then requires OASIS in competition with many other suppliers to bid for in real-time within a very tight timescale. This works well for Commissioners who are keen to keep costs down, but sadly attracts service providers who do not put quality and continuity of care very high up on their agenda and disregards service user choice. It also disregards service user choice over their preferred social care provider.

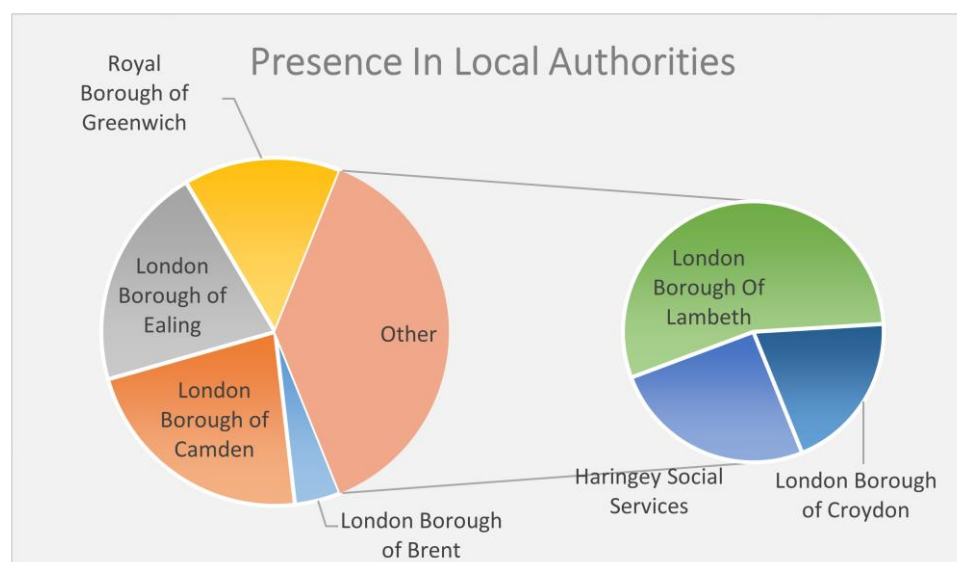
With our internal structural changes and challenges faced by our service sector, one thing has always remained consistent – our commitment to serving our service users to the best of our ability to remain independent in their homes – where they want to be. Also, our “Getting on at Work” qualifications acts as a platform for career progression and offers new opportunities both in and out of the workplace whilst offering care staff who are experiencing barriers to professional development in the workplace opportunity to learn new skills for employment and personal effectiveness.

Our impact is made possible through the dedicated and professional work of the OASIS Trustees, Management and all our dedicated Staffs. From working directly with individuals and families, to providing a professional administrative service, we have a talented and committed workforce and I am proud to be leading such a team.

We thank everyone for continuing to support OASIS, especially during these challenging times, and look forward to making a difference in the lives of the people we support to live and work in their community.

## Financial Balances

This year has been one of great change in the finances of Oasis Care and Training Agency. We began the implementation of opening various branches. The aim of the branches is to have a strategic local presence within a certain mileage of local contract been delivered.



The Financial outcomes of these changes will show in the results for this year as well as overlapping into 2018-2019. The plan is wholly aligned with the broader plan to transform Oasis Care and to embed into the community in which it serves.

## Overview of financial performance

The overall operating surplus for the year is £97,938 (2017: £127,885). The organisation has maintained positive outcome for the year with challenging and competitive environment.

Our cash holdings increased to £957,503 (£522,790) and therefore total reserves increased slightly to £1,636,029 (2017: £1,627,395).

## Income

Oasis Care and Training income for 2017-2018 has decreased by 3.53% to £7,532,841 (2017: £7,808,561). This is mainly due to the restructuring and the implementations of different branches. It is anticipated 2018-2019 will see substantially increase in revenue as well as a strong local presence for each of the branches.

## Expenditure

Oasis expenditure for this year has decreased by 4.31% to £7,434,903 (2017: £7,769,980). This is line with current objectives of the organisation.

**OUR MISSION & STRATEGIC PRIORITIES**

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**Our Mission**

“Our vision is to be recognised as a leading provider of community care services and support work that is aimed at enhancing the quality of life for vulnerable people in London, whilst promoting diversity, quality learning opportunities and the overall social & economic well-being of the local communities that we serve.”

**Our Strategic Priorities****Priority 1 To establish new office locations for the delivery of our services**

## OUTCOMES:

1. Reduced risk of CQC non-compliance compromising all contracts held.
2. Each registered location financially operating as a Profit Centre.
3. Increased engagement with local stakeholders & voluntary groups

**Priority 2 To secure and exploit public sector contracts more effectively to maximise their potential.**

## OUTCOMES:

1. *Local intelligence, awareness and timetabling of existing and future contract opportunities for social care and vocational training.*
2. *Assessment of each contract opportunity to calculate potential profit, investment required and likelihood of success.*
3. *Regular online communication of good news and complimentary feedback to list of key contacts for contracts held.*
4. *Increased Bid-Writing capability and expertise through skill development and subcontracting.*

## Continued.....Our Strategic Priorities

### **Priority 3 To achieve a profitable return on the delivery of funded vocational training programmes**

#### OUTCOMES:

1. *Operation of a standalone Commercial Training function.*
2. *Establishment of a local customer base of social care employers to offer funded training programmes to.*
3. *Operation of a robust performance framework towards to create timely completions of learner outcomes and growth cases.*
4. *Elimination of external training providers for training OASIS staff where internal funding is available.*

### **Priority 4 To invest in creating a more effective response to meeting on-going care staff recruitment needs and increasing staff retention, through:**

#### OUTCOMES:

1. *Quality set of recruitment promotional materials in use.*
2. *Collaboration with a wider number of stakeholder organisations to recruit new staff on a targeted basis.*
3. *All new employees meet a minimum level of numeracy and literacy for their job role.*
4. *Framework of monetary and non-monetary rewards designed to retain staff in employment and promote professional development.*



## Our Achievements

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Report from Adetayo Oke  
Director of Home Care Management

### Social Care Provision

The 2017 – 2018 financial period has been a challenging but exciting journey for us in terms of managing our care services across the London region. Maintaining financial viability and compliance with statutory regulations has been our priority. Whilst these two factors have been heavily influenced by public sector austerity measures and increased demand for higher quality assurance management.

The year has also seen considerable progress and achievement. This has included regaining our “Good” quality rating after CQC undertook an intensive inspection of our service provision and supporting information systems. This achievement is critical in qualifying for being an approved provider with local authorities and influencing people when deciding who to choose as their care provider.

Another development has been the establishment of 2 additional registered locations in Central and West London. Each has their own office team to co-ordinate service provision locally and engage more closely with stakeholder organisations and community groups. This aspect becoming an important part of our service offer as multi-disciplinary and integrated working becomes increasingly demanded to ensure a genuine personalised care and support package for a service user with complex needs.

With these achievements, and our new Strategic Business Plan for 2018 – 2020, I am now in the position to progress the agreed objectives for our Care Services through implementing a robust Action Plan over the next 2 years designed to support our strategic priorities. I look forward to seeing the positive outcomes from this.

However, I am under no illusion that the future is likely to include more challenges and a demand to accept new ways of working if we are to survive. But I have every confidence our Care Management Team to lead the way forward under my direction to protect the best interests of OASIS. We have a wealth of experience and expertise combined with a determination to succeed and improve on providing our service users and commissioners with value as satisfied customers. So it definitely is a case of onwards and upwards from here!

*South London Care Management Team*



## Our Achievements - Continued

Report from Julie Weekes – Director of HR & Training

### Training Services

The financial period 2017 – 2018 commenced positively by qualifying for our Apprenticeship Employer Levy and success in competitively securing £108K from the Adult Education Budget to fund our accredited training programmes. This enabled us to work alongside the Care Management Team in designing training courses that were matched to the skills development needs of Oasis employees.

By the end of 2017 our in-house management development programme resulted in 10 senior care staff achieving their Level 5 Diploma in Management & Leadership. This has given us a valuable human resource to support increasing the number of registered locations we are planning for delivery of homecare services.

Care Workers that we recruit often require a mix of instruction training, short course provision and accredited programmes leading to full qualifications at Level 2 and Level 2 in Health & Social Care. This puts a certain amount of pressure on the Training Team to design and co-ordinate our on-going training plan so that we achieve a balance between effective utilisation of secured funding and offering learning opportunities that are relevant and appropriate to individual staff. Early in 2018 two member of the Training Team achieved their Level 3 Assessor Awards.

Amongst our workforce 13 staff achieved their Level 2 qualification and a further 12 their Level 3 qualification in health and social care as well as 16 completions of short accredited courses in Mental Health, Safeguarding, Manual Handling, End of life Care and Dementia management.

Despite these positive achievements we are experiencing several challenges that need to be confronted and resolved. The most critical is to increase productivity of successful Learner completions in order to maximise the utilisation of funding available. The extra income generated will enable our overall costs for delivery of training become more financial acceptable than at present. I look forward to working with our Business Manager and Finance Team in 2018 to create an improved training delivery model that will demonstrate a more commercial approach.

It should not go without mention the valuable work that our HR Team have performed in raising our standards of compliance with regulatory requirements that the Care Quality Commission inspect us against. Ensuring we have robust systems and administrative process to evidence this has to be carefully managed. The increasing demand for care staff to have higher levels of literacy in-order to effectively communicate verbally and in writing also puts additional demands on the HR Team to meet the needs of our Care Management Team responsively.

I would like to thank the Executive Director and Senior Management Team for their continued support and look forward to actively participating in the development of a new business plan for function of HR and Training during the 2018-2019 period.



*Members of the Oasis Training Team*

## Governance and Management

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### Governance

Oasis Care and Training Agency is a UK based registered charity which is governed by a written constitution adopted in 1996.

The charity is managed by unpaid elected board of trustees who are responsible for the overall running of the charity. The management committee, as they are known, meet once a month and also have at least one review meeting a year. All executive decisions are taken at these committee meetings and the day to day management is the responsibility of the senior management team led by the Executive Director.

### Risk Management and Internal Control

Oasis Management Committee are continuously reviewing and assessing major risks to which our charity might be exposed. They have overall responsibility for ensuring the appropriate systems of control, financial and otherwise due exist. That includes responsibility for proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with Charities Commissions SORP. The board of trustees are also responsible for taking reasonable steps for the prevention and detection of fraud and other irregularities and providing reasonable assurance.

### Financial Risk

The Charity's unrestricted income is very sensitive to the delivery of the service provided in care industry and the external compliance that have to be met through the regulating body of the industry. We monitor these risks closely through the Board of Trustees, the Senior Management Team and the Finance Department.

Cash flow risks are minimised by setting an appropriate reserves policy, including adequate levels of working capital, and close monitoring of the organisations funding flows from local authorities and private individual who use the service.

### Reserve Policy

Oasis's policy is to maintain general reserves to give financial stability to the charity and to finance its activities. General reserves exclude restricted funds and revaluation reserves which allow Oasis to achieve its aims by managing the risks it faces and to fund future work to achieve its aims.

This may include:

- Unexpected increase or decrease in funding streams or costs
- The need to maintain a level of working capital required to meet cash flows needed
- The need to maintain specific funds to meet unexpected one-off expenditure

Currently our total reserves stand at £1,636,029 (2017: £1,627,395). After reviewing the charity's forecast and projection over the strategic planning period, and its reserves, the Trustees have reasonable expectation that the charity has adequate resources to continue in operation for the near future.



## Future Plans

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As part of our business planning process the following will be progressed during the 2018-2019 financial year:

1. All registered locations to be audited against a quality assurance framework agreed with all Registered Managers. This will be in preparation for anticipated Care Quality Commission (CQC) inspections during 2019.
2. Introduce a rolling cycle of reviewing Care Policy & Procedures, in collaboration with Registered Managers, against changing demands, statutory requirements and contractual obligations. The aim is to make sure there is a consistency across different registered locations.
3. Quarterly Quality Reviews taking place with Registered Managers and the Quality Assurance (QA) Team, with feedback on auditing and quality improvement plans. The aim being to encourage continuous improvement.
4. Introduction of mini-case studies to highlight good practice and service user satisfaction that can be used for promotional purposes and training of care staff.
5. Introduction of new standalone marketing materials for both social care and funded training, to include a Service Brochure and Information Pack for promotional purposes that can be customised by different locations.
6. Monthly management accounts produced for Oasis Training and each registered location measure financial performance.
7. Invest in up to date communications accessories to enhance the capability for high quality teleconferencing between registered locations and stakeholder organisations.
8. All registered locations to host an annual communication opportunity for front line care staff providing updates on latest developments and good news.
9. Website to be revamped and updated to reflect new Strategic Business Plan.

In addition to the above we plan to secure additional public sector contracts as they emerge for funded training and homecare. This takes place through regular monitoring of the online tender portals that stakeholder organisations use to manage their procurement of service providers.

*OASIS Finance Team*  
*2018*







*Oasis*

*Supporting the Community - Safe in Our Hands....*

OASIS Care & Training Agency

*Registered UK Charity 1044521*

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