



Jubilee House Care Trust Limited

Annual Report for the year ended 31 March 2011

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Legal and Administrative Information

for the year ended 31 March 2011

Status	The Organisation is a charitable Company limited by guarantee and registered in England.		
Governing Document	The Company was established under a Memorandum of Association that established the objects and powers of the charitable Company and is governed under its Articles of Association.		
Company Number	2161953		
Charity Number	298074		
Registered office and Business address	1st Floor, St David's House 11 Blenheim Court Brownfields Welwyn Garden City Herts AL7 1AD		
Honorary Trustees	Godfrey Holmes	- President	
	Steven Stokes	- Chairman	
	Charles McCann	- Deputy Chairman	
	Graham Nolan	- Treasurer (<i>resigned 30 September 2010</i>)	
	Philip Brooks	- Treasurer (<i>as from 1 October 2010</i>)	
	Patricia Milner		
	Larina Shaw		
	John Watson		
	Michael Wicksteed		
	Amanda Miller	- (<i>appointed 1 October 2010</i>)	
Company Secretary	Michael Wicksteed		
Chief Executive Officer	Catharine Hopper		
Auditor	Kingston Smith LLP Chartered Accountants 105 St Peter's Street St Albans Herts AL1 3EJ		
Bankers	HSBC Howardsgate Welwyn Garden City Herts AL8 6BH	CCLA Investment Management Ltd 80 Cheapside London EC2V 6DZ	The Charity Bank Ltd 194 High Street Tonbridge Kent TN9 9BD
Solicitor	Perrins Solicitors LLP 10 Waterside Station Road Harpenden AL5 4US	<i>(from 1 April 2010 to 30 September 2010)</i> Christopher J Hill Friars Grange, Offley Green Rushden Buntingford Herts SG9 0TF	

Chairman's Report

I am pleased to report that Jubilee House Care Trust (Jubilee House) has performed most satisfactorily during the financial year 2010-2011 and this has enabled the allocation of funds to be invested in the future of the business.

During the past year the organisation has continued to work pro-actively in order to be able to respond positively to changes arising from the current government strategy and has sought to position itself to be best placed to take advantage of opportunities arising during this period of uncertainty and change.

We have, over the past year, strengthened our governance arrangements, bringing additional skills to the Board of Trustees and introducing a sub-committee structure to facilitate the capturing of trustee and management team expertise more effectively. This will enable us to drive forward both ongoing operational services and new business opportunities and as well as permitting the main Board to focus more on the strategic future for the business.

As a result we are succeeding in maintaining the quality of service for which we are widely recognised whilst growing the business, with a year-on-year increase in turnover, and maintaining surpluses for re-investment at a viable level despite the challenging economic climate.

We intend to continue with our present strategy; diversifying our income streams, expanding our service delivery geographically, developing new services drawing on our core strengths and seeking new opportunities both on our own and in partnership with other care providers and charitable enterprises whose goals and aspirations match with our own.

Our continued success and stable growth has only been achieved through the hard work, commitment and enthusiasm of our management team and staff.

Finally, I'd like to thank my fellow trustees and all those partners with whom we have collaborated over the past year for their expertise, enthusiasm and creativity which has proved invaluable to our continued success in providing the best service possible for those people who choose to use our services.

Steve Stokes

Chief Executive Officer's Report

This has been a challenging year, but one that has demonstrated our ability to respond positively by playing to our strengths, addressing any areas of potential vulnerability and positioning ourselves to respond to opportunity as and when it is presented.

In the latter part of 2010, in common with many other charities, Jubilee House experienced a period of uncertainty as we waited to see the effects of the economic downturn and the impact of this on the delivery and development of our specialised services.

During this period we assessed the potential risks and took all necessary steps to minimise the possible impact.

Using the knowledge gained from the resource audit undertaken last year and the feedback from our quality assurance systems we reviewed each of our services independently and assessed them against a best value criteria.

We then embarked on a policy of resource management with the clear objective of equipping ourselves to work in a changing environment, setting goals to meet our aspirations for continued growth and development.

The skills of our Trustees, senior managers and staff were developed, shortfalls identified and a more creative approach to addressing them adopted.

We have improved our links with external agencies, built sound relationships with other charities and housing associations and undertaken specific partnership works to pool resources and increase our opportunities.

We have worked very hard to ensure that our services remain viable and sustainable and that our opportunities for development are maximised. Our people are our strength and during this period of change we have stood together as a strong, cohesive team. We identified a common goal and worked collectively towards it.

In October 2010 we had external recognition of our team achievement when we were awarded the Investors in People Silver award.

We remain 100% committed to services which are designed to promote choice and empowerment.

In the past we have, perhaps, been somewhat modest about the quality of the service that we provide. We have made a commitment to make ourselves more visible in the coming year!

We have the capacity, the energy and the motivation to develop services that will complement those we already deliver and add others which will break new ground for us.

Through effective promotion of what we believe can be achieved and the demonstration of our ability to deliver, we are confident we will continue to attract funding and to develop partnership opportunities which will produce a steady growth over the next three years.



Catharine Hopper

Trustees Report for the year to 31 March 2011

The Trustees present their report and audited financial statements for the year ended 31 March 2011. The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice – accounting and reporting by Charities 2005.

Charitable Objects

Our current objects, as stated in the Company's Memorandum of Association, are *'to provide quality care and training to those with disabilities, including learning disabilities, to maintain or improve their quality of life and to help them live as independently as possible'*.

Our aim is to ensure that all our services are designed to empower the users and their families and to provide every opportunity for them to reach their full potential.

The Trustees are committed to complying with their duty under Section 4 of the Charities Act 2006. The broad range of services and the methods of implementation ensure that the maximum number of children and their families can benefit from appropriate and relevant support.

Care is taken to ensure all obstacles to access are minimised and the service adds value and meaning to all who use it.

Vision and Mission

The Vision Statement of Jubilee House Care Trust is:

'To be the chosen service provider for Adults and Children with learning and other disabilities'

The following Mission Statement supports this:

'To provide a diverse range of quality care services and support which is designed to empower individuals and their families'

Strategic Capability

At Jubilee House we are confident we have the capacity to prosper and to deliver added value throughout this period of economic uncertainty.

We have recognised the strategic importance of all our resources and continually monitor them to plan and provide for developments within our control whilst at the same time seeking to mitigate the impact of external factors.

The organisation has invested in its physical resources ensuring that all buildings and equipment are maintained to a high standard and that they can each be easily adapted to respond to requests for change of use.

Contracts for buildings-based services have been reviewed and revised to ensure best value, maximising our ability to sell placements out of county and to introduce daytime services to meet demand.

We are investing in our IT systems to address an identified weakness and to enable us to use technology more effectively, streamlining many of our current systems and practices.

To allow us to respond quickly to new development opportunities, we ensure we have sufficient accessible funds over and above the day to day needs of the company.

We have embraced opportunities to develop partnerships and actively seek to work with other organisations.

The staff team has focused on using its existing strengths to ensure the services we offer are consistently delivered to a very high standard.

We have also introduced specialist training which will equip us to respond positively to opportunities for one to one contracts for families and individuals with very specific needs.

At Jubilee House we recognise that the 'culture' of our organisation is its biggest strength. Our team, top to bottom, has the same vision and commitment to achieve the goals and objectives.

Strategic Direction

We have now embarked on a three year strategy designed to ensure that we:

- Meet the needs of all people with learning disabilities and their families at a time and a place where the services are most needed
- Achieve increased financial stability through the introduction of new services and access to alternative funding streams
- Improve the cost effectiveness of all elements of our business
- Maintain and celebrate the history and culture of our organisation whilst demonstrating that we have the capacity to adapt to change
- Consider both the financial and social return on investment

We are implementing this strategy by:

- Tendering for new work which is deemed to be a 'fit' with our vision
- Actively looking for opportunities to work in partnership or as part of a consortium to develop and deliver new services
- Developing and implementing a fundraising strategy
- Reviewing and revitalising the brand and image of the organisation
- Developing and marketing new and innovative models of care designed to meet specific need

Objectives and achievements

In last year's annual report we identified a range of objectives. This section reports on performance against each objective to 31 March 2011.

- **Increase our portfolio of services / Expand and develop the Aiming High services**
We have researched gaps in provision and developed services to meet identified need. Community based activity groups, parent training sessions and sibling groups have all been delivered
- **To achieve a supporting people scheme within the portfolio of services**
During the year we achieved 'Domiciliary Care' Registration

- **To achieve partnerships with Housing Associations and other charitable organisations**
We have developed relationships with three individual housing associations and are looking towards working in partnership with one of them to deliver a new service from one of our existing premises

We have worked in partnership with Barnardo's on a joint bid for delivery of services in Hertfordshire
- **To work in partnership with Hertfordshire CSF towards achieving the longer term goals within the Aiming High for Disabled Children strategy**
We worked in partnership with Hertfordshire CSF to support in the successful delivery of a county wide short break transitional programme
- **To deliver child care services in other areas of Hertfordshire**
We tendered for two large services in other areas of Hertfordshire. Though unsuccessful we gained valuable skills, experience and knowledge

We continue to look for further opportunities
- **To achieve grant funding to support the delivery of specific services**
We were not able to achieve grant funding. However we have developed a fundraising strategy which has generated income to fulfil project work
- **To improve the physical environment within Jonquil Close**
The sensory room at Jonquil Close is in the process of being refurbished in order to provide an enhanced service

In addition at Jubilee House we have continued to:

- Value the skills, experience and diversity of our staff and Trustees. This was recognised through the achievement of the **Investors in People Silver award**
- Embrace technology with an agreed proposal to upgrade all IT hardware and software for more effective practices and to provide a platform for further development
- Consult with stakeholders by reviewing and revising our communication systems

We recognised our objectives would stretch our resources. In response we evaluated the skills, knowledge and experience available to us and developed a strategy to use these more effectively in order to deliver the results we wanted

Our strategy dictated a change of focus for two senior managers, an increase of hours for the finance manager and the introduction of two additional officer posts into the HR and administration teams

The strategy was for one year and its effectiveness will be assessed to determine whether it has produced the best structure to deliver our 2011 aims

Aims 2011

In the coming year our aim at Jubilee House will be to build on the progress made in 2010/11. We will seek to:

- Achieve Hertfordshire's desired outcomes as identified in the strategic plans for Learning Disabilities services 2010 – 2013 using the knowledge and experience gained from the tendering process, together with an appreciation of what services need to be developed. We will respond to both tender and pilot scheme opportunities as they present themselves
- Deliver funding for transitional services, through promotion and effective marketing of the organisation's unique selling point, with expertise in the delivery of both adult and children short break services

- Develop relationships with housing associations to achieve a supporting people scheme and to provide opportunities for working in partnership to deliver a range of buildings-based services (working within the DSPL strategy)
- Deliver innovative and effective specialist, buildings-based, transitional (stepping-stone) service. It will provide intensive supportive living and learning opportunities where essential life and vocational skills can be developed in preparation for 'moving on'
- Expand the portfolio of Family Development Services designed to improve outcomes for children and young people
- Develop services that promote inclusion and enhance social and communication skills through drama and sport
- Develop a fundraising strategy in order to diversify income streams and improve our ability to develop services which respond to identified need
- Review and revise our organisational 'brand' in order to strengthen and manage stakeholder perceptions

We will also continue to:

- Build and develop the quality assurance systems to ensure all expectations are met
- Consult with stakeholders to ensure that services are developed in line with government strategy and are designed to meet current and future needs and expectations
- Promote the value of diversity and provide opportunities to celebrate both individual and team success

Public Benefits

In setting plans and priorities for areas of work, the Trustees have given regard to the guidance from the Charities Commission on the provision of public benefit. In particular the Trustees have considered and will continue to consider how our planned activities will contribute to meet the objectives they have set. How we deliver our principal charitable objective: 'to provide quality care and training to those with disabilities including learning disabilities, to maintain or improve their quality of life and to help them live as independently as possible' is demonstrated in our objectives, achievements and identified future plans, as set out previously.

The public benefit arising from our work at Jubilee House is inherent in the services delivered and the assistance given to children and young people with learning disabilities to help them reach their full potential to the benefit of society as a whole as well as the direct beneficiaries.

Examples of activities are set out in the brochure which complements this report.

Finance

Results for the year

Jubilee House's income for 2010/11 was £1,742,993 (2009/10 £1,710,250), an increase of £37,752 all attributable to charitable activities; resources expended for the same period were £1,673,318 (2009/10 £1,618,165). Net income for the year, therefore, amounted to £74,684 (2009/10 £92,085). The overall result reflects the continuing efforts of the senior management and staff to operate within budget limits in a difficult financial environment without compromising the extremely high standards of care provided to our clients.

General reserve and risk management strategy

The Board of Trustees recognises that risk is inherent in the management and delivery of existing services, undertaking of new projects and in the Health and Safety of staff, volunteers, service users and visitors.

The Trustees have a duty to identify and review the risks to which the organisation is exposed and to ensure that appropriate controls are in place to manage these effectively.

Jubilee House has highly developed strategies, policies and procedures to support the identification, on-going assessment and monitoring of risk.

A comprehensive business risk register underpins all practices and business decisions. This is reviewed and revised regularly at Board meetings.

Reserves Policy

In order to enable activities to continue in the short term should income drop significantly, Jubilee House's policy is that free reserves should be at least two months non-discretionary spending. The free reserves figure was £278,886 in 2010/11 (£270,000 in 2009/10). The current free reserves figure is £330,450. Free reserves have fallen during the year as a result of a decision to repay £100,000 of the mortgage loan and the reclassification of a property, previously held for resale, but now expected to be brought back into use in the business.

The Trustees' decision to use two months cover is based on an evaluation of the time required to re-establish appropriate funding.

The Trustees have assessed the risk giving consideration to the following:

- Although Jubilee House operates predominantly with a single customer, funding for Adult Services is independent of that for Children's Services, thus reducing the risk of a total withdrawal of services.
- Two services (accounting for over 50% of revenues) work within a block purchase contract: one for 3 years (renewal date 2014) and one for 25 years.
- Block contracts are invoiced and paid three months in advance.

Structure, Governance and Management

Jubilee House is a Company limited by guarantee (Company number 2161953). It operates predominantly in Hertfordshire although services are now being delivered for bordering counties and for London Boroughs. It is governed by its Memorandum and Articles of Association which set out its charitable purposes.

Each year at the organisation's Annual General Meeting, one third of Board members retires by rotation but those members have the option to stand for re-election.

In November 2010 Philip Brooks, Godfrey Holmes and Michael Wicksteed were re-elected as Board members. Amanda Miller was elected onto the Board as a new member.

President

This year Godfrey Holmes was appointed President of Jubilee House.

Mr Holmes has been a Trustee for 12 years and chairman for 8 years. We were delighted to be able to recognise the value that he has added and benefit from his continued support through the introduction of this position.

The president will represent us at promotional events and speak on our behalf when required.

Recruitment

Jubilee House's Trustees have the range of skills, knowledge and experience deemed to be appropriate to fulfil the objectives and the legal and statutory responsibilities of the Board.

Our aim is to have a Board balanced in terms of gender, age and ethnicity and to ensure that all current and potential Trustees have the personal characteristics and core values consistent with our ethos.

We use the Jubilee House website to encourage application for positions on the Board. However the main focus of recruitment is through targeting individuals with specific skills or personal attributes which would fill identified gaps and / or add value to our organisation.

An integral part of our safeguarding strategy is a commitment to undertake personal effectiveness interviews with all those who have access to service users. Trustees participate fully in this procedure which is conducted by professionally trained consultants and senior Jubilee House staff.

All Trustees are required to be cleared by the Criminal Records Bureau.

Induction and Training

Many new or prospective Trustees are familiar with the practical work of Jubilee House, having been associated in some way with the organisation. Those with less knowledge are encouraged to gain an understanding of our ethos and culture prior to formal application. We provide new Trustees with a Trustee handbook, which is designed to outline specific responsibilities and expectations of both the Trustees and the organisation.

The handbook provides:

- A copy of the current goals and strategies
- Memorandum of Association
- Articles of Association
- Latest Financial Statements

During their induction new Trustees spend time with the chief executive officer and the senior management team and are given the opportunity to visit premises from which our services are delivered and to meet staff and service users.

This year we have successfully introduced a mentoring / buddying scheme for new Trustees. Ongoing training is offered to all Trustees, which includes events and courses, which are organised both in-house and externally. Training records are kept for each Trustee.

Trustees are encouraged to attend the annual company day, alongside management and operational staff, to promote a cohesive team and shared vision in the delivery of services.

Board Management

The Board of Trustees operates with three established committees:

- Strategy and Development
- Finance
- Operational / HR

The committees have clear remits and set objectives which are consistent with our overall aims.

Each committee has a minimum of two Trustees one of whom is identified as the 'lead trustee'. The chief executive officer (C.E.O.) attends all committees as does the appropriate member of the senior management team. The committees meet bi-monthly; the full Board also meets bi-monthly.

During the year the Trustees hold two reviews, giving them the opportunity to examine and revise the skills audit and to undertake an evaluation of their overall performance. These reviews are also used as forums for updating our business plan to ensure both long and short term plans support the achievement of our vision.

The CEO attends all Board meetings and reviews. However the Board also has regular Trustee-only meetings with specific agendas designed to support the Trustees in both their own and their team developmental role.

Organisational Management

The CEO is the key link to the Board of Trustees. The importance of the relationship between the CEO and the chairman is recognised and respected.

The Chairman and the CEO met regularly throughout the year, both on a formal and informal basis.

The senior team has been developed to ensure it operates strategically and works with the Board to shape and develop services in line with the overall organisational vision.

The personnel within the senior team has, once again, remained constant, providing stability and confidence.

Internal controls and Risk Management

The Trustees are responsible for ensuring Jubilee House has an appropriate system of controls, financial and otherwise, to provide reasonable assurance that the charity is operating efficiently and effectively. They are responsible for ensuring that its assets are safeguarded against unauthorised use or disposition, that proper records are maintained, that financial information used within the charity or for publication is reliable and complies with relevant laws and regulations.

At Jubilee House we have highly developed strategies, policies and procedures to support the identification, on-going assessment, monitoring and management of risk, these include:

- An annual budget against which progress is reported on a regular basis. This includes monthly financial reporting of actual results compared with budgets and forecasts
- A business plan that is reviewed regularly
- A formal risk management process in which Trustees and senior managers identify the business risks the organisation needs to address and the action necessary to mitigate those risks
- Clear policies on whistle blowing and regular reporting in relation to Child Protection, Health and Safety and Complaints to ensure we comply with statutory requirements
- A framework for delegated authority and procedures for reporting decisions

Statement of Trustees' Responsibilities

The Trustees (who are also directors of Jubilee House Care Trust Limited for the purposes of Company law) are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the charitable Company and of the incoming/outgoing resources and application of resources, including the income and expenditure, of the charitable Company for that period. In preparing these financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable Company will continue in business

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charitable Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors are responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware:

- There is no relevant audit information of which the charitable Company's auditor is unaware
- and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

Auditors

The auditors, Kingston Smith LLP, are deemed to be reappointed under section 487(2) of the Companies Act 2006.

Equal Opportunities

At Jubilee House we are committed to providing equal opportunities for children and adults with learning disabilities as well as to their families and carers. All our service delivery and development, is designed to be inclusive and to respect and value diversity.

Our Equal Opportunity policy underpins all our HR management. Recruitment, training and support are shaped to recognise and build on the skills of every individual, maximising all opportunities for personal and career development.

We work proactively to eliminate discrimination or harassment as far as is reasonably possible.

Environment

At Jubilee House we contribute towards a safe and healthy environment for everyone using or working within the services.

We are committed to minimising the impact of our activities on the environment and are developing a strategy to achieve this.

The key points will be to:

- Minimise waste by evaluating operations and ensuring they are as efficient as possible
- Minimise toxic emissions through the selection of company vehicles and equipment
- Actively promote recycling

Staff will be given training to raise their awareness of environmental issues and enlist their support to improve the organisation's performance.

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by the Board of Trustees on 22 September 2011 and signed on its behalf.

Mike Wicksteed

Trustee

Financial Report for the year to 31 March 2011

Independent Auditors' Report to the members of the Jubilee House Care Trust Limited

We have audited the financial statements of the Jubilee House Care Trust for the year ended 31 March 2011 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to any party other than the charitable company and charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of Trustees and Auditors

As explained more fully in the Trustees' Responsibilities Statement, the trustees' (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition we read all the financial and non-financial information in the Trustees Annual Report to identify material inconsistencies with the audited financial

statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on the financial statements

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been properly prepared in accordance with the requirements of the Companies Act 2006.

Opinion on other matters prescribed by the Companies Act

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remunerations specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

David Goodridge

Senior Statutory Auditor

for and on behalf of Kingston Smith LLP, Statutory Auditor

105 St Peters Street
St Albans AL1 3EJ

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2011

	Note	Unrestricted funds	Restricted funds	2011 Total	2010 Total
	£	£	£	£	£
Incoming resources					
<i>Incoming resources from generated funds</i>					
Voluntary income	2	3,883	-	20,863	10,739
Fund-raising activities		34	-	34	1,915
Bank interest		3,685	-	3,685	5,637
Rent		12,000	-	12,000	10,200
		19,602	-	20,863	28,491
<i>Incoming resources from charitable activities</i>					
Fee income		1,702,528	-	1,702,528	1,681,759
Total incoming resources		1,722,130	-	20,863	1,742,993
Resources expended					
<i>Costs of generated funds</i>					
Fund-raising costs		-	-	-	1,409
<i>Charitable expenditure</i>					
Care costs	3	1,656,928	-	4,078	1,604,252
<i>Governance</i>					
	4	12,312	-	-	12,312
Total resources expended		1,669,240	-	4,078	1,673,318
Net income before transfers		52,890	-	16,785	69,675
Transfer between funds	10	6,831	(6,831)	-	-
Net income before other recognised gains and losses		59,721	-	9,954	69,675
Other recognised gains and losses					
Gains on disposal of fixed asset		5,009	-	-	5,009
Net movement in funds		64,730	-	9,954	74,684
Funds at 31 March 2010		385,431	1,033,291	26,577	1,445,299
Funds at 31 March 2011		450,161	1,033,291	36,531	1,519,983

All amounts relate to ongoing activities.

There were no recognised gains or losses other than recognised in net movement in funds for the year.

Balance sheet

At 31 March 2011

	Note	2011 £	2011 £	2010 £	2010 £
Fixed Assets					
Tangible fixed assets	7		1,604,241	1,606,211	
Investments	8		215,000	-	
Current assets					
Debtors		234,101		258,144	
Property held for investment	8	-		215,000	
Prepayments		13,786		15,357	
Cash at bank and in hand		57,433		23,802	
Bank deposits		368,873		475,572	
		674,193		987,875	
Creditors: amounts falling due within one year					
Trade creditors		18,948		37,182	
Accruals		41,309		39,317	
Taxes and social security costs		21,621		21,292	
Mortgage loan	9	39,226		40,268	
Income in advance	17	219,214		247,984	
		340,318		386,043	
Net current assets			333,875		601,832
Total assets less current liabilities			2,153,116		2,208,043
Creditors: amounts falling due after more than one year					
Mortgage loan	9	625,213		762,744	
Hire purchase creditor		7,920		-	
		633,133		762,744	
		1,519,983		1,445,299	
Represented by:					
Funds	10				
Unrestricted - general			450,161		385,431
Unrestricted - designated - properties			1,033,291		1,033,291
			1,483,452		1,418,722
Restricted - specific donations			36,531		26,577
			1,519,983		1,445,299

This report has been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

Approved by the trustees on 22 September 2011 and signed on their behalf by



Steve Stokes
Chairman of the Board of Trustees

Company No. 2161953

Notes to the accounts For the year ended 31 March 2011

1 Accounting policies

1.1 The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 2006. They follow the recommendations in Statement of Recommended Practice, Accounting and Reporting by Charities issued in March 2005. These accounts have been prepared in accordance with the special provisions relating to small companies within Part 15 of the Companies Act 2006.

1.2 The company has taken advantage of the exemption in Financial Reporting Standard No.1 from including a cash flow statement in the financial statements on the grounds that the company is small.

1.3 Donations are accounted for in the year in which they are received.

1.4 Fee income represents amounts receivable, net of value added tax, for residential and other services provided for adults and children with learning difficulties.

1.5 All expenditure is accounted for on an accruals basis, and where incurred directly to further the trust's charitable objects is shown as care costs under the heading of charitable expenditure.

Governance costs include the management of the charitable company's assets and organisational management and compliance with constitutional and statutory requirements.

1.6 Fixed assets are capitalised at cost, unless of a value below £200.

Impairment reviews of fixed assets are carried out on a regular basis and provision made if appropriate.

Depreciation is calculated to write off the cost of tangible fixed assets on a straight line basis over the expected useful lives of the assets concerned. The principal annual rates used are:

General furniture and equipment	12.5%
Computer and electrical equipment	20%
Motor vehicles	33%
Freehold property	2%

1.7 No account is taken of stocks of food and provisions at the balance sheet date.

1.8 Pension costs in respect of stakeholder personal pension schemes for all salaried staff are charged to the Statement of Financial Activities.

1.9 Payments under operating leases are charged to the Statement of Financial Activities on a straight-line basis over the lease term.

1.10 Funds held by the charity are either:

Unrestricted Funds - these are funds which can be used in accordance with the charitable objects at the discretion of the trustees and include Designated Funds set aside by the directors for specific purposes.

Restricted Funds - these are funds that can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Notes to the accounts For the year ended 31 March 2011

2 Voluntary income

	2011	2010
	£	£
Unrestricted donations	3,883	980
Restricted donations	20,863	9,759
	<u>24,746</u>	<u>10,739</u>

3 Care costs

	Unrestricted Funds	Restricted Funds	Total 2011	Total 2010
	£	£	£	£
Staff costs (note 5)	1,229,387	-	1,229,387	1,177,453
Food, household costs	75,696	-	75,696	67,785
Rent, local taxes, insurance & utilities	103,575	-	103,575	105,135
Motor and travel expenses	22,653	-	22,653	21,691
Holidays & outings	10,448	-	10,448	5,415
Post, stationery & telephone	21,560	-	21,560	19,292
Maintenance & Equipment	35,560	4,078	39,638	45,001
Staff recruitment	15,679	-	15,679	13,701
Staff training	18,279	-	18,279	20,948
IT	14,007	-	14,007	15,568
Registration, subscriptions, cleaning & other expenses	17,992	-	17,992	20,273
Professional fees	10,463	-	10,463	7,317
Loan interest	30,848	-	30,848	35,538
Depreciation	50,781	-	50,781	49,135
	<u>1,656,928</u>	<u>4,078</u>	<u>1,661,006</u>	<u>1,604,252</u>

4 Governance costs

	2011	2010
	£	£
Statutory filing fees, trustee insurance and other costs	3,913	2,909
Audit fees - current year	8,160	7,475
Audit fees - underprovision for prior year	239	2,120
	<u>12,312</u>	<u>12,504</u>

5 Staff and other costs

	2011	2010
	£	£
Wages and salaries	1,072,631	979,889
Social security costs	93,336	83,657
Pension costs	13,987	12,173
Agency – temporary staff	49,433	101,734
	<u>1,229,387</u>	<u>1,177,453</u>

Notes to the accounts For the year ended 31 March 2011

5 Staff and other costs (continued)

Average number of employees during the year	2011	2010
- full time	30	30
- part time	44	40

There was 1 employee (2010: 1) that earned between £60,000 to £70,000. The pension contributions for this individual were £5,225.

	£	£
Trustees' expenses reimbursed		
Training courses and other expenses for 1 trustee (2010: 2 trustees)	258	379

No trustee received any remuneration or benefits in kind in their capacity as a trustee during the year (2010: none).

	£	£
Auditors' remuneration	8,399	9,595

6 Operating leases

Expenditure in respect of operating leases charged to the statement of financial activities for the year was £29,141 (2010 £29,141).

7 Tangible fixed assets

	Freehold land & buildings	Furniture & equipment	Motor vehicles	Total
	£	£	£	£
Cost				
As at 31 March 2010	1,601,407	181,279	52,409	1,835,095
Additions ¹	21,341	13,151	14,320	48,812
Disposals	-	-	(9,395)	(9,395)
As at 31 March 2011	<u>1,622,748</u>	<u>194,430</u>	<u>57,334</u>	<u>1,874,512</u>
Depreciation				
As at 31 March 2010	87,856	89,142	51,886	228,884
Charge	23,820	22,860	4,102	50,782
Disposals	-	-	(9,395)	(9,395)
As at 31 March 2011	<u>111,676</u>	<u>112,002</u>	<u>46,593</u>	<u>270,271</u>
Net Book Value				
As at 31 March 2011 ²	<u>1,511,072</u>	<u>82,428</u>	<u>10,741</u>	<u>1,604,241</u>
As at 31 March 2010	<u>1,513,551</u>	<u>92,137</u>	<u>523</u>	<u>1,606,211</u>

¹ The additions to freehold land and buildings relate to final payments relating to the refurbishment of "The Meadows".

² The net book value of motor vehicles at 31 March 2011 includes £10,741 of assets on hire purchase (2010: £523).

All fixed assets are used for charitable purposes.

Notes to the accounts For the year ended 31 March 2011

8 Property held for Investment

The freehold property "43 Lincoln", was previously held for resale but has been reclassified during the year as held for investment. It is held at a market valuation provided by Wrights of Hatfield Ltd in May 2010. The historical cost of the property is £51,709.

9 Mortgage loan

Mortgage loans consist of the following:

A loan from Welwyn Hatfield Council secured on a freehold property, the Peartree short breaks, bearing interest at 1% above the Bank of England base rate and repayable in monthly instalments of £3,000.

A loan from the Charity Bank secured on a freehold property, the Meadows Respite Centre, bearing interest at 6.5% and repayable over 25 years.

The amounts payable are as follows:	2011	2010
	£	£
Within one year	66,990	75,378
Between one and two years	66,990	75,378
Between two and five years	200,970	226,134
After five years	674,540	895,865
	1,009,490	1,272,755

Less: estimated future interest charges at present rate

	345,051	469,743
	664,439	803,012

Due within one year	39,226	40,268
Due after one year	625,213	762,744
	664,439	803,012

10 Movement on Funds

	Balance at 1 April 2010 £	Movement in Resources			Balance at 31 March 2011 £
		Incoming £	Outgoing £	Transfers £	
Restricted	26,577	20,863	(4,078)	(6,831)	36,531
Designated Fund	1,033,291	-	-	-	1,033,291
General Funds	385,431	1,727,139	(1,669,240)	6,831	450,161
	1,445,299	1,748,002	(1,673,318)	-	1,519,983

Designated funds – properties

During the year the trustees transferred £nil (2010 £100,000) to the designated fund. Of the designated fund £870,000 is represented by fixed assets; the balance of £163,291 represents the investment property revaluation reserve.

Restricted funds

Restricted funds represent income donated to the charity for specific purposes; once that purpose has been achieved, for example by the purchase of a specific asset, then the restriction is deemed to be lifted.

Notes to the accounts For the year ended 31 March 2011

11 Analysis of net assets between funds

	Unrestricted funds			Total £
	General £	Designated £	Restricted funds £	
Fixed assets	785,950	1,033,291	-	1,819,241
Current assets	637,662	-	36,531	674,193
Creditors due within one year	(340,318)	-	-	(340,318)
Creditors due after more than one year	(633,133)	-	-	(633,133)
	450,161	1,033,291	36,531	1,519,983

12 Trustees and related party transactions

I. The following trustees are parents of service users in the care of the charity:

Mrs L Shaw, Mr J Watson and Mr G Holmes.

II. The company has no shareholders and is therefore controlled by its trustees.

13 Controlling party

There is no controlling or ultimate controlling party.

14 Commitments

Operating

At 31 March 2011 the company had annual commitments under non-cancellable operating leases as follows: expiring in less than one year £nil (2010 £nil); expiring between two and five years £30,361 (2010 £28,000) (of which £29,220 (2010 £28,000) relates to land & buildings); and expiring over five years £nil (2010 £1,537).

Hire Purchase

At 31 March 2011 the company had commitments under hire purchase agreements as follows: expiring in less than one year £nil (2010 £3,664); and expiring in greater than one year £10,786 (2010: £nil).

15 Indemnity insurance

The cost of providing insurance for Trustees to indemnify them against the possibility of personal liabilities arising from neglect or default on their part other than as a result of 'reckless acts' was £1,968 (2010 £1,890)

16 Taxation

The charitable company is exempt from corporation tax on its charitable activities. Its income is also exempt from value added tax. Expenditure disclosed in the accounts includes value added tax where applicable.

17 Income in Advance

The £247,984 of deferred fee income in 2010 was fully released in the year, with £219,214 of fee income deferred at the end of this year.



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