



***Annual Report 2008-09***

**Anglia Care Trust  
(A company limited by guarantee)**

**Financial Statements  
For the Year Ended 31 March 2009**

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## ANGLIA CARE TRUST REPORT AND ACCOUNTS 2008/09

The Board of Directors present their report along with the financial statements of the charity for the year end 31 March 2009. The Directors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting & Reporting by Charities" issued in October 2000 (revised 2005).

### REFERENCE AND ADMINISTRATIVE INFORMATION

Company Number: 2223103

Charity Number: 299049

Principal office: 65 St Matthews Street  
Ipswich  
IP1 3EW

### Board of Directors

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report are collectively referred to as the Board of Directors, though are often referred to as Trustees in the day to day working of the Trust and its literature.

### The Board of Directors serving during the year and since the year end were as follows;

Mr A T Baker	Chair	Resigned as Chair 17 November 2009
Mr J Manning	Vice Chair	
Mr L Burrows		Resigned 17 November 2009
Ms M Gibbons		
Mr P Heath	Treasurer	
Mr K Garrod		
Mr C Reid		Elected as Chair 17 November 2009
Mr C Shiers		
Mr A Till		

**Senior Management Team to whom day to day management of the charity is delegated by the Directors;**

Mr K Whitton                      Director of Operations  
Mrs J Sharpe                      Director of Business Support

**Bankers**

Royal Bank of Scotland plc  
8 – 10 Princes Street  
Ipswich  
IP1 1QT

**Solicitors**

Prettys  
Elm House  
25 Elm Street  
Ipswich  
IP1 2AD

**Auditors**

Larking Gowen Ipswich Limited  
16a Falcon Street  
Ipswich  
IP1 1SL

**Employment Law Advisors**

Royal Bank of Scotland plc  
Mentor Services  
134 West Regent Street  
Glasgow  
G2 2RQ

## **Chair's Statement**

From its early days Anglia Care Trust has sought to help some of the most vulnerable and hard-to-reach children, families and adults in Suffolk and nearby counties and to empower them to take increasing responsibility in their own lives. The following report sets out in some detail how we have sought to achieve our aims in the past year, how our affairs have been organised and financed and how we are planning for the future in these uncertain times.

The past year 2008-9 has seen significant progress for the Trust. We have continued with our long established delivery of supported housing and with a wide range of other services, an increasing number of which involve supporting young people and families. Despite the withdrawal from Bedford, the Trust has been involved in delivering new ventures. We have started providing the Advocacy Service available to looked after children throughout Suffolk, we took on a new house in Ipswich to provide semi-independent living for young people coming out of care and, in partnership with five other organisations, we launched the SNAP consortium to provide vulnerable adults with comprehensive support to maintain them in their own homes across six out of the seven districts within Suffolk, together with the delivery of the Central Access and Referral service for such services across the county.

Our accounts show a deficit for the year of £93,689 compared with a surplus for 2008 of £151,109. As stated in the Report, this has arisen because of timing differences between income and expenditure for particular projects between the two years. This was anticipated by the Trust and our management accounts, when adjusted for this, reflected a small surplus for 2009. It remains the Trust's policy to generate a small surplus each year. Financial planning, however, remains difficult, given the frequently late decision-making of public bodies, often constrained themselves and seemingly without sufficient regard for the working realities of independent bodies in the third sector.

Planning the way ahead is also bedevilled by the cumbersome systems of tendering and of subsequently rendering account for public contracts. The processes of bidding and later of compiling all the paperwork involved in substantiating service delivery involve staff time that adds up to a considerable burden for a small organisation. This cannot but divert resources away both from the front line and from creative development. Policy makers at both national and local level are at last showing signs of realising the counter-productive effect of much of the tick-box culture; the squeeze on public finances may force through the necessary simplification quicker than might otherwise have been the case. If working procedures recognised the often already existing greater level of trust between individuals and between organisations, it would help restore a better focus on the service user.

While the bulk of our services have depended on public funding the Trust has sought ways of breaking free of the straightjacket so as to take more independent initiatives in our work. It is good to report that since the year end the Trust has received a grant from the Getty Foundation, which looks to promote social innovation, to pump-prime a scheme for renting private property and then supervising its letting to people who are difficult to house. Also since the year end the Trust has used some of its accumulated

surplus to purchase an additional property in Ipswich to use as move-on accommodation for service users whose existing provision is coming to an end.

In addition to their strategic planning for the future the Trustees have during the year reviewed their own organisation and are seeking to extend their membership. In this context the other Trustees wish to express their warm thanks to Alan Baker for his careful and committed chairmanship over the last three years. We have been glad to have had his skill and experience available as a continuing member of the Board.

Those coming to the Trust for the first time are often impressed with the range and depth of the challenging services delivered by this small organisation. This range is possible thanks in large part to the cooperation of the large number of public and third sector bodies with whom we work. Many of these organisations are mentioned in the following report and, on behalf of the Trustees, I thank them for all their collaboration. In the testing circumstances of the next few years, it will be important that we are not divided but continue to work together

Anglia Care Trust can only achieve its objectives because of the quality and commitment of those who work for it. I am pleased to express the Trustees' gratitude for the leadership and initiative shown by our joint senior executives, Keith Whitton and Jane Sharpe, throughout a challenging year. The Trustees also wish to congratulate the staff and volunteers, who continue to show much compassion, imagination and energy. In attending team meeting events the Trustees have found it most inspiring to hear staff review their work and the impact it has had on the lives of the people we support. Several of our services are dependent on our 80 trained volunteers to whom we are especially grateful. Their unselfish commitment is a constant reminder of our charitable status and an encouragement to all involved, often including, I believe, the individuals and families that we serve.

Colin Reid

*Chair of the Trustees*

15<sup>th</sup> October 2009

## **REPORT OF THE BOARD OF DIRECTORS**

### **OUR OBJECTIVES AND ACTIVITIES**

#### **Charitable Objectives and how they deliver public benefit**

The charity's objects are set out in its governing document which states;

“The core objects for which the charity is established are the relief of poverty and sickness; the advancement of training and education for offenders, ex-offenders and those at risk of offending; the care, resettlement and retraining of offenders or those at risk of offending, and the provision of support and assistance to those people and their families in order for them to contribute to the communities in which they live; the provision of accommodation and accommodation based services and support to offenders and ex-offenders; and the promotion of public safety and the prevention or reduction of crime.”

We review our aims, objectives and activities each year and this report looks at our activities and our achievements for the previous 12 months. We have referred to the guidance contained in the Charity Commissions' general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular the Trustees consider how planned activities will contribute to the aims and objectives they have set. The aims of our charity are to support communities and improve lives and they fully reflect the purposes that the charity was set up to further.

#### **Activities of the charity for the year**

At the beginning of the year, we re-structured our services to fall into more streamlined and logical groupings for funders and Service Users. All of our charitable activities are summarised below and who we try to help is stated clearly in our objects. All our charitable activities focus on our objects and are undertaken to further our charitable purposes for public benefit.

- Advice & Guidance
  - Housing/Community Inclusion
  - Money Advice
- Appropriate Adults
  - Adults
  - Juveniles
  - Benefits agencies (Fraud investigation)
- Children, Young People and Families (CYP & F)
  - Family Intervention Project
  - Family Support (West Suffolk)
  - Anti-Social Behaviour
  - Parenting Support
  - Referral Order Volunteer Management and Training
  - Young Persons Mentoring
  - Advocacy and Independent Visitors for Looked After Children

- Housing Services
  - Accommodation based
  - Non-accommodation based in Bedford and Suffolk (SNAP)
  - Street Support Ipswich
  - Street Outreach Bedford

### **Who used and benefited from our services?**

Our objects and funding limit the services we provide to those living in East Anglia. Demand for our services is gauged by assessing the needs of the individuals and their personal commitment to achieving success. All our services are provided free to our Service Users.

Anglia Care Trust believes that equal access to our services is vital to our success and that successful outcomes must be shared by all communities that use our services. We monitor access to our services by gender, disability, age and race. Further information about who benefits directly from our services is explained in the reporting on each service's achievements below.

However, the impact of our work goes far further than just the individuals or families who access our services. We believe that entire communities benefit from much of the work that we do indirectly. We realise that public benefit must be balanced against any detriment or harm and our Street Drinking Project is a good example of how we have to consider that some of the work we do can raise concerns within communities. However, our active liaison with the police, local shopkeepers and neighbourhood groups helped significantly in reducing these concerns and has created better local understanding of our work.

### **Volunteering**

The Board of Directors continues to be very grateful to the Volunteers who currently number in the region of 80, who have helped deliver the services of the charity; without their help some service delivery would not be possible. The Board recognises the added value that volunteers bring to the charity's work.

As well as the Appropriate Adult and Young Persons' Mentoring teams, we now have Family Mentors to assist the Family Intervention Project, Referral Panel Volunteers, Street Support Volunteers and office based Administrative Volunteers.

As a National Open College Network (NOCN) accredited Centre, we are able to offer many of our Volunteers accredited training. We aim to expand this offer to all of our Volunteers over the next two years and are pleased to announce that new Volunteer Appropriate Adults will be offered an accredited training scheme from April 2009.

Anglia Care Trust is very proud to state that our volunteers outnumber paid staff by 2.5:1, working the equivalent hours of 9 full-time employees. In 2008/09 they contributed 17,420 hours across 4 different services.

## **Objectives for the year 2008/09**

This year, we have continued to focus on delivering the services that support the aims and objectives of the charity; services that not only aim to rehabilitate and support offenders and their families, but also to reduce offending.

Key areas of challenge in particular that were identified for the year were:

- Changes in local government procurement and the trend towards increased competitive tendering
- The reliance on public sector funding
- Localised variations in the demand for similar services
- The general trends in moving to preventative services, as well as the move from the provision of specialist to generalist services

Based on these challenges, the organisation's objectives were to;

- Maintain the standard for Supporting People assessment (QAF) in Suffolk & Bedford
- Review the organisation's quality control and risk assessment mechanisms
- Refresh our key performance measures and monitoring of outcomes
- Expand and develop the move from support to community based preventative services, in particular work with children, young people and families and to complete the restructure of the organisation to achieve this
- Respond rapidly and flexibly to changes in local government procurement and the trend towards increased competitive tendering
- Complete our review of the organisation's policies and procedures
- Re-launch the website
- Start to look at our fund raising strategy

## **Changes or differences from the previous year's activities**

- Advocacy and Independent Visitor Service for Looked After Children

We have been commissioned by Suffolk County Council to provide an Advocacy and Independent Visitor service to Looked After Children across the county. This can also extend to children who have been placed in care out of the county, advocating on behalf of children placed in Kent for example. The service is run by the CYP & F Manager with a senior Advocate, a solid base of volunteer advocates and independent visitors and sessional workers where required. All our advocates whether paid or voluntary undergo an accredited training scheme to prepare them for the role. We currently are commissioned to advocate on behalf of 55 young people throughout the year on issues ranging from their placement through to supporting them to move into independence.

- Accommodation Based Service for Young People Leaving Care

In February 2008 we learnt that we had been successful in our tender to provide accommodation based support to 4 young people leaving care. This new project was the result of partnership working between Supporting People and Ipswich Borough Housing, with accommodation provided by Sanctuary Housing Association. The

remainder of the financial year has been spent ensuring the completion of the new build property, based in Ipswich, and working with Suffolk County Council CYP to look at suitable referrals for the first group of tenants to the property. The aim of the project is to provide semi-independent living for young people, to coach and mentor them in the life skills required to move on to independent living and to support and encourage them into employment or further education. It is envisaged the project will be fully operational in May 2009.

- Central Access Referral Agency (CARA)

As part of the SNAP Consortium, ACT was awarded the contract to run CARA for Suffolk with effect from 2 June 2009 for three years with the possibility of a further two year extension. CARA is the referral point for assessing Service Users needs and/or suitability for holistic floating support.

### **Strategies for achieving stated objectives**

- To support our Service Users by delivering services that help empower and promote their independence, in particular the provision of accommodation, advice & guidance including money advice, mentoring and training
- To seek financial support from existing and potential funders to sustain current services and to develop new projects, which achieve the objectives of the charity
- To add value to our service delivery through the provision of training and personal development opportunities for our personnel and Board of Directors
- To raise the awareness of the needs of our Service Users and potential Service Users, locally, regionally and nationally.

### **ACHIEVEMENTS AND PERFORMANCE - OPERATIONAL SERVICES**

The Trust has developed and delivered the following services pursuant to its stated intentions referred to in the last Trustees' Report:-

#### **Advice and Guidance**

Funding from the Barclays Community Fund has continued to support a change of emphasis from within the Money Advice Service as it strives to meet the needs of families and individuals facing social exclusion. The change had been initially prompted by the changing needs of advice services as government, agencies and the financial sector faced up to the challenges of debt, its consequences and the barriers it creates, when working towards greater social inclusion. The development of economic recession throughout the year has put pressure on the demands for the service and we are finding that the demand for the service far outweighs supply. As the remainder of the funds provided by Barclays will be used up early in 2009/10, we are currently looking at alternative funding streams to maintain this most important service, seen as by the Board as core to our activities.

During 2008/09 118 referrals for assistance were received of which 42% were for advice and 58% required intensive casework. A total value of circa £293K of both income maximisation and debt management was delivered on behalf of Service Users.

## **Appropriate Adults**

Over the course of the year Appropriate Adult Volunteers offered 14,274 hours of their time to support the Suffolk countywide service, of which 1,506 were called upon to attend calls for assistance. The calls for assistance totaled 725. All call outs were reached within agreed timeframes set within the Service Level Agreements in place. Every call out was delivered within the Police and Criminal Evidence (PACE) guidelines. As previously mentioned a new accredited training scheme has been written by ACT and approved by the National Open College Network and is to be delivered to volunteers in 2009/10.

In addition to delivering our contractual obligations, ACT initiated the collation of evidence to both identify and quantify some of the social issues which impact on the behaviours of those requiring Appropriate Adult support, the purpose of which is to be able to start to identify any unmet needs within this Service User group.

## **Children, Young People and Families Services**

As in 2008/09, the team led Anglia Care Trust successfully through the Young Suffolk Quality Mark, an accreditation we are very proud of.

## **Family Intervention Project**

Families are referred to the service by the Ipswich Anti-Social Behaviour Network Manager. Working with the families on an intensive basis, we work in partnership with other agencies to reduce anti-social behaviour and improve family life. Within the period 25 families participated in the project, with family members totaling 113. Although the focus of the service is to support the reduction in anti-social behaviour, there is also the need for enforcement action and to deliver positive outcomes for young people. Feedback from partners evidenced a positive impact on anti-social behaviour, notices seeking possession were withdrawn and some excluded young people returned to education. Levels of truancy of participating young people also showed a marked reduction with an improvement in the behaviour and achievements of those previously disposed to truancy.

## **Family Support West Suffolk**

In 2007/08 we were commissioned to recreate the Family Intervention Project model in West Suffolk and continued this work in 2008/09. Again, working intensively with 15 families and some 66 family members, we have achieved significant results in reducing anti-social behaviour. We have proven that by investing in the region of £2,000 in providing support for a family at risk of eviction, by improving behaviour, we can save approximately £12,000 in potential eviction costs. Because of this, funding is being attracted from local councils and registered social landlords to expand the service further.

## **Anti-social Behaviour Project**

The service received 76 requests from the Ipswich Anti-Social Behaviour Network Manager to attend and seek early resolution of repeat instances of anti-social behaviour. Work with perpetrators accounted for 83 % of activity, with victim liaison accounting for the remainder. 46% interventions recorded successful outcomes, meaning significant reduction or cessation of repeat behaviour incidents.

## **Parenting Support**

The purpose of this project is to assist the Senior Parenting Practitioner – Ipswich in the delivery of parenting support programmes. Part of the remit is to persuade parents who may normally not engage in such programmes to attend and then to support them to embed the skills they have learnt into their family life.

- 45 referrals onto parenting Programmes and 91% of the families who attended completed the Strengthening Families Course
- In addition, families were referred onto other parenting courses and supported to access additional support e.g. Debt and Welfare from Anglia Care Trust

## **Referral Order Panel**

Anglia Care Trust were charged with the recruitment and training of the Referral Order Panel volunteers managed by the Suffolk Youth Offending Service. During the period 37 new volunteers were recruited and trained to participate on Panels throughout the county. 15 volunteers successfully achieved the accredited training scheme through NOCN and a further 22 are still waiting their results.

## **Young Persons' Mentoring**

Anglia Care Trust was fortunate to receive a grant from the Suffolk Foundation to continue our work with young people. In addition, following the provision of mentors to families supported by both the Family Intervention Project and the Family Support West project, we were granted additional funding by Ipswich Borough Council and the West Suffolk Crime and Disorder Partnership to continue mentoring relationships with their families.

Volunteer mentors are matched with young people not only to befriend and provide a positive adult role model for the young person, but to encourage them to engage in positive activities, such as sports and hobbies, on a long term basis. Whilst the mentoring relationship is relatively brief, in the region of 3 months, part of the mentor's role is to encourage the parents to become involved in the young person's activity to ensure its longevity after the mentor has exited. Throughout the year, 15 young people were supported by 6 mentors.

## **Advocacy and Independent Visitors for Looked After Children**

We were commissioned by Suffolk County Council to provide this service for some 55 young people throughout the year. The role of the Advocate is to support the young person to ensure their voice is heard. This can be by ensuring their voice is heard in the correct forum, or to provide support to the young person to enable them to have the

confidence and facts available to them to speak up and be heard. The role of the Independent Visitor is form a long term relationship with the young person, normally meeting on a monthly basis, providing them with a stable adult relationship either just to act as a suitable role model and/or to accompany them on social or family visits.

Such is the demand for this service that part way through the year we were commissioned to provide independent visitors to a further 15 looked after children. 60 referrals were received by the service which equates to 144 individual advocacy issues and 23 referrals were received for the independent visitor service.

## **Housing Services**

### **Accommodation Based Service**

Within the service, Anglia Care Trust provides accommodation for 20 Service Users and we achieved a rate of 96% utilisation throughout the year

- 136 referrals received
- 36 Service Users supported
- 8 Service Users had planned 'move ons'
- 2 Service Users gained employment

In addition, we supported Service Users to achieve in other aspects of their lives, such as facilitating and chairing an Alcoholics Anonymous meeting, sitting on an ACT interview.

In addition, during the year we were successfully re-accredited with Supporting People's Quality Assessment Framework, achieving the following scores:

Needs and Risk Assessment	A
Support Planning	A
Security Health and Safety	B
Protection from Abuse	B

We were pleased to note that the scores marked by the Supporting People team were not dissimilar to our own self-evaluation scores over the previous two years.

### **Non Accommodation Based Service**

Anglia Care Trust became members of the SNAP Consortium, providing holistic floating support and the Central Access and Referral Agency (CARA) for the 7 districts within Suffolk from June 2008. Working so closely with five other agencies has proved to be a great success from the Service Users' perspective, as the Consortium is able to provide specialist support within a holistic framework. ACT has been proud to maintain their specialism of offender management, whilst integrating into the wider holistic team. It has not only been a steep learning curve for management, but also for our dedicated team members who have had to be able to forge team relationships quickly and effectively with the other consortium members. Working in multi-disciplined teams, managed by team leaders from each of the consortium members has proved very worthwhile, as staff have been able to share best practice and learn from each other in many areas.

Within the whole project,

- 190 existing Service Users were taken on by SNAP
- 1066 Service Users have been assessed by CARA
- Of those assessed by CARA, 732 were taken on for support by SNAP
- A total of 922 Service Users were supported
- 230 Service Users successfully moved from floating support to independent living in the first 9 months of the service

As at the end of September 2008, the floating support contract held in Bedford ceased and Anglia Care Trust decided to plan its exit strategy from operating in this area for the time being.

### **Street Support**

The Street Drinker Project began in January 2006 as a direct response to growing concerns about the number of street drinkers in Ipswich. The primary aim of the service is to reduce the negative impact which 'street drinking' has on the community. Work to date has focused on meeting with the 'street drinkers', shop owners and the police across the town, listening to and understanding their issues with a view to resolving them before they escalate.

It is not an intervention in itself, but a mechanism for moving people off the streets and away from drug and alcohol abuse, using existing services.

Within the period the service has engaged with 38 of the 55 identified street drinkers in Ipswich. Headline successes are:

- 16 were supported to access benefits
- 8 were housed in either RSL or private accommodation
- 1 accessed a home detox plan
- 3 successfully went through rehabilitation
- 29 were provided with money advice to address debt issues
- 27 were supported with health issues

We have visited three "wet houses" (hostels where drinking is allowed on the premises) in other towns to establish best practice to enable us and other agencies to take the service forward.

### **Street Outreach Bedford**

Following on from the success of the Ipswich Street Support Project, Anglia Care Trust were commissioned to provide a similar service in Bedford, where the focus was on supporting homelessness and rough sleeping. In addition, we were granted an Alcohol Related Partnership Activity grant by Bedford Borough Council in order to undertake further research into the issues on their behalf. Because of the excellent support provided by ACT in this area, the council further commissioned the project to extend into 2009/10. As we had already planned our exit strategy following the end of the floating

support service in Bedford, we transferred the project over to the Kings Arm Project, where it currently continues as a success.

During the year, we engaged with 104 Service Users with a range of needs where approximately 50% were occasional rough sleepers and 50% were homeless. Of those, headline successes are:

- 16 supported to access benefits
- 29 supported to access help from a drug or alcohol agency
- 47 were supported to access a range of accommodation from temporary hostels to permanent homes

## **PLANS FOR THE FUTURE**

The Board of Directors has completed an Action Plan for 2009/10. In doing so, five key areas of challenge were identified:

- The reduction of ACT's reliance on public sector funding
- The ability to react quickly to the fluid nature of the public sector environment
- The reduction of our exposure to a few key buyers
- The development of skills across all staff and volunteers
- The generation of income under current economic conditions

It is the intention to continue to deliver services in line with core charitable objectives as defined in the governing document. Wherever possible, we wish to continue delivering and expanding current services and to seek funding to develop services that help reduce crime within our communities, to specifically expand the work with children and families, locally, county wide and regionally and to establish partnerships to enable this to happen. The Board aims to continue to develop its effectiveness in the year ahead. As well as recruiting additional trustees the Board plans to review our long term vision and strategic plan during 2009/10. We will also be reviewing our fundraising activities, looking towards applications to trusts and grant making bodies to help reduce our exposure to reliance on the public sector.

As mentioned in our Annual Report last year, we have been looking at how we can use our unrestricted reserves to help meet our core charitable objectives and in particular looking at opportunities in accommodation based services. In September 2008, the Board agreed to purchase an additional property in Ipswich which will be used initially for the provision of "move on" accommodation from our accommodation based services, for those Service Users who are ready to move to independent living but who may find it difficult to enter the private rented sector. As well as meeting our charitable objectives, this purchase will generate income which can be used for charitable purposes. At the time of writing, this purchase had been completed.

## **CHALLENGES FOR 2009/10**

### **Advice and Guidance**

The funding of this service will come to an end during early 2009/10. It is therefore one of our prime objectives to secure long term funding to continue the service. The Board has agreed to designate material funds to the service to keep it running whilst alternative funding is sought; such is their belief in its importance to the community and our Service Users.

Any bid for funding will be focus on:

- Increasing the delivery of financial awareness to a wider range of Service Users
- An increased emphasis on preventative money advice
- Improving the service provided by ensuring that the education of financial awareness is truly embedded with the Service User to reduce the cycle of debt in the future.

### **Appropriate Adults**

As mentioned in our Annual Report last year, the biggest challenge to face the AA scheme is the review of the Police and Criminal Evidence Act 1984 (P.A.C.E) which was due to be published in the spring of 2009 and is now expected before late 2009.

Suggested potential outcomes of the review which could have an impact on Anglia Care Trust's provision of the scheme which we have been delivering since 2000 are:

- Age range increased to 17 year olds requiring an AA
- Parents could no longer act as an AA
- AA would be required at all formal interviews
- AA may be used as liaison between parents, the Youth Offending Service and the courts
- AA may have to follow the detained person through the courts system
- The Police Authority may have a more over-arching role with the volunteers

Many of these outcomes would lead to a higher demand for volunteers, and potentially a major change in the way the service is delivered. Whatever the outcome, we are confident of being able to adapt and continue to deliver a first rate service.

There are also well advanced plans for the building of Police Interview Centres (PICs), the intention being to concentrate interviewing in a few large units; this is likely to entail a reconsideration of how the Appropriate Adult Service is delivered.

## **Children Young People and Families**

The biggest challenge to the CYP & F department for 2009/10 is generating income. At the end of 2008/09, the Referral Order Panel Service was taken back "in house" by Youth Offending due to their own budgetary constraints. Funding for the Parenting Support project ceased and only a small amount of funds remain to be carried over for the Mentoring Project. Additionally, the Family Intervention Project funding has been on a tapering scale and as such this has had a direct impact on the staffing levels of the service and the number of families we are able to support.

Funding is being sought from a range of sources to support the Mentoring Project. We are also actively approaching Suffolk County Council to contribute to the funding of the Family Intervention Project. Other avenues being explored are contributions from more RSLs and this has been successful in the West of the county.

## **Housing Services**

The Accommodation Based Service has remained stable over the last few years, and in 2009/10 we are looking to continue with the key objectives we set in 2008/09, these being:

- Expansion of the service delivery with existing or new Registered Social Landlords
- Implementation of improvements to the referral and allocations process
- Continue the development of "move on" strategies
- Continue working towards validation of Supporting People's QAF core objectives at Level A

As previously mentioned, we are moving forward on the purchase of property to expand and develop our charitable objects in this area.

In addition, having developed our strategy for a private lets scheme, we are pleased to say that this project plan has been presented to trusts and grant giving organisations and we are confident about raising funds on an independent basis to set this scheme up.

Non-Accommodation Based Service continues to be a challenge, with the continued growth of the service to full capacity, the improvement in recording and management systems and the fine balance between working as part of a consortium yet maintaining our individualism and specialism as an organisation, attributes which are core to the success of the consortium's future.

An independent review by consultants ARCS was carried out on the Street Support Project during 2008/09, commissioned by Ipswich Borough Council. Initial reviews of the draft report are very positive on the work carried out by Anglia Care Trust and the support provided to Service Users. We hope that following the review of this report, we will be able to work with Ipswich Crime Prevention Partnership to secure longer term funding of the project. The future shape of the project would be influenced by the outcomes and recommendations of the ARCS report adopted by funders and we are

confident that we will be able to adapt the service to accommodate any recommendations made.

## **Business Support**

A major review of all ACT policies and procedures was undertaken with the release of a new Personnel handbook. The new web site was finally completed and although improvements and extensions to the site are planned, we are happy that its new “modernised” look reflects the image of Anglia Care Trust today.

Our objectives within Business Support are to continually improve the way we run our business and to be able to pass the benefits onto our stakeholders. Plans for 2009/10 include the implementation of an IT based Human Resource system, an organisational skills mapping exercise leading to the development of an organisational-wide training and development plan for staff. With our programme of continuing improvement we aim to be well prepared for our Investors in People re-accreditation in July 2010.

## **STRUCTURE, GOVERNANCE AND MANAGEMENT**

### **Governing Document**

The organisation is a charitable company limited by guarantee, incorporated on 19 February 1968 and has been in existence as an independent registered charity since 1968. The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. In the event of the company being wound up members – currently set as the Directors of the company - are required to contribute an amount of not exceeding £1.

### **Board of Directors**

The Directors of the company are ex officio Trustees for the purpose of charity law. The Memorandum and Articles of Association require a minimum of three Directors; the maximum number is fifteen. The Memorandum and Articles of Association require that one-third of the membership retire annually. The members to retire are those that have been in office longest. Retiring members are eligible for re-election. The members of the Board of Directors have the power to co-opt members to the Board; any such members hold office until the next Annual General meeting when they are eligible to stand for election.

### **Recruitment and Appointment**

Potential new recruits to the Board of Directors meet with the Chair and others he or she may involve in order to discuss their request to join the Board with intent to examine their potential suitability for the role of Director of the Company, to assess their understanding of the role of Director and the degree to which they meet the current needs of the Board in terms of skill, experience and diversity. If satisfied, the Chair will then invite the applicant to attend a Board meeting as an observer. The Board will then consider the appointment and if satisfied they will co-opt the applicant to the Board until the next Annual General Meeting takes place.

## **Induction and Training**

Most of the Board of Directors are familiar with the practical work of the company by virtue of service either as a Director or as a Volunteer or both for a number of years. Board members are also invited to attend the staff conference days held three times a year. New members are encouraged to attend trustee training offered by Suffolk Association of Voluntary Organisations (SAVO). Their induction involves spending time with the Senior Management Team and other personnel and Service Users to ensure that they have an overview of the organisation. New Board members also are inducted into the Board process by the Company Secretary, who ensures that they receive copies of the following:

- Most recent Annual Reports and Audited Accounts
- Memorandum and Articles of Association
- Trustee Good Governance Guide produced by the Charity Commission
- Trustee induction CD produced by SAVO
- Copies of the previous year's minutes
- SORP 2005.

During the year the Board conducted a self-appraisal along the lines recommended by the National Council of Voluntary Organisations (NCVO). As a result a number of steps were put in place to address areas for improvement.

## **Risk Management**

The Board of Directors has considered the major risks to which the charity is exposed and has reviewed those risks and established systems and procedures to mitigate the risks the charity faces. All significant activities undertaken are subject to a risk review as part of the initial project assessment and implementation; major risks are identified and ranked in terms of their potential impact and likelihood.

### **Major areas of risk (in no particular order);**

- Operational performance
- Financial performance
- Personnel, volunteers and Service Users
- The organisation's aims and objectives.

For each service provided by Anglia Care Trust, a detailed Action Plan is prepared annually. To achieve this, each service manager is responsible for preparing both a SWOT and PESTEL analysis to identify areas of risk and opportunity for their services. The Action Plans are reviewed on a quarterly basis and Status Reports identifying both success and slippage with associated remedial actions are presented to the Board of Directors.

Procedures are in place to ensure compliance with internal finance regulations, health & safety of personnel, volunteers, Service Users and visitors to company premises.

In assessing risk the Board of Directors recognise that some areas of our work require the acceptance and management of risk if key objectives are to be met.

## **Decision - Making Process**

### **Board of Directors**

The Board of Directors is legally responsible for the management and control of the charity; the Directors meet a minimum of four times per year and hold an Annual General Meeting in accordance with the governing document. They also have the authority to establish Board committees.

There are four committees in existence: Governance & Strategy, Finance, Business Review and Human Resources. Each committee consists of a minimum of three Board members (other Board members contribute when required) and are supported by the Senior Management Team. All committees usually meet a minimum of four times per year.

### **Senior Management Team**

The Board of Directors delegates day-to-day responsibility for the management of the charity to the Senior Management Team consisting of the two executives: the Director of Operations and the Director of Business Support.

### **The executives joint responsibilities**

The Directors of Operations and Business Support have joint responsibility for the strategic direction of the charity, the day to day management of the charity's activities, finances, budgetary control, recruitment and dismissal of staff. They also have responsibility for determination of salaries for all personnel below their level, providing that these are in line with the current salary structure as approved by the Human Resources Committee. They are jointly required to ensure that key performance targets are agreed and met by all staff. Finally, they are responsible for ensuring that the charity delivers the services specified, thus ensuring that the aims and objectives of the charity are met.

### **The executives' individual responsibilities**

#### **Director of Operations**

The Director of Operations also has responsibility for the delivery of the charity's strategic objectives and for the day to day operation and management of its services, including recruitment of personnel at management and co-ordinator level and the preparation of financial information and budgets relating to all operational services, in consultation with the Director of Business Support. He is responsible for ensuring that project teams continue to develop their skills and working practices in line with internal and external policies and procedures and good practice. The Director of Operations has the authority to delegate operational activities to service managers.

#### **Director of Business Support**

The Director of Business Support has responsibility for ensuring that the administrative and financial activities of the charity are executed efficiently and in a timely manner, including preparation of financial data, management accounts and budgets. She is

responsible for Finance, Human Resources, Facilities Management, ICT and Marketing for the whole organisation. Additionally, she is responsible for assisting the Treasurer and Auditors in the preparation of year end accounts. Currently the Director of Business Support is also the Company Secretary.

### **Governance & Strategy Committee**

The remit of this committee is to oversee and make recommendations to the Board of Directors with particular reference to:-

- Driving the development, implementation and review of the Trust's strategic direction
- Ensuring that the annual Action Plan achieves the organisation's aims and objectives
- Ensuring continuous quality improvement and efficiency
- Promoting and monitoring sound Corporate Governance including Staff Relations
- Reviewing and making recommendations to the Board on the structure, size and composition of the Board

### **Finance Committee**

The remit of this committee includes all financial aspects of the business including;

- Monitoring and audit of internal financial controls
- Management reporting and budget setting to include full cost recovery
- Overseeing the annual audit process
- Working in conjunction with the Human Resources Committee to set salary bandings, pay awards and expenses allowances.

### **Human Resource Committee**

The remit of this committee includes a wide range of Human Resource Management:

- To ratify proposed salary awards
- Assess and agree all job roles against the agreed set of competencies
- Assess and review salary bandings comparisons with NJC salary bandings and market conditions in conjunction with the Finance Committee
- Determine salary range for each job role
- Convene as and when required to evaluate new job roles or re-evaluate existing ones
- Be the final arbiter on all requests for job role re-evaluation
- Oversee Human Relations aspects including staff and volunteer training policy and wellbeing, including staff and volunteer benefits.
- Oversee the staff appraisal system with regular audits to ensure good governance
- Oversee the review of all organisational policies and procedures

### **Business Review Committee**

This committee was set up to facilitate regular dialogue between the Board of Directors and the Senior Management Team on an informal basis between Board meetings.

## **Governance Activities**

Anglia Care Trust applies the term 'Governance Activities' to those activities which ensure sound governance and strategic development as guided by the Association of Chief Executives of Voluntary Organisations (ACEVO) in allocating costs. As has been the case in previous years, governance costs have remained low, some Directors having taken the decision not to claim expenses incurred. The Board of Directors have reviewed the way in which governance costs will be allocated in future years and have adopted the following Governance Policy;

All administration costs associated with the governance of the charity will be allocated in accordance with the ACEVO model of "Full Cost Recovery"; the charity will therefore allocate the following to Governance Costs:-

- Directors travel and subsistence
- Costs associated with meetings related to the governance of the charity
- AGM
- Directors Liability Insurance
- Directors recruitment, training and induction
- Costs associated with the employment of the Company Secretary and Committee Administrator, i.e. salaries, the cost of travel and subsistence
- Legal costs
- Audit fees.

## **Charities and organisations with which the charity co-operates in pursuit of its charitable objectives**

Anglia Care Trust works with a range of partners in delivering our objectives. Currently the most prominent of such ventures is our involvement in the Support and Advice Project (SNAP) Consortium. In response to local authorities increasing their use of competitive tendering in commissioning services the SNAP Consortium was formed in 2006/07 to tender, jointly with other members of the Consortium, for the Suffolk Supporting People Non-Accommodation Based Services contract for the years 2008/11. This consortium consists of;

Orwell Housing Association Limited  
Epic Trust (Circle Anglia Group)  
Together Working for Wellbeing  
Family Action  
Ipswich Housing Action Group

We were awarded the contract to provide Holistic Floating Support and a Central Access and Referral Agency (CARA) services across all districts of Suffolk. The Consortium is chaired by Orwell Housing Association, which is also managing the main contracts for these services with Suffolk County Council. All other members are involved in the delivery of these services and the management of the Consortium through a Consortium Board, on which all members are represented.

The new contracts started in June 2008 for both CARA and Holistic Floating Support.

We are currently working with Ipswich Housing Action Group on an exceptional bid to Supporting People for working with Service Users intensively to motivate them back to employment.

## **FINANCIAL REVIEW**

As with all charities in a similar position, with the background of limited resources and insecurity of funding, it can be difficult to plan or manage services on a long term basis. However, the sound financial management of the charity, along with the support of all staff and volunteers has generated a total income of £941,335. This represents a decrease on income of some 13.84% on 2007/08. This is mainly due to the closure of our Bedford office and the loss of the non accommodation based support funded by Bedford County Council.

The statement of income and expenditure shows a deficit for 2009 of £93,689 compared with a surplus for 2008 of £151,109. This has arisen because of timing differences between income and expenditure for particular projects between the two years. The trusts management accounts were adjusted for this and reflected a small surplus for 2009. It remains the Trust's policy to generate a small surplus each year.

Our aim for 2009/10 is to start to increase the funding streams from non statutory sources to alleviate our reliance on public funding and to maintain existing levels of income in a period of recession.

### **Policy Statements**

Below are précis of our major policy statements;

#### **Grant Giving**

This is a very small part of the activities of the charity and is supported by the charity from its current unrestricted reserves. For the purposes of administration, it is administered by the Directors as part of their management responsibilities.

#### **Fundraising Activities**

Anglia Care Trust raises funds for specific purposes, as needs are identified and do not currently enter into 'Fundraising Activities' for general, or else unrestricted purposes.

#### **Principal Funding Sources**

The principal funding sources for the charity are currently by way of grant and contract income from Suffolk Supporting People, Bedford Supporting People (ended September 2008), Suffolk Social Care, Barclays Bank plc, the Suffolk Foundation, Suffolk Youth Offending and Ipswich Anti Social Behaviour Network.

#### **Income Funds**

Anglia Care Trust is in receipt of income from:

- Service level agreements as restricted income. However, upon the completion of all service level agreements and having delivered the terms defined within such agreements, any unspent financial resources will be considered as unrestricted income. This will also apply to 'one off or call down' services each financial year
- Grants as restricted income. Such income which is not expended during the lifetime of a project will remain restricted, with the grant giving body being notified, with a view to extending the duration of the project
- Investment income as unrestricted income
- Other income will be treated as unrestricted e.g. rent except received funds from Housing Benefit which remains as designated to the property it was received for.

### **Reserves Policy**

Anglia Care Trust seeks to maintain financial reserves equating to: –

- 6 months salary costs, inclusive of pension and NI contributions, for the purpose of ensuring that the organisation can meet its obligations in law to all staff, should it cease operating. These reserves can be funded not just by designated cash reserves but also by the capital values tied up in Anglia Care Trust properties which in the case of properties subject to mortgage or charge would be restricted to the prior legal claim of the charge and noting that the first call on the sale of any property would be salary reserves. We aim to achieve and maintain a cash reserve of 3 months salary costs
- 5% of the market value of properties owned by Anglia Care Trust, for the purpose of ensuring that any unplanned eventualities regarding the properties, inclusive of damage and large scale maintenance or refurbishment, can be dealt with
- A further financial reserve equating to 10% of unrestricted income for the purpose of delivering charitable objectives which may arise during the course of the financial year.

### **Designation of Material Funds**

The following designations have been proposed by the Board for 2009/010;

<b><i>Value</i></b>	<b><i>Reason</i></b>	<b><i>When Required</i></b>
<b><i>£1,450 from designated reserves to unrestricted reserves</i></b>	<b><i>Long term property maintenance – total reserve fund will then be 5% of the market value of properties, being £530,000 recognising a reduction in valuations of £29,000</i></b>	<b><i>On demand</i></b>
<b><i>£10,000</i></b>	<b><i>Fundraising and Salary Costs of the Money Advice Service</i></b>	<b><i>On demand</i></b>

### **Investment Income**

Anglia Care Trust currently receives investment income from bank interest only, equating to £12,714 during 2008/09.

## **Assets**

Fixed Assets are those assets such as land, buildings, and equipment acquired to carry on the business of a company with a life exceeding one year, such as IT equipment, telephones, furniture, maintenance, equipment and so on. Tangible fixed assets other than freehold land are stated at cost less depreciation. Depreciation is on the following basis;

Plant and Machinery	33.33% on a Straight Line basis
Fixtures, fittings and equipment	25% on a Straight Line basis

No depreciation is provided in respect of freehold buildings as it is the charity's policy to maintain its property in good condition. Costs of repairs are charged against revenue in the year which they are incurred.

## **Valuations**

Anglia Care Trust values its freehold property assets as follows:

Commercial Property – Ipswich	£185,000
Residential Property – Ipswich	£170,000
Residential Property - Stowmarket	£175,000

Property is valued at market rates on a three year cycle and properties were valued in July 2009. Their current value represents a decrease in value of 5.18% since their last valuation in 2006.

## **Funds Held as Custodian Trustee on Behalf of Others**

There are no funds in this category.

## **Disclosure of information to auditors**

Each of the Directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

## **Auditors**

In accordance with section 385 of the Companies Act 1985, a resolution proposing that Larking Gowen Ipswich Limited be re-appointed as auditors of the company will be put to the Annual General Meeting.

On behalf of the Board of Directors

Colin Reid (Chair)  
Dated

## **Statement of Trustees' Responsibilities**

The Trustees are responsible for preparing the accounts in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice.

Company law required the Trustees to prepare accounts for each financial year which give a true and fair view of the state of the affairs of the charity and of its incoming resources and application of resources, including its net income and expenditure for the year.

In preparing these accounts, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgments and estimates that are reasonable and prudent
- Prepare the accounts on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the accounts comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.