

**HOME-START
BOREHAMWOOD &
DISTRICT**

Annual Report 2011



The Annual Report and Accounts of Home-Start Borehamwood
& District
Charity Number 1107208
Company Limited by Guarantee Number 5303117

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INDEPENDENT EXAMINER'S REPORT

to the Trustees of Home-Start Borehamwood & District.

I report on the accounts of the company for the year ended 31 March 2011, which are set out on pages 3 to 15.

Respective responsibilities of trustees and examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed. I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 43 of the 1993 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 43(7)(b) of the 1993 Act; and
- to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- (1) which gives me reasonable cause to believe that in any material respect the requirements:
 - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
 - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- (2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Name: Christopher John Watts FCA
Address: 51 Furzehill Road, Borehamwood, Herts WD6 2DJ
Date: 31 August 2011

KEY INFORMATION

Company number	5303117		
Charity Registration	1107308		
Registered Address	The BECC Shakespeare Drive, Furzehill Road, Borehamwood WD6 2FD		
Web	www.home-startbw.org.uk		
Telephone:	020 8953 5082		
Email:	enquiries@home-startbw.org.uk		
Trustees:		Appointed	Retired
	Jack Debnam - Chair		
	Jillian Butchart – Vice	25/11/2010	
	Fran Thomson		
	Jacqui Temple	22/06/2010	
	Terry Healy	25/11/2010	
	Sue Friend		25/11/2010
	Samantha Davies		25/11/2010
	Richard Ward		25/11/2010
Company Secretary:	Bridget Shaw		
Snr. Co-ordinator:	Bridget Shaw		
Bankers	Unity Trust Bank, Nine Brindley Place, 4 Oozells Square, Birmingham B1 2HB		
	COIF Charity Funds 80 Cheapside London EC2V 6DZ		
Independent Examiner	Christopher John Watts FCA 51 Furzehill Road Borehamwood Herts WD6 2DJ		

The trustees of Home-Start Borehamwood & District present their annual report and accounts for the year ended 31 March 2011 and confirm that they comply with the requirements of the Charities Act 1993, as amended by the Charities Act 2006, the Constitution and the Charities SORP 2005.

EXECUTIVE SUMMARY

Home-Start Borehamwood & District has had a strong year in the face of a challenging financial environment and greater demand on our services.

Our staff has excelled and our new coordinator Mar, recruited last year, has taken a full role in recruiting volunteers and supervising their experience with our families. This has allowed us to increase the number of families supported by 25% to 50 families and over 100 children, while our Senior Coordinator Bridget has found the time to extend her involvement with other support agencies and to use our residency in the BECC Children's Centre to improve awareness of the support that we can supply.

We successfully took on five families within the Potters Bar area, funded by a grant from the BECC children's centre and this arrangement has been continued for the current year.

Our constant efforts to maintain the highest standards and keep true to the key principles of the Home-Start organisation culminated in a glowing assessment from the visiting Quality Assurance team from Home-Start UK who, in June 2011 gave us full approval in all 11 Key Home-Start Standards. As the team said:

"Home-Start Borehamwood and District is a very well governed and managed scheme that works closely to the Home-Start model, is passionate about the need for regular 1:1 supervision and follows clear policy and practice guidance."

Trustees, staff and volunteers work well as a team; communication, support and training are of a high quality. Families feel well supported and referrers felt that Home-Start was providing an invaluable service to the community."

Our finances have remained steady due to strict cost controls and economy by our frugal staff and support from generous local organisations, in particular the NatWest Community Fund who provided us with £3,000 in December.

Our IT systems have been strengthened with a new server and remote back-up, with help from a grant from local Hertsmere Councillors, and our paperless filing system continues to receive plaudits for its secure and efficient processes.

This year has seen an increase in the level of cooperation between the nine Home-Start schemes in Hertford and Borehamwood & District is taking an enthusiastic and leading role in that process. The anticipated move of Hertfordshire County Council to a tendering and procurement process spanning the whole of Hertfordshire requires us to plan for a joint approach to funding from all sources in future.

SCHEME OBJECTIVES

Home-Start offers support, friendship and practical help to parents with young children in local communities and we have clear objectives.

- a. to safeguard, protect and preserve the good health, both mental and physical of children and parents of children;
- b. to prevent cruelty to or maltreatment of children;
- c. to relieve sickness, poverty and need amongst children and parents of children;
- d. to promote the education of the public in better standards of child care within the area of Borehamwood & District.

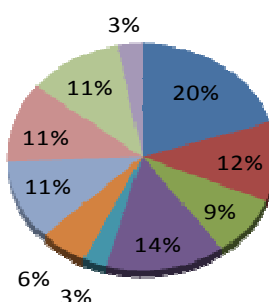
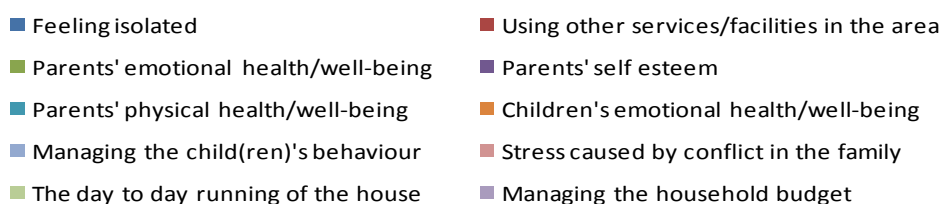
THE SERVICE PROVIDED

Through its volunteers, Home-Start supports parents in their homes during their children's formative years. Home-Start works with families who have at least one child aged under five years of age.

Volunteers, who are usually parents themselves or who have had parenting skills and experience offer support, friendship and practical assistance. Support can take many forms and includes reassuring parents that difficulties in bringing up children are not unusual and encouraging them to enjoy family life. We develop a relationship with the family in which time can be shared and understanding can be developed; the approach is flexible to take account of different needs. And we work to encourage parents' strengths and emotional well-being for the ultimate benefit of their children.

A good start in life is invaluable to the individual and there is a proven great and cost-effective benefit to society if problems are tackled at an early age.

Needs expressed by parents this year



ACHIEVEMENTS

The year has been one of expansion. In the year ending 31 March 2011, Home-Start supported 50 families (a 25% increase on the previous year) and 102 children. This was achieved with the help of 50 volunteers.

We have settled nicely into our new home at the BECC and refined our systems and procedures.

It is not possible to solve every problem for our families but we are delighted to report that, of all the families for whom we ended support this year, 95% reported that the involvement of our volunteers had resolved or improved their situation.

And importantly, the efforts of our team were rewarded with full marks and congratulations from our visiting Quality Assurance team from Home-Start UK, who could find no fault and only praise the scheme for its excellence. The QA process is a regular and intensive visit lasting three full days and involving staff, trustees, volunteers and families. We can be proud of passing such a rigorous test with flying colours.

The QA report commented that:

“The scheme has a strong governance structure; there is excellent communication between the trustees, staff and volunteers and a strong sense of team work from everyone involved. The trustees work efficiently and effectively, fulfilling their roles within the Home-Start model.”

Current status

Staff comprises one Senior Co-ordinator operating for 37 hours a week, one Co-ordinator currently operating for 25 hours and one Office Administrator providing 20 hours per week.

Eleven volunteers were recruited and trained during the year but 14 volunteers left the scheme leaving 29 volunteers available at the end of the year. A further 9 volunteers were in training at the end of the year. There is always a turnover of existing volunteers and constant effort is required both to replace those retiring and increase the overall number available. The Scheme has noted that the current difficult financial environment appears to be making it more difficult to retain and recruit volunteers.

VISION FOR THE FUTURE

There is no doubt that demand outstrips supply in the Borehamwood and District area and the number of referrals continually exceeds our ability to match suitable volunteers. The recent paper *Mapping Deprivation across Hertfordshire* by the Oxford Consultants for Social Inclusion ranks Borehamwood, Cowley Hill area fourth out of the 20 most deprived SOAs across Hertfordshire. We aim to continue the expansion of our services in our area within Hertsmere eventually to meet all the local need as effectively as possible.

Extension of our service to Potters Bar will continue and the BECC management have confirmed that funding will continue to be available from the Children's Centre to support that effort.

The increased involvement of our Senior Coordinator in training and contact with local agencies has brought improved standing and level of awareness in the area, which in turn enhances the ability of the Scheme to serve its target community.

Strategic Aims

Home-Start Borehamwood has five strategic aims for the forthcoming financial year, these being:

1. to continue to strive for improvement in our services and our training of volunteers
2. to seek new sources of funding as a protection against the uncertainties of the current Council cut-backs
3. to seek additional funding for an expansion in our support in the area
4. to coordinate with the eight other Home-Start schemes in Hertfordshire with group fundraising efforts and tendering processes.
5. To broaden the skills and experience of our management committee and reduce our dependence on current members by attracting new trustees to the board of directors.

QUALITY ASSURANCE

Quality and service are the bedrock of any scheme and Home-Start Borehamwood & District works hard to ensure that it conforms to best practice throughout its activities. Home-Start Borehamwood and District complies with the strict QA process put in place by Home-Start UK.

QA is designed in such a way that there is a full external review of all activities every 3 years and we are required to complete a process of continuous self-assessment throughout the intervening period. There are 11 areas of competence (which further break down into a number of indicators) identified by Home-Start UK all of which need to be assessed over the three year period.

We are delighted to report that the latest external review was completed in June 2011 and the team from Home-Start UK reported complete satisfaction at all criteria. The team were

highly impressed with our staff and trustees, our systems and our volunteers. They reported:

“The scheme has a robust process for continual improvement of its service using feedback from service users and QA self assessments, adapting practice as needed. The trustees and staff are actively involved in networking within the community, therefore planning and resources reflect the needs of the local environment”.

We operate a process of continuous reviews and improvements. We review our service by gathering evidence of user involvement in a variety of ways including supervision/appraisals with volunteers and reviews and questionnaires from families. This feedback is recorded and reviewed better to understand the needs of families and to make improvements in processes, internal training and preparation courses.

Risk Management

The Trustees have assessed the risks the charity faces and the policy is to review this assessment on a regular basis. The trustees are of the opinion that systems are in place and arrangements are in hand to manage the risks that have been identified.

STRUCTURE

Home-Start Borehamwood & District was incorporated on 26 January 2005 as a Company Limited by Guarantee not having a Share Capital and is registered as a charity with the Charities Commission.

The charity is governed by a Board of Trustees comprising five trustees led by the Chairman Jack Debnam. The trustees all contribute their time voluntarily and have confirmed that they have no interests that conflict with the interests and activities of the charity.

The Board of Management, which meets bi-monthly and which oversees activities, includes the trustees and a number of advisers. It currently includes a Health Visitor, a Child Protection expert a Chartered Accountant, an active member of our volunteer team and a co-opted a local Councillor.

FINANCIALS

Financial Statements for the year ended 31 March 2011 are set out on pages 12 to 15.

Funding Strategy

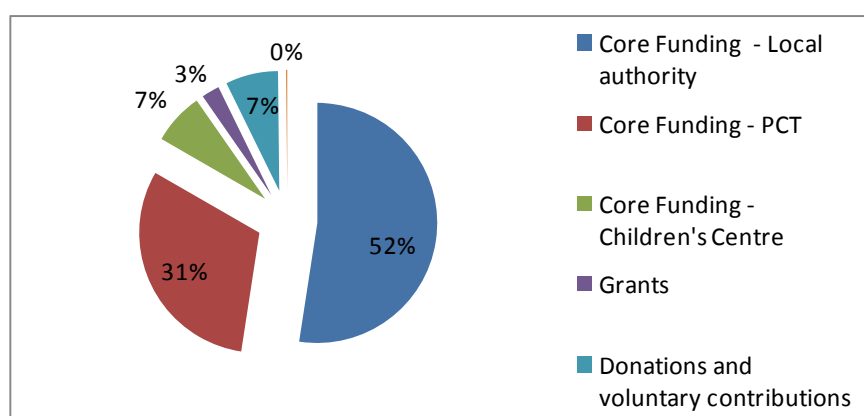
Core funding is provided by Hertfordshire County Council and West Herts Primary Care Trust under an arrangement contracted to be renewed in 2012. This together with other committed support is currently sufficient to provide for 90% of the forecast needs of the Charity in the year 2011/12, leaving a deficit of over £8,000 to be found from other sources.

Funding will be a challenge in the future. The charity is aware of its high dependency on Hertfordshire County Council and the PCT for its core funding (see chart below) and the trustees are monitoring closely the changes expected during the renewal process next year when the Council is expected to invoke a tender process.

There are indications that the tender might not only be county-wide but also be for outreach services covering the ages 0-19 years. This will mean constructing collaborations with the eight other Home-Start schemes in Hertfordshire and with service suppliers with the experience necessary to support families with 6-19 year old children. Aware of this the county schemes have joined together to form a Hertfordshire County group and we are actively pursuing new funding opportunities and methods of formalising cooperation between us.

Last year we were successful in raising £5,600 in additional grants and donations and we will continue to seek funding from local sources in the sectors most likely to take support from our Charity. We have established a separate funding group to concentrate on new funding opportunities.

As a result of good husbandry in the past, the Scheme has reserves sufficient to cover contingency needs (e.g. staff sickness or unavailability) and any short-term deficiency in funding support.



Funding analysis shows dependence on Herts County Council for core funding

Reserves Strategy

The Trustees consider that, given the nature of the Charity's work, free reserves should be a minimum of 3 months revenue expenditure and with the intention of achieving a level of over 6 months. Three months revenue expenditure approximates to the committed costs of the management, administration, fundraising and support functions of the Charity at any time. The policy of seeking a further three month's revenue expenditure provides for unanticipated shortfalls in income and makes funds available for project work.

The Scheme's unrestricted general reserves at 31 March 2011 were £6,489 representing just over one month's outgoings and the trustees are committed to increasing these reserves to the strategy level of six months costs as soon as possible, whilst continuing the planned steady expansion of the scheme.

In addition, the trustees maintain a Designated Fund sufficient to cover any liabilities that might arise in the event of a cessation of activities or costs in the event or long-term staff sickness. This fund at 31 March 2011 amounted to £39,991.

STATEMENT OF THE TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing an annual report and financial statements in applicable law and United Kingdom Accounting Standards.

The law applicable to charities in England and Wales requires charity board members to prepare financial statements for each year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

In preparing the financial statements the members are required to:

- Select suitable accounting policies and then apply them consistently
- Make judgements and estimates that are reasonable and prudent
- State whether applicable 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 assume that the charity will continue in business.

The members are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Charities Act 1993, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the constitution. They are also responsible for safeguarding the assets of the charity and hence taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees for the purposes of charity law who served during the year and up to the date of this report are set out on page 2.

In accordance with company law, as the company's directors, we certify that

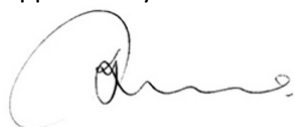
- so far as we are aware, there is no relevant audit information of which the company's independent examiner is not aware; and
- as the directors of the company, we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the independent examiner of the charity is aware of that information.

Independent Examiner

Christopher Watts FCA was reappointed as Independent Examiner for the charity during the year and has expressed his willingness to continue in that capacity.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small entities.

Approved by the board of trustees and signed on its behalf by:



Jack Debnam – Chairman

Date: 31 August 2011

FINANCIAL STATEMENTS

Statement of Financial Activities for the year ended 31 March 2011

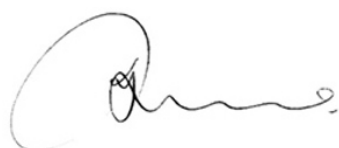
			2011	2010
	Notes	Unre- stricted	Res- tricted	Total
			Total	Total
			£	£
Income and Expenditure				
<i>Incoming resources - charitable activities</i>				
Core Funding - Local authority	1b	41,348	41,348	40,874
Core Funding - Other		29,909	29,909	24,409
Grants	2	0	1,910	0
Donations and voluntary contributions		5,611	5,611	606
<i>Total incoming resources - charitable activities</i>		76,868	1,910	78,778
<i>Incoming resources from generated funds</i>				
Interest receivable		118	0	118
<i>Total incoming resources</i>		<u>76,987</u>	<u>1,910</u>	<u>78,897</u>
<i>Resources expended on charitable activities</i>				
Staff costs	1c	61,422	0	61,422
Training		675	0	675
Staff and volunteer travel and expenses		2,257	210	2,467
Advertising and promotion		181	0	181
Premises costs		4,756	0	4,756
Office costs		5,362		5,362
Home-Start UK fees		1,349	0	1,349
Finance costs		87	0	87
Legal, professional and consultancy		50	0	50
Depreciation	1e	715	425	1,140
<i>Total cost of charitable activities</i>		<u>76,853</u>	<u>635</u>	<u>77,488</u>
Net incoming/(outgoing) resources before transfers		134	1,275	1,409
Transfers to/from designated fund	5	-3,616	0	-3,616
Total funds brought forward		<u>9,971</u>	<u>0</u>	<u>9,971</u>
Total funds carried forward	6	<u>6,489</u>	<u>1,275</u>	<u>7,764</u>

Balance Sheet as at 31 March 2011

	Notes	2011		2010	
		£	£	£	£
Fixed Assets					
Tangible assets	3		1,998		1,421
Current Assets					
Debtors		3,939		0	
Bank and cash balances		<u>46,440</u>		<u>48,768</u>	
		<u>50,379</u>		<u>48,768</u>	
Current Liabilities					
Amounts falling due within one year	4		<u>4,622</u>		<u>3,843</u>
Net current assets			45,757		44,925
Net assets			<u>47,755</u>		<u>46,346</u>
Represented by					
Restricted funds	6		1,275		0
Unrestricted funds	6		6,489		9,971
Designated fund	5		39,991		36,375
Accumulated funds			<u>47,755</u>		<u>46,346</u>

These accounts are prepared in accordance with the special provisions of Part VII of the Companies Act 1995 relating to small entities.

Approved by the board of trustees and signed on its behalf by:



Jack Debnam - Chairman

Date:

Notes forming part of the Financial Statements for the year ended 31 March 2011

1. Principal accounting policies

a. Basis of accounting

These financial statements have been prepared under the historical cost convention in accordance with the Companies Act 1995 and the Statement of Recommended Practice: Accounting and Reporting by Charities issued in March 2005.

b. Incoming resources

Incoming resources are recognized in the period in which the charity is entitled to receipt.

c. Resources expended

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT.

Resources expended comprise the costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes costs that can be directly related to such activities and those costs of an indirect nature necessary to support them.

d. Fund Accounting

Funds are divided into the following categories:

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general activities of the charity.
- Designated funds are unrestricted funds earmarked by the trustees for particular purposes.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor.

e. Fixed Assets

Fixed assets are stated at cost less accumulated depreciation. The cost of minor additions or those costing below £1,000 are not capitalised. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, which in all cases is four years. Movements in Fixed Assets are shown in Note 7 to these accounts.

2. Grants

	2011 £	2010 £
	Restricted	Restricted
Support for a designated family	210	0
Upgrade to IT server systems	1,700	0
	1,910	0

Notes to the accounts (continued)

3. Fixed Tangible Assets

	2011 £	2010 £
Computer equipment		
Cost		
At 31 March 2010	4,843	4,842
Additions	1,716	0
At 31 March 2011	<u>6,559</u>	<u>4,842</u>
Depreciation		
At 31 March 2010	3,421	2,710
Depreciation for the year	1,140	711
At 31 March 2011	<u>4,561</u>	<u>3,421</u>
Net book value 31 December 2010	1,998	1,421

4. Creditors

Taxes and social security costs	3,739	3,578
Accruals	883	265
	<u>4,622</u>	<u>3,843</u>

5. Designated Fund

The trustees have agreed to create a designated fund sufficient to cover any liabilities that might arise in the event of an unforeseen cessation of activities or costs in the event of long-term staff sickness. The fund is calculated as the greater of:

- a. the total of liabilities likely to be outstanding at any one time while the charity is a going concern plus the cost of potential sick pay requirements for permanent staff, or
- b. the cost of all liabilities estimated to outstanding and incurred at the cessation of activities of the charity.

6. Analysis of net assets between funds

	Tangible fixed assets £	Net current assets £	Total 2011 £	Total 2010 £
Unrestricted funds	723	5,766	6,489	9,971
Designated fund	0	39,991	39,991	36,375
Restricted funds	1,275	0	1,275	0
	<u>1,998</u>	<u>45,757</u>	<u>47,755</u>	<u>46,346</u>