

QUO VADIS TRUST

ANNUAL REPORT AND FINANCIAL STATEMENTS

31st March 2009

Registered Company No. 05876659

Registered Charity No. 1116196

WEDNESDAY



PNQGWH72

PC3

03/02/2010

381

COMPANIES HOUSE



KNOX CROPPER

chartered accountants

QUO VADIS TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31st MARCH 2009

CONTENTS

	Page
Trustees' Annual Report	1 to 6
Independent Auditors' Report	7
Statement of Financial Activities	8
Balance Sheet	9
Notes to the Financial Statements	10 to 12

QUO VADIS TRUST**TRUSTEES' REPORT****FOR THE YEAR ENDED 31st MARCH 2009**

The Trustees, as directors of the company, present their report and the audited financial statements for the year ended 31st March 2009.

LEGAL AND ADMINISTRATIVE DETAILS

The Company was formed on 14th July 2006 and took over the assets, liabilities and operations of Quo Vadis, a charitable trust, from 6th April 2007.

Registered Company No. 05876659

Registered Charity No. 1116196

Registered Office: 12/12A Gardener Industrial Estate,
Kent House Lane,
Beckenham,
Kent BR3 1QZ

Professional Advisors*Solicitors*

Armstrongs & Co
2 Dartmouth Road
Forest Hill
London SE23 3XU

Bankers

The Co-operative Bank PLC
P.O. Box 101
1 Ballon Street
Manchester M60 4GP

Auditors

Knox Cropper
Registered Auditors
8/9 Well Court
London EC4M 9DN

Personnel/HR

Peninsula Business Services
Riverside, New Bailey Street
Manchester M3 5PB

Insurers

Aston Scott Ltd
Malling House, West Malling
Kent ME19 6QL

DIRECTORS

The directors of the company serve as the charitable company's trustees.
The following served as directors from April 2008 and up to the date of this report.

Dr. Warwick Onyeama (Chair)
Len Redley (Former Chair) (To September 2009)
Kevin Pettican
Ghulam Morshed
Michael Michael (To May 2009)
Sheila Tagg (Resigned June 2008)
Joanna Saidi (Resigned March 2008)
David Burgess (Appointed July 2008)
Robert Morrison (Appointed June 2008)
Anita Hall (From May 2009)
Rowan Hughes (From May 2009)
Gillian McDonald (From July 2009)
Dudley Saville (From May 2009)
Sandra Richardson (Appointed April 2008, Resigned May 2009)

OBJECTS AND PRINCIPAL ACTIVITIES

The provision of supported residential accommodation to people in London whose ability to self determine and to live independently may be adversely affected by stress related illness or disability and whose circumstances require relief from poverty and sickness through convalescence and respite care.

QUO VADIS TRUST

TRUSTEES' REPORT (Continued)

DIRECTORS ' RESPONSIBILITIES

Directors are required to prepare financial statements for each financial period which give a true and fair view of the state of the affairs of the Charitable Company and of the incoming resources and resources expended of the Charitable company for that period. In preparing those financial statements, the Directors 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 Charitable company will continue on that basis.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charitable Company and to enable them to ensure that the financial statements comply with current best practice. 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 Charity regularly reviews its strategy and, in reviewing the charity's aims and objectives and in planning future activities, the Directors refer to the Charity Commission's general guidance on public benefit.

To the knowledge and belief of the Directors, there is no relevant information that the company's auditors are not aware of, and the Directors have taken all the steps necessary to ensure that the Directors are not aware of any relevant information, and to establish that the company's auditors are aware of the information.

OBJECTIVES AND STRATEGIES FOR THE YEAR

A major task for the year was reviewing the objectives set, the strategies implemented and the success in consolidating achievements made.

The Trustees agreed to work programmes. These will increase services and improve service delivery. These seek to achieve better governance of the organisation as well as improve its overall functioning.

The year's work therefore, was focussed on these areas,

- within the Board of Trustees,
- within the administrative centre of the organisation,
- at the Units (direct service provision) and,
- with service users and with key partners outside of the organisation.

ACHIEVEMENTS AND DEVELOPMENTS FOR THE YEAR

One reliable way of reviewing the extent of the Charity's success in achieving its stated objectives for the year is to directly seek the views and opinions of those that matter, that is, the users, staff and our service partners.

The other is to be able to demonstrate evidence of development and outcomes.

Therefore, as stated above, the Charity listed 3 clear objectives, with accompanying strategies for the year 2008/2009;

1. To significantly increase services,
2. To make the organisation more effective all round,
3. To make improvements in the way it is governed.

QUO VADIS TRUST

TRUSTEES' REPORT (Continued)

Increasing services

There were tangible achievements during 2008/2009, an important one being the pilot "Revolving Door" project which resulted from our improving reputation. The project was located at our housing unit at 60 Adelaide Road, already delivering a successful respite care service for the South London and Maudsley Mental Health Trust (SLAM - Lewisham). The 6 bed respite care unit at Adelaide Lodge was selected for the Revolving Door project, utilising its remaining 3 beds for an annual contract of £90000. The project opened its doors on the 8th January 2009.

Another development, in Croydon, resulted in a social landlord service for a specific project, to open in June 2009. The project, initiated by SLAM Croydon and the SP Team, was to enable a decant of service users from another provider to this new Supported House. Peartree House (9 beds) opened its doors to Croydon's service users in late June 2009.

Whilst all the other Units maintained their high levels of occupancy including positive endorsements for the quality of support services, the success of our only Registered Care Home remained an excellent achievement. This Home is undoubtedly the one for choice amongst our users and purchases and together with our continuing improvements in service delivery, it is not surprising that Elmwood Lodge has continued to maintain a waiting list for admissions.

Within the organisation, further services directly for and with residents started with a new drama and music group at Cherry Tree Lodge and the production and subsequent publication of a resident's newsletter, whose name "In Touch" was selected democratically by most of the residents.

The art classes at Cherry Tree and with Coach House and Bishop's Lodge residents are well established and this has become a welcomed permanent fixture. The drama group and the new In Touch magazine commenced during the year and both developments grew out of the belief that this small performing arts initiative can help improve lives whilst the newsletter can excite those with literary interests and provide incentives for writing!

To co-ordinate the innovations for the year, a working group was formed, named "ZEST", with the aim of supporting these developments and monitoring its effectiveness. With an open membership policy, ZEST meets regularly and is chaired by the CEO.

As in the year before, a successful exhibition of the works produced by residents was held at Cherry Tree Lodge in June 2008, together with the summer barbeque. The "art works" were also exhibited at the Quo Vadis stall at the Lewisham Supporting People Service Users event in the summer of 2008

To round off the social activities, the annual day trips to the south coast has become a regular feature too, again with high take up from residents.

The Staff Communique reports all the above events (and staffing matters) for the year and is produced 4 times a year by the CEO.

The Website, www.quovadis-trust.org.uk is continually being updated by our IT Consultant from instructions from the CEO and Unit Managers. The website is an information site with interactive functions.

Effective Organisation

Internal briefings and meetings were regularly undertaken amongst staff and managers, to ensure that procedures were in place and staff adequately trained to undertake their respective duties competently. The organisation adopted a strategy for human resource management, starting from leadership training to moving towards higher competencies in overall staff performance.

Action was taken to address effectiveness at various areas and different levels of the organisation. Working through the Unit Managers, "suitability" and fitness to practice issues were widely explored, including adopting better management arrangements to improve services and secure positive outcomes. To meet this challenge, the organisation needed a greater investment in training activities as well as increasing staff numbers being "trained" respectively and appropriately.

QUO VADIS TRUST

TRUSTEES' REPORT (Continued)

Many of the training programmes, such as the NVQ's were appropriately devolved to the Unit Managers; only the administrative tasks of co-ordination were at times centrally arranged by the Office Admin Manager. However, as managers knew their staff better than anyone else, it was critical that they alone had the responsibility of commissioning the required training to improve and develop skills for their workforce. Set within the Charity's framework for training, efforts were made to benefit from the Government's initiatives, particularly "Train to Gain" where there was some financial support as well as the charity's own investment with outside training providers.

At the Head Office, some of the functions previously undertaken by outside bodies and consultants were brought in-house and transferred to the full time staff in the revised structure. Payroll, policy writing, health and safety lead, credit control and transfer of income from residents (post appointee-ship) were some functions brought in-house. A full review is being planned later in the year as to their delivery in terms of effectiveness and cost efficiencies.

Improving the governing body

At the Board of Trustees, an away day took place in March 2009, with a training aim in mind, where issues on better governance were widely discussed within the context of future aims and strategies. The Chairman prioritised governance as his main task as well as increasing participation from all stakeholders. The organisation was able to welcome 2 new trustees to the event. The Chairman wanted to raise the essential issue of governance and intended to provide the "leadership" to make this important development happen in the year.

In March 2008, the statutory regulatory agency, the Charity Commission produced a report of its findings on the state of the organisation. This followed from serious allegations made by former staff members. Although the allegations were proved unfounded, the report made a number of recommendations for action within aspects of the Charity's work and activities. The strategic issues within the Board and senior level were managerial accountability, transparency and robustness in managing and governing the organisation and the operational areas were clearer procedures, tighter financial control and accountability. The gaps and weakness highlighted were addressed during the year although it was acknowledged clearly that much more needed to be done.

Furthermore, there were regular updates at Trustee's meetings where actions were agreed. The Finance Committee, however, met only once and agreed that greater commitment from Trustees was required to make it work well. Trustees accepted that some will need further briefing and training and this became a call for priority in the work plan for the coming year.

Some Trustees made individual and small group visits to the Units and their feedback was vital in helping staff improve services. There were helpful reports discussed at Trustee's meetings and, to this end, Trustees became engaged in various aspects of provision and service development.

FUTURE PLANS

The Charity will continue to secure its position as an improving provider within its current locality. It will need to reinforce its strategies aimed at maintaining its service quality through its reputation for responsiveness, service efficiencies and professionalism.

The Charity will seek to increase its market share as part of its future plan. It will plan to expand its services into new Boroughs, through developing effective business relationships which focuses on delivering "specifics" to customer requirements. Such a development may include developing new services outside of the organisation's current remit although within its principal user/client group.

The organisation will seek to always maintain its regular review of business support arrangements to ensure that its outputs are well within expectations. It will take action to secure better value cost efficiencies throughout. This will include adopting e-business methods (on-line transactions), green credentials that derive from its policy and exploring out-sourcing options if necessary, if it achieves better outcomes for customers, users and clients.

QUO VADIS TRUST

TRUSTEES' REPORT (Continued)

FUTURE PLANS (Continued)

The organisation is determined to review all staff service conditions and ensure that it remains fair and competitive within the sector. To this end and coupled with its important Human Resource strategy, the Charity seeks to achieve "best employer" status locally.

The Trustees are determined to improve the governance of the Charity and intend to develop a plan for the coming year. Importantly, it will embark on a root and branch examination of individual trustee commitment and undertake essential its own skills audit in preparation for a future recruitment campaign.

PARTNERSHIPS WITH OTHER AGENCIES

The Trust enjoys good relations with statutory organisations like the South London & Maudsley Mental Health Trust (MHT) in Lewisham & Croydon and the Oxlease MHT in Bexley. Our staff regularly call at the acute hospital unit, the Ladywell at Lewisham University College Hospital for referral meetings and user reviews.

On the non-mental health agencies, we are in regular contact with the Supporting People Teams of Lewisham and Croydon and also with the Housing Benefits departments of local authorities.

On the voluntary sector side, we do work with other similar local and national organisations through sharing of information and professional campaigns.

INCOME GENERATION

The Charity's main income is received from Housing Benefit awards and Supporting People award payments. On occasions, the local Social Services and Mental Health Trusts purchase beds for short-term respite care and some tenants pay for their own housing costs.

The Charity's income increased from £2,026,331 last year to £2,108,537 for the year ended 31st March 2009.

RESOURCES EXPENDED

Expenditure for the year slightly increased compared to the previous year resulting in net incoming resources for the year of £80,428. The charity's primary costs are salaries and property rents which are set out in note 2 to the accounts.

QUO VADIS TRUST

TRUSTEES' REPORT (Continued)

RESERVES

During the year, the unrestricted funds increased from £275,374 to £355,802 at the year end.

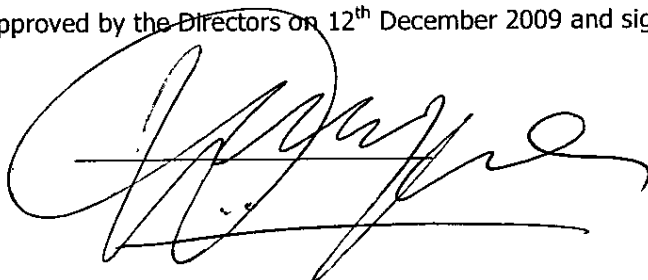
The Directors' aim is to maintain adequate unrestricted reserves to fund salary and overhead costs during those periods of the year when fee and grant income is not receivable and the position is reviewed on an annual basis.

RISK ASSESSMENT

The Directors review the risks faced by the Charitable Company, including financial risks, on an ongoing basis and have systems in place to mitigate those risks.

APPROVAL OF TRUSTEES REPORT

This report was approved by the Directors on 12th December 2009 and signed on their behalf by:

A handwritten signature in black ink, appearing to be 'J. G. Jones', written over a horizontal line.

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF QUO VADIS TRUST

We have audited the financial statements of Quo Vadis Trust for the year ended 31st March 2009 which comprise the Statement of Financial Activities (including the Income & Expenditure Account), Balance Sheet and the related notes. These financial statements have been prepared on the basis of the accounting policies set out therein.

This report is made solely to the company's members, as a body, in accordance with Section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the 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 anyone other than the company and the company's members as a body, for our audit work, for this report or for the opinion we have formed.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

The Directors' responsibilities for preparing the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) are set out in the Statement of Directors' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985 and whether the directors report is consistent with the financial statements. We also report to you if, in our opinion, the company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed.

We read the Directors' Report, and consider the implications for our report if we become aware of any apparent misstatements. Our responsibilities do not extend to any other information.

BASIS OF AUDIT OPINION

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the Company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

OPINION

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the Company's affairs as at 31st March 2009 and of its incoming resources and application of resources, including its income and expenditure for the year then ended, and have been properly prepared in accordance with the Companies Act 1985.
- the information given in the Directors Report is consistent with the financial statements.

Knox Cropper

Knox Cropper
Chartered Accountants
Registered Auditors

8/9 Well Court
London, EC4M 9DN
12th December 2009

QUO VADIS TRUST
STATEMENT OF FINANCIAL ACTIVITIES
AND INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31st MARCH 2009

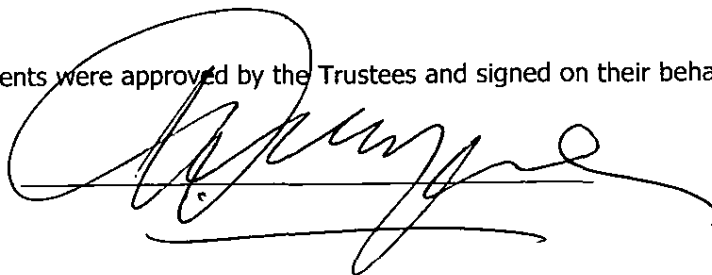
		----- 2009 -----		2008
	Notes	Un- restricted £	Total £	Total £
INCOMING RESOURCES				
Incoming Resources from Generated Funds				
Investment Income		5,758	5,758	5,328
Incoming Resources from Charitable Activities				
Rental Income (Housing Benefit)		974,310	974,310	1,036,569
Supporting People Income		520,012	520,012	526,957
Other Maintenance Income		608,457	608,457	457,477
TOTAL INCOMING RESOURCES		<u>2,108,537</u>	<u>2,108,537</u>	<u>2,026,331</u>
RESOURCES EXPENDED				
Charitable Activities				
Supported Housing Services	2	2,012,473	2,012,473	1,972,313
Governance	3	15,636	15,636	20,760
TOTAL RESOURCES EXPENDED		<u>2,028,109</u>	<u>2,028,109</u>	<u>1,993,073</u>
NET (OUTGOING)/INCOMING RESOURCES		80,428	80,428	33,258
Funds Balance at 1st April 2008		275,374	275,374	-
Transfer of funds from Quo Vadis Charitable Trust		-	-	242,116
Funds Balance at 31st March 2009		<u>£355,802</u>	<u>£355,802</u>	<u>£275,374</u>

All of the company's operations are classed as continuing. The company had no recognised gains or losses other than those disclosed above.

QUO VADIS TRUST
BALANCE SHEET
AS AT 31st MARCH 2009

	Notes	£	2009 £	£	2008 £
TANGIBLE FIXED ASSETS	7		7,319		11,444
CURRENT ASSETS					
Debtors	8	216,878		261,696	
Cash at Bank and in Hand		362,894		191,642	
		<u>579,772</u>		<u>453,338</u>	
CREDITORS: Amounts Falling Due Within One Year	9	<u>(189,956)</u>		<u>(148,075)</u>	
CURRENT ASSETS LESS CURRENT LIABILITIES			389,816		305,263
CREDITORS: Amounts Falling Due Outside One Year	10		(41,333)		(41,333)
FUNDS			<u>£355,802</u>		<u>£275,374</u>
Unrestricted Funds	12		355,802		275,374
TOTAL FUNDS			<u>£355,802</u>		<u>£275,374</u>

These financial statements were approved by the Trustees and signed on their behalf by:



12th December 2009

QUO VADIS TRUST**NOTES TO THE FINANCIAL STATEMENTS****FOR THE YEAR 31st MARCH 2009****1. ACCOUNTING POLICIES**

- (a) The financial statements have been prepared in accordance with applicable accounting standards and follow the recommendations in Statement of Recommended Practice: Accounting by Charities (SORP).
- (b) Fees for Residential Care, including rental income, supporting people income and other maintenance income, are recognised in full in the Statement of Financial Activities in the period in which they are receivable.
- (c) Expenditure is included on an accruals basis.
- (d) Governance costs of the charity relate to the costs of running the charity such as the costs of meetings, audit and statutory compliance.
- (e) Depreciation is provided on all tangible assets, at rates calculated to write each asset down to its estimated residual value over its expected useful life, as follows:

Vehicles	- 4 years
Fixtures and Fittings	- 20% Reducing Balance
Computer Equipment	- 3 years

2. CHARITABLE ACTIVITIES**Supported Housing Services****Direct Costs**

Salaries

Rent

Other

Support Costs (See Note 4)

2009	2008
£	£
674,935	632,017
893,708	922,184
81,328	69,999
<u>1,649,971</u>	<u>1,624,200</u>
362,502	348,113
<u>£2,012,473</u>	<u>1,972,313</u>

3. GOVERNANCE

External Auditor Costs

Audit Fee:

Current Year

Prior Year

Other Services

Trustee Expenses

Trustee Indemnity Insurance

Support Costs (See Note 4)

4,250	4,034
2,862	2,448
569	5,665
4,369	4,724
-	-
3,586	3,889
<u>£15,636</u>	<u>£20,760</u>

QUO VADIS TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31ST MARCH 2009

4. SUPPORT COSTS

	Direct Charitable Activities £	Fund - raising £	Governance £	2009 £	2008 £
Salaries & Consultants	203,873	-	3,586	207,459	218,254
Premises Costs	79,617	-	-	79,617	73,955
Office Costs	35,708	-	-	35,708	40,230
Travel	5,641	-	-	5,641	7,618
Other	37,663	-	-	37,663	11,945
	<u>£362,502</u>	<u>£-</u>	<u>£3,586</u>	<u>£366,088</u>	<u>352,003</u>

5. STAFF COSTS AND NUMBERS

	2009 £	2008 £
The average number of employees during the year was 57 (2008:51)		
Salaries	693,797	648,563
Employer's NI	52,916	49,961
Employer's Pension	8,523	1,797
	<u>£755,236</u>	<u>700,321</u>

The services of the Chief Executive, Jim Lim, are provided through his consultancy company. During the year £72,426 (2008: £68,855) was paid to the company for his services. No employee earned over £60,000 per annum.

6. TAXATION

The Charitable Company is exempt from corporation tax under S505 ICTA 1988

7. TANGIBLE FIXED ASSETS

	Motor Vehicles £	Computer Equipment £	Fixtures and Fittings £	Total £
COST				
At 1 st April 2008	2,200	24,371	22,021	48,592
Additions in Year	-	-	847	847
At 31st March 2009	<u>£2,200</u>	<u>£24,371</u>	<u>£22,868</u>	<u>£49,439</u>
DEPRECIATION				
At 1 st April 2008	412	20,076	16,660	37,148
Charge for Year	550	3,329	1,093	4,972
At 31st March 2009	<u>£962</u>	<u>£23,405</u>	<u>£17,753</u>	<u>£42,120</u>
NET BOOK VALUE				
At 31 st March 2009	<u>£1,238</u>	<u>£966</u>	<u>£5,115</u>	<u>£7,319</u>

QUO VADIS TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31st MARCH 2009

8. DEBTORS

	2009	2008
	£	£
Trade Debtors	205,820	238,334
Other Debtors and Prepayments	11,058	23,362
	<u>£216,878</u>	<u>£261,696</u>

9. CREDITORS: Amounts Falling Due Within One Year

Trade Creditors	98,313	65,010
Accruals	27,236	13,382
Taxation and Social Security	14,355	14,153
Client Monies	50,052	55,529
	<u>£189,956</u>	<u>£148,075</u>

10. CREDITORS: Amounts Falling Due Outside One Year

Deferred Rent	<u>41,333</u>	<u>41,333</u>
	<u>£41,333</u>	<u>£ 41,333</u>

Deferred rent relates to rent payable at the end of the lease period in respect of a short rent free period at the start of the lease.

11. OPERATING LEASES

The company is committed to the following annual payments under operating leases

Lease Term Expiring within:	2009	2008
1 Year	62,060	93,080
2 to 5 Years	406,623	-
After 5 Years	<u>414,775</u>	<u>773,403</u>

12. UNRESTRICTED FUNDS

	At 31st March 2008	Incoming Resources	Resources Expended	At 31st March 2009
	£	£	£	£
General Funds	225,374	2,108,537	2,028,109	305,802
Designated Funds	50,000	-	-	50,000
	<u>£275,374</u>	<u>£2,108,537</u>	<u>£2,028,109</u>	<u>£355,802</u>

The Designated Fund has been set up to fund future lease commitments.

13. RELATED PARTIES TRANSACTIONS

The husband of one of the Trustees, Joanna Saidi, provided IT Consultancy services to the company totalling £7,474 (2008: £9,350) during the year.