

Financial Statements

For the Year Ended
31 March 1998



THE BRANDON TRUST

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

DIRECTORS:
D Palmer
V C Harral
P Harrison
R Hawkins
Mrs C Jenkins
Mrs P Ledbury
Mrs J Pratten

SECRETARY: S Bennett

REGISTERED OFFICE: 2nd Floor East Suite
Quayside
40 Hotwell Road
Bristol
BS8 4UQ

REGISTERED NUMBER: 2365487

CHARITY NUMBER: 801571

AUDITORS: Neville Russell
Clifton Down House
Beaufort Buildings
Clifton Down
Clifton
Bristol BS8 4AN

BANKERS: National Westminster Bank plc
PO Box No 238
32 Corn Street
Bristol BS99 7UG

SOLICITORS: Metcalfes
46-48 Queens Square
Bristol
BS1 4LY

THE BRANDON TRUST

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

CONTENTS	PAGE
Directors' Report	1 - 2
Auditors' Report	3
Statement of Financial Activities	4
Profit and Loss Account	5
Balance Sheet	6
Cash Flow Statement	7
Notes to the Financial Statements	8 - 13

THE BRANDON TRUST

DIRECTORS' REPORT

The Directors present their report and the financial statements for the year ended 31 March 1998.

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the Directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the 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 presume the company will continue in business.

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

REVIEW OF THE BUSINESS

The principal activity of the company continued to be that of providing care, support and homes for people with special needs.

Both the level of business and the year end financial position were satisfactory, and the Directors expect that the present level of activity will be sustained for the foreseeable future.

RESULTS

The surplus for the year was £339,346.

THE BRANDON TRUST

DIRECTORS' REPORT

DIRECTORS

The Directors set out in the table below have held office during the whole of the period from 1 April 1997 to the date of this report unless otherwise stated.

Director's name	Date of resignation
J R Pool	26 November 1997
D Palmer	
V C Harral	
P Harrison	
R S Hawkins	
Mrs P Ledbury	3 March 1998
Mrs J Pratten	
Mrs C Jenkins	

The company is limited by guarantee, not having any share capital. The members' liability, in the event of the company being wound up, is limited to an amount not exceeding £1 each.

EMPLOYEE INVOLVEMENT

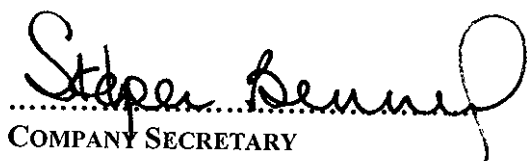
The Brandon Trust has signed recognition and consultation and negotiation agreements with two unions, RCN and Unison. Bi monthly Joint Consultative Meetings are held between senior managers and employee representatives and there is frequent less formal contact when information can be passed on and issues of mutual concern addressed. We believe that relationships are very good.

In addition, regular staff meetings are held at all levels to enable information to be passed on and views solicited from all employees whether or not members of a union. We also have a regular Newsletter. In particular, The Brandon Trust values contact with all its staff through the line of management as part of the supervisory process.

AUDITORS

Neville Russell have signified their willingness to continue in office and a resolution proposing their re-appointment will be put to the forthcoming Annual General Meeting.

Approved by the Board on 18 August 1998 and signed on its behalf by:


.....
COMPANY SECRETARY

THE BRANDON TRUST

AUDITORS' REPORT TO THE MEMBERS OF THE BRANDON TRUST

We have audited the financial statements on pages 4 to 13 which have been prepared following the accounting policies set out on page 8.

RESPECTIVE RESPONSIBILITIES OF DIRECTORS AND AUDITORS

As described on page 1, the company's Directors are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on those statements and to report our opinion to you.

BASIS OF OPINION

We conducted our audit in accordance with Auditing Standards issued by the Auditing Practices Board. An audit includes an 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 of the state of the company's affairs as at 31 March 1998 and of its incoming resources and application of resources, including its surplus for the year then ended and have been properly prepared in accordance with the Companies Act 1985.



**CHARTERED ACCOUNTANTS
and Registered Auditors, Bristol
18 August 1998**

THE BRANDON TRUST

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 1998

	Total Funds 1998 £	Total Funds 1997 £
INCOME AND EXPENDITURE		
INCOMING RESOURCES		
Health Authority contracts	5,133,369	4,729,063
DSS benefits	2,889,735	3,041,477
Investment income	97,540	90,626
Other income	3,292	2,638
Net gain on disposal of tangible fixed assets	12,468	-
TOTAL INCOMING RESOURCES	<u>8,136,404</u>	<u>7,863,804</u>
RESOURCES EXPENDED		
Direct charitable expenditure	7,282,838	7,073,630
Management and administration of the charity	514,220	570,639
TOTAL RESOURCES EXPENDED	<u>7,797,058</u>	<u>7,644,269</u>
NET INCOMING RESOURCES FOR THE YEAR	339,346	219,535
Revaluation of tangible fixed assets	-	(251,950)
NET MOVEMENT IN FUNDS	<u>339,346</u>	<u>(32,415)</u>
Balances brought forward at 1 April 1997	345,849	378,264
BALANCES CARRIED FORWARD AT 31 MARCH 1998	<u>685,195</u>	<u>345,849</u>

Total funds are all unrestricted funds.

THE BRANDON TRUST

PROFIT AND LOSS ACCOUNT FOR THE YEAR ENDED 31 MARCH 1998

	Notes	1998 £	1997 £
TURNOVER		8,026,396	7,773,178
Administration expenses - normal		(7,711,885)	(7,598,592)
Administration expenses - exceptional item	4	<u>-</u>	<u>(251,950)</u>
TOTAL ADMINISTRATION EXPENSES		(7,711,885)	(7,850,542)
OPERATING PROFIT/(LOSS)		314,511	(77,364)
Profit on the sale of tangible fixed assets		12,468	
Interest receivable and similar income		<u>97,540</u>	<u>90,626</u>
PROFIT ON ORDINARY ACTIVITIES BEFORE INTEREST		424,519	13,262
Interest payable and similar charges	5	<u>(85,173)</u>	<u>(45,677)</u>
PROFIT/(LOSS) ON ORDINARY ACTIVITIES BEFORE AND AFTER TAXATION	3,15	<u>339,346</u>	<u>(32,415)</u>

The company's turnover and expenses all relate to continuing operations.

The company has no recognised gains or losses other than the profit (1997 loss) for the year.

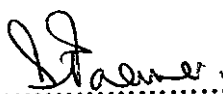
There is no material difference between the results as reported above and those reported on the historical cost basis.

THE BRANDON TRUST

BALANCE SHEET AT 31 MARCH 1998

	Notes	1998 £	1997 £
FIXED ASSETS			
Tangible assets	9	<u>4,891,598</u>	<u>3,917,342</u>
CURRENT ASSETS			
Debtors	10	107,597	123,569
Cash at bank and in hand		<u>1,988,741</u>	<u>1,823,397</u>
		2,096,338	1,946,966
CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR	11	<u>(1,781,281)</u>	<u>(1,575,838)</u>
NET CURRENT ASSETS		<u>315,057</u>	<u>371,128</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		5,206,655	4,288,470
CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR	12	(1,158,261)	(579,422)
PROVISION FOR LIABILITIES AND CHARGES	13	(3,071,950)	(3,071,950)
DEFERRED INCOME	15	<u>(291,249)</u>	<u>(291,249)</u>
		<u>685,195</u>	<u>345,849</u>
CAPITAL AND RESERVES			
Other reserves	15	-	126,485
Profit and loss account	15	<u>685,195</u>	<u>219,364</u>
TOTAL FUNDS	16	<u>685,195</u>	<u>345,849</u>

Approved by the Board on 18 August 1998 and signed on its behalf by:



 CHAIRMAN

THE BRANDON TRUST

CASHFLOW STATEMENT FOR THE YEAR ENDED 31 MARCH 1998

	Notes	1998	1997
		£	£
NET CASH INFLOW (OUTFLOW) FROM OPERATING ACTIVITIES	17a	641,392	(1,277,525)
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE			
Interest received		97,540	90,626
Interest paid		(84,609)	(43,419)
Interest element of hire purchase repayments		<u>(564)</u>	<u>(2,258)</u>
Net cash inflow from returns on investments and servicing of finance		12,367	44,949
INVESTING ACTIVITIES			
Sale of tangible fixed assets		12,468	-
Purchase of fixed assets		<u>(1,104,996)</u>	<u>(66,151)</u>
Net cash (outflow) from investing activities		<u>(1,092,528)</u>	<u>(66,151)</u>
Net cash (outflow) before financing		(438,769)	(1,298,727)
FINANCING			
Additional loans (mortgages)		655,000	-
Capital element of hire purchase repayments		(9,345)	(3,074)
Loan repayments		<u>(41,542)</u>	<u>(30,309)</u>
Net cash outflow from financing		604,113	(33,383)
INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS	17b	<u>165,344</u>	<u>(1,332,110)</u>

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

1 ACCOUNTING POLICIES

The financial statements have been prepared in accordance with applicable accounting standards.

(a) Accounting Convention

The financial statements are prepared under the historical cost convention modified to include the revaluation of land and buildings.

(b) Turnover

Turnover represents the amounts received to provide care, support and homes for people with special needs. Turnover is recognised on an accruals basis.

(c) Depreciation

Depreciation is calculated to write off the cost or revalued amount less estimated residual value of fixed assets on a straight line basis over their estimated useful lives. No depreciation is charged on freehold land.

Where buildings are maintained to such a standard that their estimated residual value is not less than their cost or valuation, no depreciation is charged as it is not material.

(d) Deferred Income

Deferred income is released to the profit and loss account over the estimated useful lives of the underlying assets.

(e) Leases

Operating Leases

Rentals payable under operating leases are charged on a straight-line basis over the term of the lease.

(f) Pension Costs

Contributions payable to the pension schemes are charged to the profit and loss account in the period to which they relate.

2 SEGMENTAL INFORMATION

The turnover, loss before taxation and net assets are attributable to the principal activity of providing care, support and homes for people with special needs.

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

3 PROFIT (LOSS) ON ORDINARY ACTIVITIES BEFORE TAXATION

The profit (loss) on ordinary activities before taxation is stated after charging:

	1998 £	1997 £
Employed staff costs (note 6)	4,738,414	4,545,013
Contract staff costs	<u>1,869,671</u>	<u>1,819,301</u>
	<u>6,608,085</u>	<u>6,364,314</u>
Depreciation of tangible fixed assets	130,740	49,987
Profit on sale of tangible fixed assets	12,468	-
Auditors' remuneration - audit fee	<u>6,410</u>	<u>4,800</u>

4 ADMINISTRATION EXPENSE - EXCEPTIONAL ITEM

	1998 £	1997 £
Deficit arising from revaluation of tangible fixed assets	-	2,206,218
Grant released relating to revalued assets	<u>-</u>	<u>(1,954,268)</u>
	<u>-</u>	<u>251,950</u>

5 INTEREST PAYABLE AND SIMILAR CHARGES

	1998 £	1997 £
Bank loans and overdrafts and other loans wholly repayable within 5 years	954	338
Other loans - mortgages	83,655	43,081
Finance charges payable - hire purchase contracts	<u>564</u>	<u>2,258</u>
	<u>85,173</u>	<u>45,677</u>

6 STAFF COSTS

	1998 £	1997 £
Wages and salaries	4,288,101	4,098,230
Social security costs	327,643	323,716
Other pension costs	<u>122,670</u>	<u>123,067</u>
	<u>4,738,414</u>	<u>4,545,013</u>

Average number of persons employed by the company during the year:

	1998 Number	1997 Number
Management	6	6
Administration	6	7
Care	<u>273</u>	<u>278</u>
	<u>285</u>	<u>291</u>

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

6 STAFF COSTS (CONTINUED)

	1998 Number	1997 Number
The number of employees who received remuneration (excluding pension contributions) in the following ranges were:		
£40,001 - £50,000	<u>1</u>	<u>1</u>

7 DIRECTORS

No Director received emoluments for services in either the current or comparative years.

8 TAXATION

The company is a registered charity and is therefore not subject to corporation tax.

9 TANGIBLE FIXED ASSETS

	Freehold Houses £	Property Refurbishment £	Fixtures, Fittings & Furniture £	Motor Vehicles £	Total £
COST OR VALUATION					
At 1 April 1997	3,764,000	-	228,300	86,748	4,079,048
Additions	605,125	288,220	151,079	60,572	1,104,996
Disposals	-	-	-	(37,733)	(37,733)
At 31 March 1998	<u>4,369,125</u>	<u>288,220</u>	<u>379,379</u>	<u>109,587</u>	<u>5,146,311</u>
ACCUMULATED DEPRECIATION					
At 1 April 1997	-	-	104,566	57,140	161,706
Charge for year	-	16,783	83,896	30,061	130,740
Disposals	-	-	-	(37,733)	(37,733)
At 31 March 1998	-	<u>16,783</u>	<u>188,462</u>	<u>49,468</u>	<u>254,713</u>
NET BOOK VALUES					
At 31 March 1998	<u>4,369,125</u>	<u>271,437</u>	<u>190,917</u>	<u>60,119</u>	<u>4,891,598</u>
At 31 March 1997	<u>3,764,000</u>	-	<u>123,734</u>	<u>29,608</u>	<u>3,917,342</u>
Depreciation rates		25%	25%	33 ¹ / ₃ %	

All properties were valued at 31 March 1997 by the District Valuer and Valuation Officer.

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

10 DEBTORS

	1998	1997
	£	£
DUE WITHIN ONE YEAR:		
Trade debtors	58,973	79,921
Other debtors	11,234	25,065
Prepayments and accrued income	37,390	18,583
	<u>107,597</u>	<u>123,569</u>

11 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	1998	1997
	£	£
Bank loans and overdrafts - mortgages	61,995	27,376
Obligations under hire purchase contracts	-	9,346
Trade creditors	156,630	42,259
Other taxation	111,375	101,822
Other creditors	132,885	104,516
Accruals and revenue received in advance	1,318,396	1,290,519
	<u>1,781,281</u>	<u>1,575,838</u>

12 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	1998	1997
	£	£
Bank loans - mortgages	<u>1,158,261</u>	<u>579,422</u>
Maturity of debt:		
Amounts falling due:		
In one year or less on demand	61,995	27,376
Between one and two years	156,697	28,425
Between two and five years	487,902	168,383
In five years or more	513,662	382,614
	<u>1,220,256</u>	<u>606,798</u>

Bank loans are secured on properties.

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1998

13 PROVISION FOR LIABILITIES AND CHARGES

	1998	1997
	£	£
Capital grants	<u>3,071,950</u>	<u>3,071,950</u>

These represent capital grants which may be repayable to Avon Health Authority if the underlying properties are sold.

14 DEFERRED INCOME

	1998	1997
	£	£
At 1 April 1997	291,249	2,381,539
Released to profit during the year	<u>-</u>	<u>(2,090,290)</u>
At 31 March 1998	<u>291,249</u>	<u>291,249</u>

15 RESERVES

	Other Reserves £	Profit and Loss Account £	Total £
At 1 April 1997	126,485	219,364	345,849
Profit for the year		339,346	339,346
Transfer from Other Reserve to Profit and Loss	<u>(126,485)</u>	<u>126,485</u>	<u>-</u>
At 31 March 1998	<u>-</u>	<u>685,195</u>	<u>685,195</u>

16 RECONCILIATION OF MOVEMENTS ON CAPITAL AND RESERVES

	1998	1997
	£	£
Profit/(loss) for the financial year	339,346	(32,415)
Opening funds	<u>345,849</u>	<u>378,264</u>
Closing funds	<u>685,195</u>	<u>345,849</u>

THE BRANDON TRUST

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 1997

17 CASHFLOW STATEMENT

(a) Reconciliation of operating profit/(loss) to net cash inflow (outflow) from operating activities

	1998 £	1997 £
Operating profit/(loss)	314,511	(77,364)
Depreciation charges	130,740	49,987
Revaluation of tangible fixed assets	-	251,950
Decrease in debtors	15,971	9,928
Increase (decrease) in creditors	180,170	(1,512,026)
Net cash inflow (outflow) from operating activities	<u>641,392</u>	<u>(1,277,525)</u>

(b) Analysis of changes in cash and cash equivalents

	1998 £	1997 £
Balance at 1 April 1997	1,823,397	3,155,507
Net cash (inflow) outflow	165,344	(1,332,110)
Balance at 31 March 1998	<u>1,988,741</u>	<u>1,823,397</u>

(c) Analysis of the balances of cash and cash equivalents as shown in the balance sheet

	1998 £	1997 £	1998 Change in year £	1997 Change in year £
Cash at bank and in hand	1,988,741	1,823,397	165,344	(1,332,110)
	<u>1,988,741</u>	<u>1,823,397</u>	<u>165,344</u>	<u>(1,332,110)</u>

(d) Analysis of changes in financing during the year

	1998 £	1997 £
Loans		
Balance at 1 April 1997	616,143	649,526
Net outflow from financing	(50,887)	(33,383)
Additional loans (mortgages)	<u>655,000</u>	-
Balance at 31 March 1998	<u>1,220,256</u>	<u>616,143</u>

18 PENSION COMMITMENTS

Contributions were made to two pension schemes; one a defined contribution scheme and the other the NHS Pension Scheme which is a final salary scheme. The assets of the schemes are held separately from those of the company in independently administered funds. The pension cost charge represents contributions payable by the company to the funds and amounted to £122,670 (1997 £123,067). Details concerning the NHS Pension Scheme may be obtained from the NHS Pension Agency.

Report from the Chairman



David Palmer - Chairman

The past twelve months have been a period of both consolidation and change. As predicted in last year's Report, my predecessor John Pool, retired in November 1997. John founded the Buttress Trust and oversaw the merger with South Avon Housing Association to form the Brandon Trust. He was the Trust's first Chairman. Jean Pratten retired in March 1998, having been a founder member of the SAHA and of the Brandon Board since the Trust was formed. To both of them we owe a great debt of gratitude.

We have used the subsequent Board reorganisation to review the effectiveness of our operations at Board and Senior Management level. Changes have been made to ensure that the Trust maintains the flexibility and adaptability to deal with the radical changes which our purchasers are seeking. This has involved amendments to our organisation, management systems and financial controls and has only been achieved by the enthusiasm and experience of our Chief Executive, Stephen Bennett, our Management team and Head Office staff.

Over the past year we have successfully completed, in partnership with Avon Health Authority, a pilot exercise on the financial treatment of vacancy levels in our houses. With amendments, a new approach to this issue has now been applied across the area. This will be increasingly important for the Trust as Avon Health moves towards joint purchasing arrangements with local authorities.

The accounts attached to this report show a satisfactory financial position, which has been achieved by the prudent use of funds received. We recognise the continuing financial pressures on those providing the funds and the need for us to deal with this, whilst maintaining the high standards of service to our residents.

The key to Brandon's future lies in its people. I would like to offer my thanks to the Board whose interest, contribution and commitment have been unstinting, to the Management and staff at Head Office, and to the staff working in all our houses whose dedication to, and care of, our residents has been so evident this year and is of the utmost importance for our future.

Chief Executive's Report



Stephen Bennett - Chief Executive

The Chairman has in his report paid tribute to John Pool, our former Chairman, and Jean Pratten, who both retired last year and I add my full support for the sentiments he has expressed.

In August 1997 the Willows in Weston-super-Mare opened, facilitating the closure of previous NHS provision in Yatton. From the Trust's point of view, this has been an excellent development and another example of our ability to respond to the needs of our purchasers.

We have also been able to continue the task of assessing the use of our properties and have successfully relocated from York Road in Bristol and Victoria Quadrant in Weston-super-Mare to more appropriate accommodation with increased ground floor bedrooms and space. The decision was also taken that Harrowdene Road as a property was inappropriate and should therefore close. Working closely with our colleagues in Social Services we have been able to offer alternative accommodation to the residents and happily they have settled in extremely well. Utilising the Trust redeployment process, all the staff team have been relocated to other Trust properties. In achieving this I particularly note the effort and professionalism of Amanda Cornish, Home Manager, and Service Managers Rob Tooze and Mark Denny.

I welcome to the Trust Derrick Llewellyn as our Quality Facilitator who brings with him a wealth of experience, working with the King's fund in developing quality standards and also as a Care Manager working for Gwent Social Services. Initially, he is looking at the development of quality standards throughout all of the Trust's activities and in particular to ensure our compliance to Bristol Quality Standards as a minimum.

We have continued to work with our staff teams in the houses, reinforcing the requirement for high professional standards, reliability and most importantly maintaining their awareness and insight into the needs and rights of the people for whom we provide services.

The Trust has journeyed through a startling

metamorphosis since April 1994 when we had 5 employees to the present number of 288. We have focused on building a solid, professional and reliable organisational culture which offers high standards and is responsive to the people who use our services and also those who purchase them.

Felicity Brown joined the Trust as Company Accountant and has consolidated our financial systems, successfully transferring the Trust's payroll from a sub-contracted salary payment service to an in-house system.

Mike Edwards extended his role as Health & Safety Consultant to Facilities Manager. This has incorporated the role previously filled by Mike Lees. Mike Lees was a founder member of the Brandon team and also the Buttress Trust. My thanks go to Mike for all his efforts and commitment.

During this past year we have continued to build positive relationships with our colleagues in the employee organisations (UNISON RCN). Terry Rogers, Personnel & Training Manager, has been extremely successful in developing, agreeing and implementing significant employee relations policies throughout the year.

In the past decade and beyond Learning Disability Services throughout the United Kingdom have endured a transition of vision and style of service. Locally this has and will continue to present challenges for all providers. Our efforts in the past two years have enabled us to reinforce our status as one of the two major social care providers for people with Learning Disabilities in the area.

1998/99 promises to be another interesting year with many challenges to overcome and targets to achieve. Considering the success we have enjoyed in 1997/98, I feel we can look forward with every confidence. Although I have mentioned individuals in my report, the Brandon Trust is a team effort. Everybody contributes to the Trust's success. The quality of the people who are employed by the Trust is second to none. Their commitment is unsurpassed and it is within this that lies the secret of the Trust's success.



Staff Training and Development

WHAT HAS THE NVQ DONE FOR US?

The NVQ process was introduced to our home in 1996. Since then, one candidate has gained her award in care at Level 2, and two others have completed and are waiting to be signed off.

Whilst working through the various units and the elements within, we have all been assessing and evaluating the quality of care that we provide. We do provide a good quality of care and the NVQ standards serve to reiterate this. It also recognises the staff's commitment to enabling residents to lead more valued and independent lives.

By working towards the qualification, staff are examining their attitudes and the reasons behind certain practices. It brings to the forefront the need to consider each person as an individual, with individual strengths and needs. It also focuses on the need to be aware of the relevant policies and procedures and the worker's role within them.

The NVQ has improved the quality of care at our home as staff are questioning their own and other workers' actions. They have become more confident and knowledgeable in their work, thus enabling them to offer a more skilled service. The residents are being encouraged to be more independent and take control over their own lives. They are being given the opportunities to experience new activities with the individual support that they need.

My aim, as a manager and an assessor, is for every staff member to gain their NVQ at the level suitable to their position and to continue to work towards the standards, constantly assessing and where needed, improving the care we provide.

Tina Atkinson. Home Manager - Princess Close

ENGLISH NATIONAL BOARD

COURSE INITIATIVE

The Trust recently supported my application for a post registered course in understanding and working with challenging behaviour. In doing this course, I chose to conduct a Service User centred study to address the challenging behaviour of one of the Service Users in the home that I manage. This involved co-ordinating assessments and involving the staff team and the Service User in devising a care plan.

Through in-depth research of current philosophies and techniques, I found an approach that met the Service User's needs and which, in the long term, will enable him to be as independent and self managing as possible. It has only been a short time since the approach was introduced but the Service User has benefited in two ways. He has on occasions been able to work through situations he has found difficult without resulting to challenging behaviour and also in the assessment process he identified a preference of who he would like to support him in daycare activities. This has been implemented accordingly and his daycare is beginning to improve.

The staff team has been keen to be included in this process. The long term aim is for the Service User to cope in circumstances he finds difficult. I will be facilitating a team training day to enable the whole team to work consistently towards this aim.

On reflection, the course has provided me with the ability to look closely at interventions taking into account strengths and weaknesses of each approach. It has enabled me to assess and address the challenging behaviour of the Service User and provided me with the tools to put the approaches into practice. I therefore believe that the Trust's investment in this course has been of benefit to the service and to the team as a whole.

*Beverley Cole. Home Manager
38 Clifton Road Weston-super-Mare*



Staff teaching

The Homes

The Trust has 35 homes offering a total of 205 places to adults of mixed ages (Fig. 1), both sexes, and a range of disabilities. The size of the homes varies from 3 beds to 20 beds (Fig. 2).

Fig.1: AGE DISTRIBUTION OF RESIDENTS

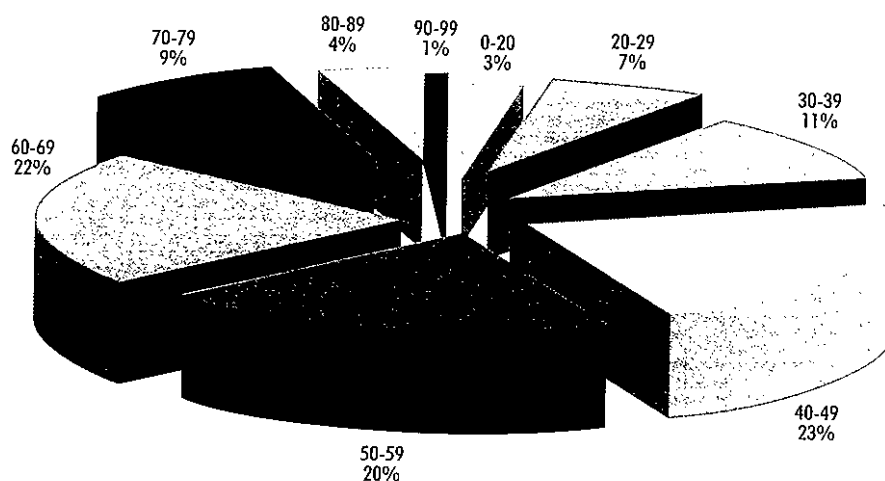
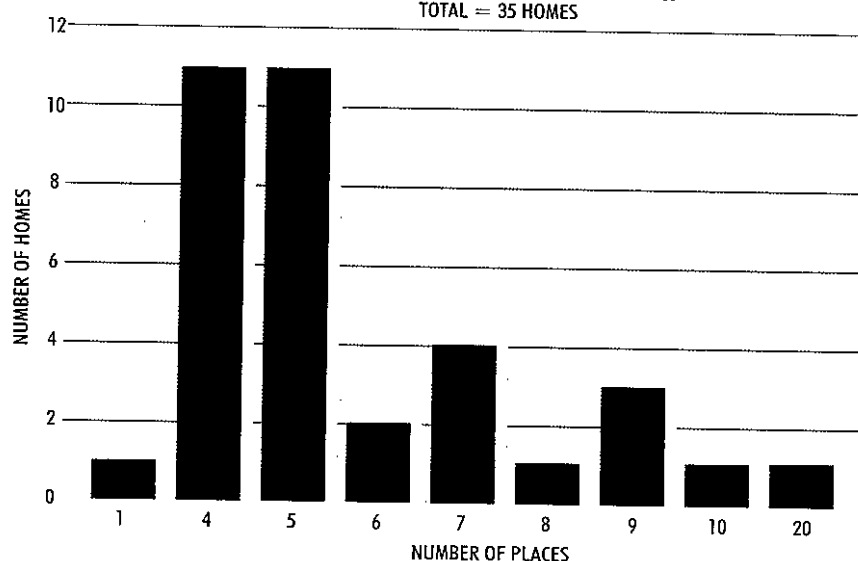


Fig.2: NUMBER OF BEDS IN BRANDON HOMES
TOTAL = 35 HOMES



Financial Review

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 1998

	1998	1997
Income		
Health Authority Contracts	5,133,369	4,729,063
DSS Benefits	2,889,735	3,041,477
Investment Income	97,540	90,626
Other Income	3,292	2,638
Net gain on disposal of tangible fixed assets	12,468	-
Total Income	8,136,404	7,863,804
Expenditure		
Direct Charitable Expenditure	7,282,838	7,073,630
Management and Administration	514,220	570,639
Total Resources Expended	7,797,058	7,644,269
Net Incoming Resources for the Year	339,346	219,535
Revaluation of Tangible Fixed Assets	-	(251,950)
Net Movement In Funds	339,346	(32,415)
Balances brought forward at 1 April 1997	345,849	378,264
Balances Carried Forward at 31 March 1998	685,195	345,849
Summary Balance Sheet	1998	1997
Fixed Assets	4,891,598	3,917,342
Current Assets	2,096,338	1,946,966
Creditors Amounts falling due within one year	(1,781,281)	(1,575,838)
Total Assets less Current Liabilities	5,206,655	4,288,470
Creditors falling due after more than one year	(1,158,261)	(579,422)
Provision for Liabilities and Charges	(3,071,950)	(3,071,950)
Deferred Income	(291,249)	(291,249)
	685,195	345,849
Capital and Reserves		
Other Reserves	-	126,485
Profit and Loss Account	685,195	219,364
	685,195	345,849

This is an extract from the Trust's complete financial statements which were given as unqualified audit report from the Trust's auditors Neville Russell. For a full understanding of the financial affairs of the Trust, the financial statement should be consulted. These can be obtained from the Trust's Head Office.

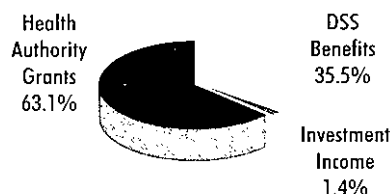
FINANCIAL HIGHLIGHTS

How did we do in 1997/98?

Continuing progress has been made towards establishing Brandon's finances on firm foundations. The Trust made a surplus of £339,346 for the year putting it in a more secure position to deal with future changes and opportunities.

This surplus may largely be attributed to sensible management and control of staff costs which make up 86.4% of the Trust's total costs. A significant part of this surplus was used during the year to refurbish new properties.

WHERE THE MONEY CAME FROM



New Homes for Service Users

Three new properties were purchased and refurbished during the year reflecting the Trust's commitment to high quality homes designed to meet the needs of our residents.

This can be seen on the balance sheet as an increase in fixed assets (properties) and an increase in creditors (mortgages) from 1997 to 1998.

HOW THE MONEY WAS SPENT



Looking Forward to 1998/1999

At the beginning of April 1998, the Trust's payroll function was moved from an outside agency to Head Office. This should enable the Trust to have more flexibility and up to date information with which to manage staff costs. Similarly our employees should experience a better level of service.

Service User Empowerment



THE KNOWLE MEN'S GROUP

The initial aim of the Group was to provide information to a number of service users on issues relating to personal relationships and sexuality.

It became apparent quite early on in the sessions that people really needed information and support in several areas. So during the last three years, we have enabled members of the Group to progress and increase their skills in assertiveness, self awareness, self expression, feelings / emotions, self esteem, making choices, acceptable / non acceptable social behaviours and the nature of relationships. One of the outcomes of these sessions is that people feel empowered to 'stand up' for themselves and to 'speak out' with more confidence.

The content of the sessions is service user led and due to the varying communication difficulties, tends to involve many mediums of communication such as symbols, signing, pictures and involvement games, the latter of which allows facilitators to review people's comprehension of the session content.

The Group is currently concentrating on health issues, for example, recognising and using symbols to communicate when the person is in pain.

The Group has the enthusiasm, material and ideas to continue running for several years, providing an increasing variety of information and support.

The key ingredient to the success of the Group has been the dedication and motivation of the Group and of the facilities and, most of all, making the sessions fun.

The facilitators of the Group have been invited by the Avon Health Promotion Service to run a workshop at a Sexuality Conference in February 1999, in recognition of the excellent work achieved by the Group.

*Carole Tooze, Home Manager
35 Lilymead Avenue*

8

Service Users are encouraged to exercise control and choice in all aspects of their lives.

A number of very significant projects have continued or been developed throughout the previous year.

Among these are a group in Knowle, Bristol, who have been working, with staff support, to develop systems that enable people, often with little or no recognised way of communicating, to express their feelings and emotions.

The same group are also pioneering some excellent work into enabling people to be more aware of their own personal needs in areas such as sexuality and men's health.

Some of the service users are involved with planning and developing services to provide the opportunity for people to mix and have fun in social settings.

One group of users have recently been involved in a project that will eventually enable them to have an active participation in the staff selection process for the house that they live in.

The fundamental principle of the Trust is to enable service users to have a 'real' and 'active' say into how they live their lives.



VEROL TAKES THE PLUNGE

Verol left Woodlea with three staff to go on holiday to Butlins in Minehead. On arrival, we had to wait about half hour before being given our keys which Verol waited for very patiently. Once inside our accommodation, Verol helped to unpack his suitcase and we went for a wander around the complex.

Verol settled in very well. After tea, we all went to one of the night clubs. Verol enjoyed soaking up the atmosphere, jumping up and down, clapping his hands and laughing. Eventually, we left at 1am, Verol would have stayed longer, which he would never have done a few years ago.

It was common knowledge that Verol was not keen on swimming or vast amounts of water, but on this occasion when given the opportunity and plenty of encouragement and support, Verol chose to join us in the pool (this was the first time he had ever got into a swimming pool). Given plenty of encouragement, Verol relaxed and started laughing and giggling and was more than happy to stay in the pool for almost two hours, which surprised all the staff.

A few days later, with the holiday going really well, we asked Verol if he wanted to go swimming again, and when we were all ready, he took the key, locked the door to the chalet and headed off towards the swimming pool. He was very excited when getting changed and was ready before everyone else. Once he was in the pool, he started splashing, clapping his hands and jumping up and down, ducking his head right under the water. After swimming and having lunch, we went to the amusement arcade again and Verol had a go on the bike car and ski games. We walked around Minehead looking in the shops and cafes, before returning to the chalet at the end of another really successful day.

Marianne Scott

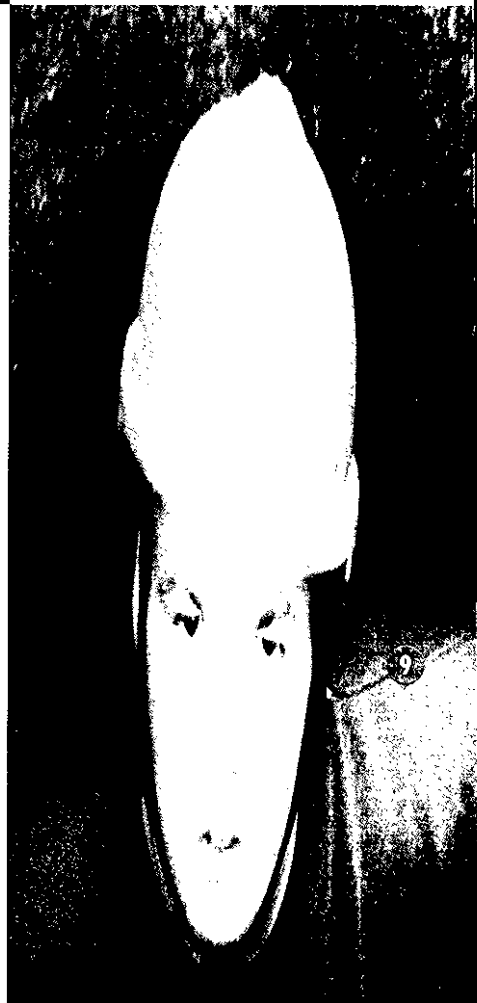
WOODLEA

Tucked away in Backwell, Woodlea is a small nursing home for people with challenging behaviour and severe learning disabilities. Usually we go for the standard holiday camp or rented house holiday, but last year Mandy arranged something different.....an activity holiday.

We weren't sure what to expect when we got to Churchtown near Bodmin, only that it was going to be a new experience for us all. In fact, it turned out to be a lot of new experiences!

We climbed up and we abseiled down. We crawled and scrambled over obstacles. We swam, canoed and sailed. We laughed and screamed and let off steam as we tried the different activities. Some of us did things beyond our expectations and we all found ourselves trusting each other more. Not only did we have a great time, but we learned a lot more about ourselves and each other.

Caroline Cockwell



David, Verol and Sue

New Developments

HOME MOVE TO SEVERN AVENUE

On Wednesday 17 June 1998, the residents of 16 Victoria Quadrant moved house after living there happily and successfully for the past seven years.

The move had been prompted by a decline in mobility for some of the residents and the subsequent need for more ground floor bedrooms. Unfortunately, the property at Victoria Quadrant could not readily be adapted to accommodate this.

The staff on duty on the day of the move, although faced with a mammoth task, all worked extremely hard to make the new house comfortable and homely for all the residents.

Although it is not without the minor hitches and 'teething troubles' of any other new property, the new house is refreshingly light and airy and much more spacious than the old one. Each of the residents was involved in choosing the decor for their home and the results are very pleasing.

The house is already proving to be a success with the residents and the three ground floor bedrooms are of enormous benefit for the gentlemen who needed them. It is hoped that the three other residents will be more inclined to make better use of their rooms, which are now in closer proximity to the 'hub' of the house and less isolated than their old rooms, which were two floors away.

We have tried to keep a reasonably low profile in these initial few weeks since moving to Severn Avenue and understand that we have bridges to build within the local neighbourhood, but everyone remains positive and hopeful for a settled future for the residents who live here.

Paula Roberts. Home Manager





LIFE IN THE WILLOWS

It is almost a year since our young people and staff team came to live and work at 'The Willows' leaving Chescombe Road.

'The Willows' provides accommodation designed specifically for people with profound disabilities and during the design of the building, all parties had an input. The residents and their families were involved in the choice of decor and soft furnishings for their individual bedrooms, together with other areas in the house.

The property is extremely spacious both internally and externally, which makes life for everyone much more relaxed. We now have our own transport - a minibus which has been adapted for our resident's needs. This has opened many doors by giving us access to local community facilities.

In summary, the move has been a success for all concerned and we all look forward to many happy years at 'The Willows'.

Jill Price. Home Manager

OPENING CHORUS FOR ALL HALLOWS

The 27th February 1998 saw the opening of the Trust's home 'The Old Vicarage' in All Hallows Road, Easton. It used to be a vicarage, built in the early 1900's in the grounds of All Hallows Church, which in the 1980's was converted into two adjoining semi-detached houses. The people moving into The Old Vicarage previously lived in York Road, Montpelier. The new house is more spacious and offers an additional two bedrooms.

The move took place amongst a great deal of excitement and anticipation and was facilitated by staff organising a social day out with the Residents, taking in the cinema and lunch out, which everyone enjoyed.

One team of staff took the Residents out, whilst another team helped with the move, so when the Residents arrived at their new home, they had only to help arrange their personal possessions as to their own preference. All had previously chosen their bedrooms and were delighted to see them fully furnished.

All Hallows offers accommodation for 9 Residents, with three bedrooms on the ground floor. The bedrooms range from the cosy to the more spacious, a large kitchen makes for excellent working surfaces and we have a large dining room.

The lounge is large and impressive and well lit by chandeliers and the stonework caused one Resident to exclaim that 'we live in a castle'. It is the lounge that has now become the social hub of the house and all that goes on there.

All the Residents quickly settled and are busy getting to know and use the local facilities and it is clearly the beginning of an ongoing adventure!

Norman Birch. Home Manager



Quality Initiatives

The Brandon Trust works hard to provide the highest possible care to its service users and to achieve this objective, internal quality processes are continually assessed. Also, at the present time, we are pursuing further quality strategies that will allow us to develop a continuous quality improvement programme that supports the Trust in moving towards a 'total quality' culture.

A latest initiative has been to re-examine the Trust's Mission Statement, its aims and values, to ensure the services that the organisation provides remain focused on the needs and quality of life for every one of our service users.

The Trust's written Standards of Care have undergone a comprehensive review and have been further developed and extended in line with current good practice. This work has been underpinned by extensive benchmarking at regional and national levels and the Trust has, through this process, developed sound links with a number of recognised professional bodies. Concurrently there is a designated group (representatives from across the workforce) who have responsibility for reviewing the Trust's policies and procedures, and researching and developing new ones where required. Each member of the group has specific tasks and each task is time limited.

In pursuit of Total Quality Management, the Trust is actively investigating various quality frameworks with a view to adopting such a framework that is relative and effective to our service. In particular, we are researching ISO 9001/2 and the Trust is in the process of becoming a member of the British Standards Institute, which has a twofold benefit for the organisation - streamlined access to information and a cost effective way for attending relevant seminars/courses.

The Trust has studied the "White Paper" on

Quality in the Voluntary Sector and, coupled with other areas of reference, it has agreed to investigate the Business Excellence Model, with a view to adopting it as a comprehensive means of continuous improvement for our organisation.

The internal audit process and the way we self assess is currently being overhauled and future processes will, to a significant extent, be influenced by the type of model and quality framework the Trust adopts.

As a practical expression of the Trust's commitment to total quality we applied for, and having been accepted, are now a Key Member of the British Quality Foundation. The Trust views this relationship as significant in facilitating effective networking and to share best practice. It also provides access to a considerable number of prestigious benchmarking partners.

The primary focus of the organisation is to its service user; the Trust is sensitive to the processes and practices of effective communication and currently there is an initiative being undertaken to further develop and strengthen user empowerment.



Head Office and Facilities Management

We have completed a condition survey of all the houses and used the resultant information to support our bid for maintenance funds for the year. The maintenance work has been prioritised with the aim of completing the bulk of the external works over the Summer months when, in theory, there should be a better weather factor. Our priority is to make the premises wind and weatherproof and, overall safe for both residents and staff, whilst at the same time keeping the homes comfortable and homely.

Increasingly we are having to resort to expensive modifications to the homes in order to satisfy the requirements of our ageing service-user population. Currently we are examining ways in which we can make better use of this investment.

For the future we must concentrate on the provision of either ground floor accommodation or rooms accessible by lift. We are looking at all our property in terms of adaptability and accessibility and, progressively, we will reshape our property holdings to better support this aim.

The small Head office team has changed with the addition of a new Senior Secretary, Jo Gow, and Facilities Manager, Mike Edwards. Derrick Llewellyn has also joined to look after Quality Assurance. These additions have, in part, generated the need to make better use of existing space and the Board Room is now used as office accommodation.



The Brandon Trust



*Left to right: Peter Harrison, Pat Ledbury, Richard Hawkins,
David Palmer, Carol Jenkins, Vincent Harral*

14

The Board

Chairman

David Palmer MA FIPD

Non Executive Directors

Vincent Harral MA ACIS AHSM

Peter Harrison FRICS

Richard Hawkins JP CA

Carole Jenkins RGN FAETC

Patricia Ledbury B Arch Dip Arch ARIBA

The board is supported by the following four sub-committees:

CARE COMMITTEE (Chair: Carole Jenkins)

FINANCE COMMITTEE (Chair: Richard Hawkins)

PERSONNEL COMMITTEE (Chair: David Palmer)

PROPERTY COMMITTEE (Chair: Peter Harrison)

Senior Management Team

Chief Executive/Company Secretary

Stephen Bennett

Accountant

Felicity Brown

Property & Health & Safety Manager

Mike Edwards

Personnel/Training Manager

Terry Rogers

Care Managers

Mark Denny

Rob Tooze

Martin Clark

Advisors

Solicitors

Metcalfes

Auditors

Neville Russell

Banking

National Westminster Bank