

Registered number
2214814
Charity number
298528

Crisis Centre Limited

Report and Accounts

31 March 2011

PRWS (Bristol) Limited
Chartered Accountants

Crisis Centre Limited

Report and accounts

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Crisis Centre Limited

Charity Information

Members of Council of Management

Simon Bale
Graham Donald (Chair)
Linda Dyson
Martin Horton (Treasurer)
Arnett McCluskey
Lucy Nagel
Jim Newton-Smith
Alan Patterson
Andrew Street
Stephen White

Secretary

Richard Hill

General Manager

Paul Hazelden

Chartered Accountants

PRWS (Bristol) Limited, 11 Almavale Road, Clifton, Bristol, BS8 2HL

Bankers

HSBC plc, 62 George White St., Cabot Circus, Bristol, BS1 3BA

Solicitors

Sharples & Co, 62 Gloucester Road, Bishopston, Bristol, BS7 8BH

Registered office

12 City Road, St Pauls, Bristol, BS2 8TP

Registered company number

2214814

Registered charity number

298528

Chair of Trustees Report

New developments

Each time I write a Chair's report – this is my fifth – I say that the past year has been the most amazing yet. 2010/11 has been no exception. Our much prayed-for new building (Carpenter House) opened in November with a day of celebration and thanksgiving – attended by many friends who'd helped make the dream of a new, fit-for-purpose building a reality. The Wild Goose café has been run from there since November; the office moved in during April 2011 and, at the time of writing (August 2011) the next LITE course is scheduled to meet in the new, refurbished "Chapel Room" which we are leasing from our friends at Stapleton Road Chapel next door.

But this is not all. During the year, we were approached by Alabaré Christian Care & Support to ask if we would enter a partnership with them to run a charity shop in Clevedon on a shared profits basis. The shop (operating under the name "Changing Lives in Clevedon") which opened in July 2010 has been much blessed. Its main focus has been second-hand furniture, so helping Clevedon residents who need that very thing. But it also provides an opportunity for Clevedon based Christians to support us, who might not be able to do so at Carpenter House. And the shop is becoming a source of local support for folk coming out of rehab or others in need. Finally, the shop is delivering larger than expected profits in its first full year of operation. With Alabaré, we are exploring the possibility of a second shop.

Earlier this year saw the beginning of the Easton Foodbank which came under the aegis of Crisis Centre Ministries in January 2011. The idea behind this was to allow the Foodbank to get started without the need to set up a whole new charity. It is a discrete, self-financing operation but we provide governance, administrative support and oversight, along with our love and our prayers. The Foodbank went live in June 2011 and is clearly meeting a real need.

Ministry

Our distinctive ministry continues. Those in need are fed in increasing numbers; educated and trained; encouraged and supported, especially in their contacts with officialdom; helped practically with food and household effects; visited when in rehab or in hospital; listened to, prayed for and shown practical love. I could say so much more but am going to leave that to Paul, our General Manager, in his report which follows mine.

Chair of Trustees Report - continued

Money

When I became Chair of Trustees in autumn 2007, one of my aims, under God, was that we should have sufficient funds to pay our staff at the end of each month –hopefully with a little extra for emergencies. Until recently that aim has been fulfilled. However, at present we are bumping along the bottom, with just enough each month to keep the work going. You wouldn't think so if you took a cursory look at our accounts which show a huge surplus (for us) for the second successive year. A closer look reveals that we are asset rich but cash poor. Large amounts of money have gone into our wonderful new building and we have depleted our reserves to complete the refurbishment. Our regular income (including receipts from Changing Lives in Clevedon) meets less than half our outgoings. It now costs around £18,000 per month to run the Ministry – or about £220,000 each year. Compare that with £91,500 in 2002 when I first joined the Board or £120,000 when I became Chair, and you will see the difference. I am confident that God will continue faithfully to meet our needs, but the money to do so will come, in part at least, from the pockets of His people. That is a challenge to those of us able to give more.

Thanks

Once again, I am grateful to all who have helped us with our Ministry – with the LITE Course, in the coffee shop, in the office, with IT or by donating their professional skills. Many people, both staff and volunteers, have put in an absolutely heroic number of hours in the service of our clients. God's heart is made glad by this and those concerned will not lose their reward! Many individuals, churches, businesses and charitable trusts supplied the £500,000 that provided our newly refurbished building – including a number who ran or took part in fund-raising events. May all of them experience God's blessing.

Very many thanks to those who have provided food – notably FareShare – as well as clothing, household items and money. We have been truly blessed by your support.

And finally very many thanks to my fellow trustees. It is a much tougher and more demanding role than when I joined the Board nine years ago. It takes more time; there are more meetings; more papers to read; more clients, staff and volunteers to support and pray for. Yet we have seen more commitment from trustees, not less, with a very full turn-out at meetings. Do please pray for the trustees, as well as for the clients, staff and volunteers.

“Pray without ceasing”.

Every blessing
Graham Donald
Chair of Trustees

General Manager's Report

General

The most significant event of the year came in November, when the Wild Goose moved to Carpenter House. It has been successfully operating from the new location since then. The new property is far larger than before, and the additional space has been very much appreciated by both the clients and the volunteers. The clients can sit and eat in comfort, and find it far easier to stay and chat. One volunteer described the change in these terms: "Before we moved, I was happy to come in and work in the Wild Goose because I knew how much people appreciated and benefited from the service; now, we are providing an even better service, and it's a real pleasure to work in a nice environment, with a well-fitted kitchen that's a decent size."

Another benefit from the move is that we are now working much more closely with the three local churches: Stapleton Road Congregational Church right next door, St Nicholas of Tolentino a few yards away in the other direction, and Easton Christian Family Centre across the road. In addition, folk at Kensington Baptist (also based in Stapleton Road) have started volunteering, and now run the new Sunday evening session. We are thrilled by this - both by their partnership, and because we have been trying to set up a Sunday evening session for many years: not only is there a general lack of services for our clients on a Sunday, but the Julian Trust does not open on Sunday evenings, so apart from the Soup Run there is no other food available in the city on Sunday evenings.

The next most significant event was opening a charity shop in Clevedon, in partnership with Alabaré. As well as helping to provide us with some ongoing revenue, the shop enables us to accept the many items which people offer to donate to us each year; it provides us with a store of furniture and goods to help our clients when they move into new accommodation; and it provides an opportunity for a number of our former clients to gain retail work experience, as part of their journey back into mainstream society.

Development of the East Bristol Foodbank was another significant development, as Graham has noted. Although we have been largely tied up with the purchase, redevelopment and move to Carpenter House over the last couple of years, our longer term plans have recognised a need to develop more effective support for our former clients as they seek to rebuild their lives. It is not always appropriate to talk about the work done in this area, as the clients often need to avoid associating with their former friends and contacts. The Foodbank provides food parcels for individuals and families who have a home but struggle to make ends meet, and operates from St Marks Baptist Church in Easton. This is one way in which we can continue to support former clients, without requiring them to come back to the Wild Goose.

We continue to provide support for the Life Recovery Group, which also works to support our clients and former clients, and helps them to move forward; this link has developed significantly over the past year, and we are very glad to be able to support this valuable work.

General Manager's Report - continued

People

There have been a number of staffing changes. In September 2010 Jonathan Swithinbank joined us, working for two days a week as our fundraiser. Also in September, Stuart Leitch joined as the new LITE Course Manager, taking over from Andy Luxford. Andy retired after ten years in the post: we are very grateful to him, and wish him all the best in his retirement.

Towards the end of January 2011, Siân Morgan, our Office Manager, started her maternity leave. Phineas was born a few weeks later: our congratulations go to Siân and Alex. Jonathan took over the role of Office Manager on a temporary basis to cover for Siân. We currently expect her to return in January 2012.

Towards the end of this year, we said goodbye to some of our long-standing volunteers. In each case, this was for a very good reason: we are glad for the individuals as they move on in their lives, but they will be hard to replace and will be sorely missed, both as workers and as friends.

The staff team went away again for a weekend together at the end of January. Last year worked very well, so we returned to Rora House on the edge of Dartmoor. It gave us a chance to review how moving the Wild Goose had gone, and consider some of our longer-term dreams and plans without the pressure of everyday activities and pressing appointments. This was followed up with a team-building day in June, when Dave Wiles provided us with some very valuable input and space for reflection.

Buildings

The coffee shop moved to occupy the ground floor of Carpenter House in November 2010, and the offices moved in to the first floor in April 2011. Both moves involved a great deal of planning, and went very smoothly, thanks to the efforts of the staff and a large number of willing volunteers, all going well beyond the usual call of duty.

Stapleton Road Congregational Church offered us the use of a large room – really a small hall – in their building, which we renovated and converted into another office and a good sized meeting and training room. This involved more work than we originally anticipated, but work on the training room was completed just in time to accommodate the Autumn LITE Course in our new premises.

There is still some outstanding work on the building which needs to be completed before we can say the building project is finished, but all the large and urgent pieces of work have been done. We are very grateful to Malcolm Bourne as the project manager, and to Viv Summerill, our architect, for all the work they did to make this massive project such a success.

Publicity

The team from the 'Secret Millionaire' returned in the Autumn to film a follow-up day, which was broadcast a few months later as 'The Secret Millionaire Changed My Life'. This brought in more publicity, for which we are very grateful. However, the complete lack of any reference in either program to our Christian faith has created some difficulties and misunderstandings on the part of the wider public.

General Manager's Report - continued

Figures

The coffee shop has continued to open every weekday, both daytime and evenings, most weeks. In 2011, we started for the first time to open on a Sunday evening as well, which is something we have been praying about for a long time. We also open for some time most Bank Holidays, when many other services for homeless people are closed. This is a tremendous achievement, and testifies to the hard work, consistency and dedication of the volunteers and staff who make this possible.

We have continued to benefit from FareShare's food donations, which have now increased from a low point, and provides a quality and variety of food which would be impossible for us to achieve in any other way.

Over the 2010-2011 financial year, we have records of the following activity. The number of people being fed in the coffee shop has increased slightly: we have records of approximately 90,000 meals (2010: 80,000) being served over the year. Of course, this is on top of an unknown number of meals we failed to record. We also have records of 281 food parcels (2010: 480) being distributed.

Over the year, we referred 460 people to the Assertive Outreach Team (2010: 540), who are a gateway to a variety of services. 22 more people were referred to Social Services out of hours (2010: 10). Because of service changes, we are not longer able to refer people to the Compass Centre. We helped 85 people to access some form of emergency accommodation (2010: 98), paying for some of them to stay somewhere overnight while longer term solutions were found. We placed 145 people in long-term accommodation (2010: 154), helped 22 people go through a home detox (2010: 33) and supported a further 6 through the Salvation Army 'Bridge' program, a residential detox (2010: 14). We referred 11 people to a residential rehabilitation programme (2010: 26).

Over the year, 18 LITE Course students gained certificates for at least one module (2010: 19): 4 progressed to further training (2010: 3), and 5 found paid or voluntary work (2010: 7). A wide variety of other practical help is provided. This includes 87 hospital visits (2010: 199), 23 school visits and clothing supplied to 520 people (2010: 650). We arranged the decoration of 2 flats, and transport for 11 people. Extended listening support was given to 60 people.

We supplied and delivered furniture to 220 people (2010: 552): this is down from the previous year because much of the activity we were undertaking in this area is now done by our charity shop, Changing Lives in Clevedon.

We continue to support many of these people: the greatest challenge is not to provide emergency assistance, but to help them with the vital transition as they move from treatment through the various stages towards healthy interdependent living.

At the end of the financial year, we were negotiating with several groups who wanted to make use of space in our premises to provide drop-in services to our clients. In the subsequent few months, we established on a weekly basis: a Nurse clinic, a chaplaincy service provided by a number of local ministers working together in a rota and massage therapy; we also have the Park Bench library service for homeless people visiting each week. Other services are still in discussion.

General Manager's Report - continued

Policies, Partnerships and Strategy

We have continued to work alongside the other members of the BCAN Homeless Forum to serve the homeless people of Bristol. We aim to help shape policies in a variety of ways, including responding to consultations, private meetings, public debate and publicising issues.

We work to help the poorest and most vulnerable people in our society. We are sometimes asked how we can tell if we are succeeding in this aim, since we do not keep records of the majority of the people we help. A full answer is beyond the scope of this report, but some of the key aspects of a response are straightforward.

Many of the most vulnerable people come to us because we do not ask for personal details up front. In addition, the act of recording who comes to us will not help us find out if we are reaching the most vulnerable, as there is no base line record of who the most vulnerable people are, to compare it against.

We know the people we work with, and they tell us about themselves and about other people they know, so we have a good idea of who we are not currently seeing, and we are constantly seeking ways to make our service more accessible to those who most need it.

We aim to do what we can for those who come to us, but we cannot do everything we would like. Inevitably, this means that some people are not helped, or not helped as much as we would wish. When we have to prioritise, we aim always to prioritise in a way which provides the best service and the most help to the most vulnerable.

We help people, where possible, before they become entrenched – and stick with them through the journey. This enables us both to share the successes, and also to be there when the inevitable setbacks occur. With help, a lapse does not always have to mean a complete relapse.

We respond to the things people tell us, even if we don't respond in quite the way they would like. We don't force help on to anyone, or tell them what they must do, and we try to be wise in what we do so that the help cannot be abused.

General Manager's Report - continued

Working as Christians

Our Christian faith is important, in several different ways. It motivates us and many of our supporters, which increases both the number of people involved and the amount of finance available for this vital work. It also shapes the work and the way we do it - putting people before performance targets, and making relationship-building a priority for example.

While we are entirely rooted in our Christian faith, enabling us to bring much more to the table, both as individuals and through the Christian community we are a part of, we do not exclude anyone, and we aim to make our services accessible to everybody. We believe that God loves everyone, whatever they believe and whatever they have done; we believe that every life is precious, and everyone can make a fresh start; and we do our best to live out these beliefs in practical ways.

Working Through Volunteers

The main job of the staff is to equip, enable and facilitate the volunteers in the work they do. We train volunteers, encourage them, and give them an environment in which they can grow as people, and learn how to make a real difference to the people around them.

The principles we teach and demonstrate in our work are not only relevant to working with homeless and vulnerable people – they apply to everyone. Our aim is that the volunteers can apply the lessons they learn, and use the confidence they gain, to benefit their friends and families, workplaces and churches. We equip people so that they can avoid the temptation of interfering in other peoples' lives, but instead can freely love and serve the people around them.

Paul Hazelden

General Manager

Crisis Centre Limited

Trustees' Report

The Council of Management Members present their report and accounts for the year ended 31 March 2011.

The Council of Management is satisfied with the performance of the Charity during the year in pursuing the objectives below and in the financial position at 31 March 2011 and consider that the Charity is in a strong position to continue its activities during the coming year, and that the Charity's assets are adequate to fulfil its obligations.

Name, registered office and constitution

See Charity information on page 1.

Objectives and Activities

A summary of the objects and principal activities for the public benefit

The charitable objects of the Charity are as follows.

The objects for which the Charity is established are the advancement of the Christian faith and the relief of poverty, sickness, disadvantage and distress, particularly by:

- a) meeting the mental, physical, emotional and spiritual needs of all persons affected by life-disrupting problems such as physical or mental ill-health, homelessness, unemployment, alcohol abuse, use of non-prescription drugs or other addictive behaviour ("the client group");*
- b) provision of a coffee shop at which meals may be served to the client group and others in need;*
- c) provision of educational facilities to develop the skills, confidence and potential of the client group and others in need;*
- d) provision of education and training among Church members, volunteers and others in the principles, role and works of the Church within the community and society at large (with particular emphasis on the needs of the poor and disadvantaged);*
- e) provision of informal advice, guidance and support and of formal counselling on personal, financial and welfare matters; and*
- f) provision of opportunities for the client group to engage in Christian worship, education, Bible study and prayer.*

The Charity trustees have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission in exercising their powers and duties.

The Charity's aims including the changes or differences it seeks to make through its activities.

We work to help vulnerable, homeless and ex-homeless people: those who are struggling, excluded and alienated for whatever reason; and especially those for whom the 'system' is not working. A functional description of our activities would say simply that we help in two ways: by providing services ourselves, and by signposting people to the other services available to them.

However, the provision of services is not our primary aim. Our clients are not a collection of problems to be solved, issues to be sorted and diseases to be healed: they are human beings. Our primary aim is simply to be there for people when they need us: to be available to them so that we can build a relationship with them. We do many things: we offer a listening ear, we seek to understand and to care, but the relationship is what really matters.

Our second aim is to see our clients' lives change for the better, but we need to be clear about what this means. While we would like to see all our clients housed, healthy, and free from addiction, what we would like is not important. The key questions for each individual are: What are their needs; what do they want; and what are they able to cope with right now? What are their needs, desires, and priorities? We do not have a fixed, predetermined objective to be achieved. Rather, we seek to be responsive to the needs, desires and priorities of our clients. This makes the measurement of 'success' through the achievement of pre-determined objectives inappropriate for the people we are seeking to help in this way.

We believe that true change must come from within. We cannot make anyone change, but we can encourage change, we can introduce them to others who have changed, we can encourage them when they decide they want to change, and we can walk with them through the difficult process of change. Moreover, we can love them and treat them with dignity and respect, whether or not they are wanting to change right now.

We need to be cautious about our own desire to see change and progress in the people we serve. We recognise that there is a fine line to tread between encouraging someone to change, and pressurising them to change; and we will not always get that distinction right.

Crisis Centre Limited

Trustees' Report

An explanation of the Charity's strategies for achieving its stated objectives

Our key strategy for achieving our aims is to love everyone who comes through our doors, and to offer a holistic service to help them change.

We seek to help, not to take over: to provide assistance when it is required, but to encourage the client to do whatever he or she is capable of; to help them learn how to take responsibility for their own lives, and to counter the 'victim mentality' that excuses past mistakes at the cost of all future hope.

We offer a holistic service: food for the hungry, a listening ear for the lonely, counselling for the troubled. For those who wish to explore the spiritual roots of their problems, we can offer prayer and the possibility of a relationship with Jesus. Many people find that significant changes take place after they discover that their past can be forgiven, and their future is secure in the hands of a loving God.

The holistic approach is applied consistently: we do not force food on those who are not hungry, and we do not force prayer on those who feel no need for it. We simply seek to make as wide a range of assistance available to people as we can manage; so that whatever we can do, we can offer; and whatever they would like us to do, we can respond in some helpful way.

Details of significant activities that contribute to the achievement of the stated objectives.

See the reports by the Chair of Trustees and the General Manager on pages 2 to 8.

Summary of the main activities in relation to the objects

Our main activities remain very much the same as in previous years: most of the work is undertaken through the Coffee Shop and LITE Course. Clients with whom a relationship is built through these activities are supported and helped in a wide variety of ways.

In addition to our normal activities, we renovated and converted Carpenter House, which we purchased last year. The Wild Goose moved to Carpenter House in November and has been successfully operating from the new location since then. As the financial year closed, we were making plans to relocate the office from City Road to Carpenter House; this subsequently took place, and the whole ministry is now based in Easton.

The plans being made last year to open a charity shop came to fruition as we opened Changing lives in Clevedon in partnership with Alabaré Christian Care & Support (previously known as Alabaré Christian Care Centres), a charity with which we have had a close working relationship for several years.

Achievements and performance of the charity.

One of the difficulties of our work is that performance cannot be adequately measured. This is due in part to the nature of the work we do, and in part to the principles we seek to uphold. We work with people who are not 'engaged'. In the early stages of our work, we do not know who we are helping: at the outset, we do not ask for a name; later, we may not be given a name, we may be given a street name, or one that is made up on the spot. Consequently, while we can tell (in theory, at least) how many meals we have served, we have no way of telling how many different people have been fed over the year.

For those clients with whom we have built a level of trust, we still cannot measure success in terms of achieving goals. We do not agree goals with everyone; where goals are set, they are specific to each individual; circumstances change, often very rapidly, for our clients, so any agreed goal may easily become irrelevant or even counter-productive; and a goal can be very helpful in enabling a client to move forward, even if the goal is not itself achieved.

We can measure aspects of what we do, such as the number of meals served in the shop, or the number of clients attending training sessions. We publish these figures on our web site. But our aim is not to serve meals or deliver training sessions: our aim is to see lives changed.

We continue to publish some parts of the LITE Course students' stories on our web site to give an idea of the problems they have faced and have (or are beginning to) overcome, and to give some understanding of their achievements - whether they have achieved the goal of completing the course or not.

Employment of disabled persons

We do not currently employ any disabled people. We appointed two new members of staff this year, using our standard application form which enables us to undertake the shortlisting process without knowing the personal details of the candidates. This procedure is published on our web site, and open to public scrutiny. We are confident that the procedure enables us to recruit fairly, and also to avoid any suspicion of bias against disabled people or members of other 'equalities' groups.

Crisis Centre Limited

Trustees' Report

Contributions from volunteers

Volunteers continued to provide most of the practical help given to our clients. They cooked and served the food, spent time talking with and listening to the clients, prayed with and for them, gave them lifts, helped them fill in forms and write letters, accompanied them to interviews and court hearings, and much more. Volunteers also helped with the LITE Project, and behind the scenes in many support activities. Several students did their college placement with us, contributing significantly to the work and also benefiting themselves greatly from the experience.

Structure, Governance and Management

Nature of the governing document, and constitution of the Charity

The Charity is constituted as a private company limited by guarantee and therefore has no share capital. It is governed by a memorandum and articles of association. There are no restrictions in the governing document on the operation of the Charity or on its investment powers, other than those imposed by general charity law.

Every Member undertakes to contribute an amount not exceeding £10 to the assets of the company in the event of the winding up of the company.

The company members elect the Council of Management which has the power and responsibility to run the company.

The methods adopted for the recruitment and appointment of new trustees

Our need for suitable trustees is advertised to our supporters on a regular basis through the newsletter. In addition, we have approached the main churches that support our work and asked the leadership to consider who in the church could serve as a trustee.

Trustees can be elected at the AGM, or appointed on a provisional basis by the Council of Management until the next AGM. When someone who has not been elected at the AGM comes forward as a potential new trustee, if it seems that they will be able to contribute to the work, they are invited to the trustees' meeting on a trial basis for three months, after which they are interviewed by two of the existing trustees.

The number of members of the Council of Management can vary between 6 and 12 people.

The policies and procedures adopted for the induction and training of trustees

All new and potential trustees are given a copy of the Volunteer Application Pack and the Trustee Application Pack. The Trustee Application Pack is a set of documents that includes the memorandum and articles of association, our Trustee Handbook, the last annual report, the current set of management accounts, and several documents produced by the Charity Commission describing the role and responsibilities of charity trustees.

The Volunteer Application Pack contains information about the work we undertake, the needs we seek to address, the principles we follow, and the expectations we have of all our volunteers, whether they serve as trustees or in any other role. It also contains an application form and a form on which a reference can be given.

New and potential trustees are also invited to meet the General Manager and other members of staff and volunteers, to talk about what they do and any aspect of the work.

The organisational structure of the charity and how decisions are made.

The Council meets every two months as a full board. It has established sub groups which discuss the activities of the charity in terms of finance, theology, premises and staffing. There is also a standing committee which comprises the honorary officers. The subgroups are serviced by the General Manager. The subgroups make recommendations to the board of trustees and monitor operational activities. Staff of the charity have delegated authority to carry out day to day work within policies agreed by the board. Financial standing orders give necessary authorisation of different amounts.

All questions at any meeting are determined by simple majority votes cast by members present, with each member having one vote. In the event of an equality of votes, the Chair may exercise a second vote as a casting vote.

Membership of a wider network

We belong to a number of networks, including the Evangelical Alliance, Voscur, the BCAN Homeless Forum, the Care Forum, ACTS, WE:network, FareShare and the Celebration Churches Network.

Relationships with other groups, charities and individuals

We work alongside many other groups, both voluntary and statutory. Some of the most significant groups include the Salvation Army, the Julian Trust, One25, Caring at Christmas, Aspire, Emmaus Bristol, the Bristol Multi Faith Forum, the Bristol Methodist Centre, the Bristol Soup Run Trust, various churches, a number of local groups based in and around Stokes Croft and Easton, different departments of the council, Saint Pauls Unlimited and the PCT.

Crisis Centre Limited

Trustees' Report

The major risks to which the charity is exposed and reviews and systems to mitigate risks

The Council identifies the major risks to which the Charity is exposed, and is satisfied that systems are in place to mitigate exposure to these risks.

The Charity is exposed to the short term nature of its revenue funding, but is continually taking steps to ensure that funding continues. The appointment of a fund-raiser and the establishment of a charity shop are both aspects of this work. The Charity is also exposed to operating risks, and has cover of public liability, office and professional indemnity insurances.

Financial Review

Policies on reserves and investments

The policy is to maintain reserves at the level necessary to sustain the planned activities of the Charity.

The balance sheet shows the funds being operated. The General fund accumulated surplus is intended to be between 3 and 6 months of income, to provide bridging finance in the event that funding sources become inadequate. Restricted funds, if any, are spent as soon as possible in line with the donor's wishes.

The trustees have wide powers of investment. Surplus short term funds are held in an interest bearing deposit account.

Availability and adequacy of assets of each of the funds

The Council is satisfied that the charity's assets in each fund are available and adequate to fulfil its obligations in respect of each fund.

General fund reserves at the end of the financial year stood at £163,441 (2010: £61,739); while this is more than our target (3-6 months of income), much of this had been raised as part of the campaign to raise funds for Carpenter House, and was subsequently spent on various aspects of the building work.

The Council's long term plan is to return to our target reserve range by balancing the level of income with the overall costs.

The level of restricted funds of £340,259 (2010: £219,986) principally reflects the gifts and donations given towards the purchase and renovation of Carpenter House. A large proportion of the cost of the premises remains undepreciated.

Transactions and financial position

The trustees consider the financial performance by the charity during the year to have been satisfactory.

The accounts are set out on pages 15 to 22. The accounts have been prepared implementing the 2005 Revision of the Statement of Recommended Practice for Accounting and Reporting by Charities issued by the Charity Commission for England and Wales (effective April 2005) and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2005).

The Statement of Financial Activities (SOFA) shows net outgoing/incoming resources for the year of a revenue nature.

The total at the foot of the Balance Sheet shows the total reserves at the year end.

Specific changes in fixed assets

Changes in fixed assets are shown in detail in the notes to the accounts.

The main assets are the freehold properties: one in City Road, whose purpose is to provide the premises from which the charity operates its 'Drop-in Centre', and is its registered office; and 'Carpenter House' in Stapleton Road.

Plans for future periods

Future plans involve developing closer links with a number of churches in and around Bristol, pursuing the 'Partnership Proposal' programme, releasing staff to spend more time working directly with clients and volunteers, and raising our profile in the city through development of the BCAN Homeless Forum and involvement in strategic local authority meetings. We intend to increase the hours of our part-time fund-raiser to help us build support in the Bristol churches and increase the regular monthly donations.

Crisis Centre Limited

Trustees' Report

Trustees and their interests

The trustees who served during the year, and up to date, were:

Simon Bale
Graham Donald (Chair)
Linda Dyson
Martin Horton (Treasurer)
Arnett McCluskey
Lucy Nagel
Jim Newton-Smith
Alan Patterson
Andrew Street
Stephen White

All the trustees were also members, and accordingly have a personal guarantee liability of up to £10.00, but have no other financial interests in the Charity.

All the directors of the company are also trustees of the Charity, and their responsibilities include all the responsibilities of directors under the Companies Acts and of trustees under the Charities Acts.

Trustees' responsibilities

Charity Law and the Companies Acts require the Board to prepare accounts for each financial year which give a true and fair view of the state of affairs of the Charity as at the end of the financial year and of the surplus or deficit of the Charity. In preparing those accounts the Board is required to:-

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the Charity will continue in business; and
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the accounts.

The trustees are also responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and which are sufficient to show and explain the Charity's transactions and enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The trustees are also responsible for the contents of the trustees' report.

Small company special provisions

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

This report was approved by the board on 11 October 2011.

Richard Hill

Company Secretary

Crisis Centre Limited

Independent Examiners' Report to the Trustees of Crisis Centre Limited

I report on the accounts of the charity for the year ended 31 March 2011, which are set out on pages 15 to 22.

Respective responsibilities of Trustees and Examiner

The charity's trustees (who are also the directors of the Company for the purposes of company law) are responsible for the preparation of the accounts. The Charity's 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.

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(3)(a) 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 Examiners' 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 the seeking of 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 Examiners' statement

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

- which gives me reasonable cause to believe that, in any material respect, the requirements (a) to keep accounting records in accordance with section 386 of the Companies Act 2006; and (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005) have not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Scott Whitby-Smith FCA

PRWS (Bristol) Limited
Chartered Accountants
11 Alma Vale Road
Clifton
Bristol
BS8 2HL

11 October 2011

Crisis Centre Limited

Statement of Financial Activities, and income and expenditure account for the year ended 31 March 2011

	Notes	Unrestricted £	Restricted £	2011 Total £	2010 Total £
Incoming resources	3				
- from generated funds					
<i>Voluntary income:</i>					
Grants and donations		293,203	137,880	431,083	385,447
Interest receivable		41	-	41	40
- from charitable activities					
Sales: shop		3,505	-	3,505	373
Training income		9	-	9	481
Sundry income		181	-	181	256
Fundraising events		3,937	-	3,937	5,964
Total incoming resources		<u>300,876</u>	<u>137,880</u>	<u>438,756</u>	<u>392,561</u>
Resources expended	4				
Cost of fundraising		3,786	-	3,786	1,818
<i>Charitable expenditure:</i>					
Charitable activities		194,061	17,607	211,668	169,917
Governance		1,693	-	1,693	1,608
Total resources expended		<u>199,540</u>	<u>17,607</u>	<u>217,147</u>	<u>173,343</u>
Net income for the year		<u>101,336</u>	<u>120,273</u>	<u>221,609</u>	<u>219,218</u>
Net movements in funds		<u>101,336</u>	<u>120,273</u>	<u>221,609</u>	<u>219,218</u>
Total funds brought forwards		78,453	219,986	298,439	79,223
Total funds carried forwards		<u>179,789</u>	<u>340,259</u>	<u>520,048</u>	<u>298,441</u>

The results for the year derive from continuing activities and there are no gains or losses other than those shown above.

Analysis of net assets between funds

Tangible fixed assets	326,710	186,354	513,064	231,792
Cash at bank and in hand	(130,012)	153,905	23,893	72,683
Other current (liabilities)/assets	(13,337)	-	(13,337)	6
Long term liabilities	(3,572)	-	(3,572)	(6,040)
Total funds carried forwards	<u>179,789</u>	<u>340,259</u>	<u>520,048</u>	<u>298,441</u>

Crisis Centre LimitedRegistered number
2214814**Balance Sheet**

as at 31 March 2011

Charity number
298528

	Notes	2011 £	2010 £
Fixed assets			
Tangible assets	6	513,064	231,792
Current assets			
Stocks		80	80
Debtors	7	4,182	5,083
Cash at bank and in hand		23,893	72,683
		<u>28,155</u>	<u>77,846</u>
Creditors: amounts falling due within one year	8	(17,599)	(5,157)
Net current assets		<u>10,556</u>	<u>72,689</u>
Total assets less current liabilities		<u>523,620</u>	<u>304,481</u>
Creditors: amounts falling due after more than one year	9	(3,572)	(6,040)
Net assets		<u>520,048</u>	<u>298,441</u>
Capital and reserves			
Restricted funds		340,259	219,986
Unrestricted funds:			
Revaluation reserve	11	10,899	11,267
Capital reserve		5,449	5,449
General fund	12	163,441	61,739
Total funds		<u>520,048</u>	<u>298,441</u>

The trustees are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006 and that members have not required the company to obtain an audit in accordance with section 476 of the Act.

The trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of accounts.

The accounts have been prepared in accordance with the provisions in Part 15 of the Companies Act 2006 applicable to companies subject to the small companies regime.

Graham Donald

Chair of Trustees

Approved by the Council of Management on 11 October 2011

Crisis Centre Limited

Notes to the Accounts for the year ended 31 March 2011

1 Accounting policies

Basis of preparation of the accounts

The accounts have been prepared under the historical cost convention (as modified by the revaluation of the City Road freehold property) and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

The company has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement, and of the Companies Act 2006 to allow the format of the financial statements to be adapted to reflect the special nature of the company's operation.

The charity is dependent on continuing gifts grants and donations and as a consequence the going concern basis is dependent on continuing income from this source in the long term.

The particular accounting policies adopted are set out below.

Accounting convention

The accounts are prepared, on a going concern basis, under the historical cost convention as modified by the revaluation of certain freehold land and buildings.

Incoming resources

Incoming resources are accounted for gross on a receivable basis, none are deferred.

Gifts in kind and donated services are not reflected in the accounts.

Recognition of liabilities

Liabilities are recognised on the accruals basis in accordance with normal accounting principles, modified where necessary in accordance with the guidance given in the SORP.

Resources expended

Resources expended comprise the following :-

- Costs of generating funds
- Costs of charitable expenditure
- Costs of governance

These costs are analysed in note 4

Fund structure policy

The charity maintains a **general unrestricted fund** which represents funds which are expendable at the discretion of the Council in furtherance of the objects of the charity. Such funds may be held in order to finance both working capital and capital investment. **Restricted funds** have been provided to the charity for particular purposes, and it is the policy of the Council to carefully monitor the application of those funds in accordance with the restrictions placed upon them.

Reserves policy

The General fund accumulated surplus is intended to be between 3 and 6 months of income.

Turnover

Turnover represents the value of sales from the Coffee Shop.

Crisis Centre Limited

Notes to the Accounts for the year ended 31 March 2011

1 Accounting policies (continued)

Depreciation

Depreciation has been provided at the following rates in order to write off the assets over their estimated useful lives.

Freehold property	2% straight line
Computer equipment	25% straight line
Kitchen equipment	10% straight line
Photocopier	20% straight line

An amount equal to the excess of the annual depreciation on revalued assets over the notional historical cost depreciation on those assets is transferred annually from the revaluation reserve to the revenue reserve account.

Stocks

Stock is valued at the lower of cost and net realisable value.

Leasing and hire purchase commitments

Assets held under finance leases and hire purchase contracts, which are those where substantially all the risks and rewards of ownership of the asset have passed to the company, are capitalised in the balance sheet and depreciated over their useful lives.

Pensions

The company operates a defined contribution pension scheme. Contributions are charged to the profit and loss account as they become payable in accordance with the rules of the scheme.

2	Result for the year	2011 No	2010 No	2011 £	2010 £
	This is stated after charging:				
	Depreciation of owned fixed assets			18,561	4,140
	Depreciation of assets held under finance leases			-	1,907
	Indemnity insurance for Council Members and employees			-	-
	Council Members':				
	-wages, salaries, benefits			-	-
	-expenses payments			120	122
	Employees' remuneration:				
	-wages and salaries	6	5	136,734	103,766
	-employer's National Insurance			12,020	9,549
	-pension costs			3,613	2,830
	Independent Examination fees			-	-
	Independent Examiner's fees for other services - payroll			531	404

Crisis Centre Limited

Notes to the Accounts

for the year ended 31 March 2011

3 Incoming resources statement			2011	2010
<i>Gifts:</i>	<i>Unrestricted</i>	<i>Restricted</i>	<i>Total</i>	
	£	£	£	£
Grants and donations for General Purposes	293,200	-	293,200	154,357
Donation for fundraising	-	-	-	20,000
Grants and donations for Stapleton Road centre	-	137,880	137,880	197,690
Grants and donations for Coffee Shop	-	-	-	8,400
Client support	-	-	-	5,000
Charitable activities				
Sales: shop	3,505	-	3,505	373
Training income	9	-	9	481
Sundry income	181	-	181	256
Fundraising events	3,937	-	3,937	5,964
Investment income				
Interest receivable	41	-	41	40
Total incoming resources	<u>300,873</u>	<u>137,880</u>	<u>438,753</u>	<u>392,561</u>

4 Resources expended statement				2011	2010
	<i>Charitable activities</i>		<i>Governance</i>	<i>Total</i>	
	<i>Coffee</i>	<i>Training &</i>	<i>and fund</i>		
	<i>Shop</i>	<i>client care</i>	<i>raising</i>	<i>£</i>	<i>£</i>
	£	£	£	£	£
Costs directly allocated to activities					
Cost of generating voluntary income:					
Salaries (including employer's NI)	-	-	5,629	5,629	-
Postage	-	-	1,163	1,163	1,149
Printing & stationery	-	-	862	862	547
Fundraising and publicity	-	-	1,761	1,761	122
Charitable activities:					
Salaries (including employer's NI)	47,580	26,976	-	74,556	56,387
Printing & stationery	-	36	-	36	-
Training and subscriptions	69	2,514	227	2,810	2,654
Individual clients' support	-	2,351	-	2,351	5,744
Consumables	4,849	1,216	-	6,065	588
Shop purchases	4,393	-	-	4,393	7,617
Support costs allocated to activities					
Human resources					
Salaries (including employer's NI)	49,806	20,933	1,443	72,182	62,588
Staff training	1,313	563	-	1,876	2,017
Travel and subsistence	592	1,435	-	2,027	1,684
Finance					
Bank charges	-	-	8	8	14
Accountancy fees	372	159	-	531	632
Management					
Insurance	2,031	871	-	2,902	2,579
Depreciation - equipment	4,416	4,190	-	8,606	5,147
Depreciation - properties	6,969	2,986	-	9,955	900
Repairs and maintenance	6,669	2,858	-	9,527	7,867
Kitchen refurbishment	-	-	-	-	5,831
Telephone	1,775	761	-	2,536	2,194
Printing & stationery	603	259	-	862	547
Sundry expenses	546	162	72	780	273
Equipment expensed	2,843	1,553	-	4,396	4,007
Postage	814	349	-	1,163	1,149
Loss on sale of fixed assets	-	-	-	-	984
Trustee expenses (travelling costs)	-	-	120	120	122
Other legal and professional	-	-	50	50	-
Total resources expended	<u>135,640</u>	<u>70,172</u>	<u>11,335</u>	<u>217,147</u>	<u>173,343</u>
Of which:			<i>Restricted</i>	17,607	18,333
			<i>Unrestricted</i>	199,540	155,010

Bases of allocation. All support costs are allocated on the basis of estimated time spent on each activity.

Crisis Centre Limited

Notes to the Accounts

for the year ended 31 March 2011

5 Movements on restricted funds	2011				2010
	Balance	Incoming resources	Resources expended	Transfers	Balance
	£	£	£	£	£
Restricted funds:					
Stapleton Road centre	325,889	137,880	(9,055)	-	197,064
Fundraising funding	14,370	-	(5,630)	-	20,000
Client support	-	-	(606)	-	606
Training: LITE courses	-	-	(2,316)	-	2,316
Total restricted funds	340,259	137,880	(17,607)	-	219,986
Total unrestricted funds	179,789	300,873	(199,540)	-	78,455
Total funds	520,048	438,753	(217,147)	-	298,441
		Note 3	Note 4		

6 Tangible fixed assets

	Land and buildings	Office equipment	Kitchen equipment	Total
	£	£	£	£
Cost or valuation				
At 1 April 2010	232,880	16,703	14,094	263,677
Additions	264,871	4,899	30,063	299,833
At 31 March 2011	497,751	21,602	44,157	563,510
Depreciation				
At 1 April 2010	16,826	8,783	6,276	31,885
Charge for the year	9,955	4,190	4,416	18,561
At 31 March 2011	26,781	12,973	10,692	50,446
Net book value				
At 31 March 2011	470,970	8,629	33,465	513,064
At 31 March 2010	216,054	7,920	7,818	231,792

Freehold land and buildings include revalued property:

The 12 City Road property was revalued in line with current market value as at 31 March 1993, by the Council of Management.

	2011	2010
	£	£
Historical cost	27,109	27,109
Cumulative depreciation based on historical cost	13,092	12,550

Under the transitional provisions of the Financial Reporting Standard for Smaller Entities 2000, no subsequent revaluation has been undertaken.

Plant and machinery included above held under finance leases:

	2011	2010
	£	£
Net book value	4,762	6,669

Crisis Centre Limited

**Notes to the Accounts
for the year ended 31 March 2011**

7 Debtors		2011	2010
		£	£
Other debtors and payments in advance		4,182	5,083
		<hr/>	<hr/>
8 Creditors: amounts falling due within one year		2011	2010
		£	£
Obligations under finance lease and hire purchase contracts		2,407	2,416
Other creditors		15,192	2,741
		<hr/>	<hr/>
		17,599	5,157
		<hr/>	<hr/>
9 Creditors: amounts falling due after one year		2011	2010
		£	£
Obligations under finance lease and hire purchase contracts		3,572	6,040
		<hr/>	<hr/>
10 Restricted funds			
	Notes	£	£
At 1 April	5	219,986	7,229
Net income before transfers		120,273	212,757
		<hr/>	<hr/>
At 31 March		340,259	219,986
		<hr/>	<hr/>
11 Revaluation reserve		2011	2010
	Notes	£	£
At 1 April		11,267	11,635
Transfer to General fund	12	(368)	(368)
		<hr/>	<hr/>
At 31 March		10,899	11,267
		<hr/>	<hr/>
12 General fund		2011	2010
	Notes	£	£
At 1 April		61,739	54,909
Net income before transfers	5	101,334	6,462
Transfer from revaluation reserve	11	368	368
		<hr/>	<hr/>
At 31 March		163,441	61,739
		<hr/>	<hr/>

Crisis Centre Limited

**Notes to the Accounts
for the year ended 31 March 2011**

13 Contingent liabilities

There were no unprovided capital, or revenue commitments.

14 Taxation

The Charity is exempt from Corporation Tax on its charitable activities.

15 Guarantors, controlling party

The Charity is limited by guarantee. The current and recent past members are listed on page 1, their individual liability is limited to £10 in the event of the winding-up of the Charity. Current members comprise the Council of Management, which is the ultimate controlling party of the Charity.

16 Winding up or dissolution of the charity

If upon winding up or dissolution of the Charity there remain any assets, after the satisfaction of all debts and liabilities, the assets represented by the accumulated funds shall be transferred to some other charitable body or bodies having similar objects to the Charity.