

Crisis Centre Limited

operating as

*Crisis Centre  
Ministries*

Bringing God's grace and healing love  
to people with life-disrupting problems

**Annual Report**  
and Summary Accounts

April                      March  
**2001   -   2002**

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## Introduction

Welcome to our Annual Report for the period April 2001 – March 2002. ‘Crisis Centre Ministries’ and ‘CCM’ are the trading names of *Crisis Centre Limited*, a registered company limited by guarantee, and also a registered charity. We work in the St Pauls area of Bristol with the most needy people in our society, offering them hope and a new start. We work to bring God’s grace and healing love to people with life-disrupting problems: those sleeping on the streets, drug addicts, alcoholics, people with mental illnesses and the rest.

We offer food and training, we help people find accommodation and help with their addictions, we refer people to other organisations, provide practical help, and so on. But first and foremost, we offer them friendship and a place where they can be safe. Building relationships is the most important first step in the restoration of broken lives.

In this report, as we are required to do, we look back and review the activities of the past year. We must give members of the public the information they need so they can be confident that the organisation is being run in a responsible way and the money we receive is being used in the most effective way possible.

But we want to go beyond the organisation and management details and say something about where we are going, and how we are planning to be more effective in the future. The most important reason for writing this report is to let people know what we are doing – to give as best we can a real sense of both the challenges and difficulties of the work, but also the encouragement and excitement of seeing people’s lives changed.

The formal parts of this report (the company information, members’ report and financial details) only relate to the financial year, which ended in March 2002. The other parts of the report should bring you up to date with what has happened up to the end of September 2002, when most of this report was written.

We are a Christian organisation: CCM was set up by Christians, with the aim of communicating the Christian gospel and the love of God as we work to help people with life-disrupting problems. Dealing with the need for food, housing and freedom from addiction is relatively straightforward – the deeper problems are all spiritual in nature: does my life have any value, any purpose? If not, you may as well live on the street and drink yourself to death. But as Christians, we believe we have the best possible reason for telling people that they do matter, and that they can discover a real purpose in their life.

We hope that we can share with you in the following pages something of how we do this.

# 1 Company Information

## 1.1 People

Council of Management                      The members of the Council of Management and their liability on winding up the company are listed below.

|  | 31 March 2002 | 31 March 2001 |
|--|---------------|---------------|
| Anthea Davey (Chair)                                 | £10           | £10           |
| Martin Horton (Treasurer)                            | £10           | £10           |
| George Richardson                                    | £10           | £10           |
| Katharine Hill                                       | £10           | £10           |
| Susan Hazelden                                       | £10           | £10           |
| Ann Banks  | £10           | £10           |
| Jill Thomas (elected October 2001, retired May 2002) | £10           | £ -           |
| Barry Rider (retired October 2001)                   | £ -           | £10           |
| Anne-Marie Holland (co-opted November 2001)          | £10           | £ -           |
| David Wiles (co-opted November 2001)                 | £10           | £ -           |
| Arkle Bell (retired November 2001)                   | £ -           | £10           |
| David Jeanneret (co-opted July 2002)                 | £ -           | £ -           |

Company Secretary                      Richard Hill  
General Manager                          Paul Hazelden

## 1.2 Appointments

Reporting accountants                      Richardson Whitby Smith Ltd, 53 High Street, Keynsham, Bristol, BS31 1DS  
Bankers    HSBC Bank plc, 49 Corn Street, Bristol, BS99 7PP  
Solicitors                                        Sharples & Co, 62 Gloucester Road, Bishopston, Bristol, BS7 8BH

## 1.3 Company

Registered Office                              12 City Road, St Pauls, Bristol, BS2 8TP  
Registered Company Number                2214814  
Registered Charity Number                    298528

## **2 Members' Report**

The Council of Management members present their report and accounts for the year ended 31 March 2002.

### *2.1 Charitable objectives and principal activities*

The charitable objects of the company are the advancement of the Christian faith and the relief of poverty and sickness. These objectives continue to be pursued by:

- providing a 'Drop-in Centre' that provides meals as well as help, advice and spiritual support;
- training for employment;
- Bible study, prayer and counselling;
- providing teaching, help and ongoing support to churches and individuals who are in contact with the same client group.

### *2.2 Constitution*

The company rules are set out in its Memorandum and Articles of Association. It is limited by guarantee and does not have a share capital. 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 form the Council of Management, which has the power and responsibility to run the company.

### *2.3 Council of Management*

The Council of Management members who served during the year and their interests in the company are listed in the Company Information, in section 1 above. The Council of Management meet on the second Monday of alternate months, to review progress and agree strategy for the ministry. They also meet for less formal events and occasional half-days when more time can be given to wider issues and longer-term planning. They delegate day-to-day management responsibility to the General Manager.

No member had any interest in the transactions of the company or received any remuneration from the company.

### *2.4 Reserves policy*

The policy is to hold reserves sufficient to fund approximately six months of expenditure on planned activities. We do not have these reserves at present.

### **3 Chairman's Report**

It is difficult to add to Paul Hazelden's Report as Manager: he is to be congratulated on the clear-headed and refreshing way he has looked at the job and put in place all sorts of training and helpful structures which are practical and sensible.

#### **3.1 Thank You**

Heartfelt thanks are due to Paul, Trudie Lane, Andy Luxford, Jayne Griffiths (Catering Co-Ordinator), and Sam Colgan (Pastoral Care), who have not just kept the Centre going this year but have constantly reviewed what we are doing and come up with excellent plans for consolidating the best and innovating where necessary.

An example of this innovation has been Paul's work with BCAN (the Bristol Christian Action Network): groups who seek to work together in a complementary way without duplicating help for our clients across the city. Volunteer training and education is now a regular part of our programme. We hope this will result in our helpers being more confident about their work, making them aware of health and safety issues as well as encouraging them to share the Christian beliefs that motivate our being there at all. Sam's input has been very valuable to the volunteers as well as the clients and we pray that she will herself be encouraged by the results of her efforts.

One highlight of the year was the celebration to mark the formal retirement of Derek Groves, who is now our Life President. This was held at Thornbury Baptist last Autumn. It was very moving to hear the stream of people lining up to pay tribute to Derek and the impact his work has had on so many people and organisations across the country.

#### **3.2 Treasurer**

Martin Horton has done a superb job with the accounts, and with the introduction of a stakeholder pension scheme, and seems to take all the innovations and the demands of an increasing budget in his stride. On many occasions he has wondered whether he would be able to pay the wages and the bills, and on opening the next envelope has discovered a cheque to cover just the amount needed.

We continue to live 'by faith' and want to thank all those who have contributed to the funds over the year - without you, CCM would grind to a halt. Please keep praying and encouraging us with your support in any way you can!

#### **3.3 Management Team**

We were all sorry when Jill Thomas decided to move back to Dorset, she had brought her own brand of caring common sense and good humour, which we will miss no end. Jill was conversant with the problems of ex-prisoners and had a legal background that enabled her to give wise counsel. She was a tower of strength in the coffee shop, particularly to Jayne and with the volunteers. We wish her well!

Our thanks to those of the team who have offered to 'mentor' the staff, who appreciate their time, interest and prayer.

One of our volunteers, David Jeanneret, led the team renovating the Coffee Shop prior to the Open Day. David did such a good job that he has since been invited to join the Management team!

### *3.4 Bridgehead*

While we do seek to alleviate the 'life-disrupting' problems experienced by our clientele, our hope is that through our ministry they will come to understand that with God's help, a new life is possible. The Wednesday lunchtimes are proving a great blessing to those who attend, and we pray that many more people will come to a life-changing and soul-saving decision to follow Jesus.

We would like to encourage more use of our books of Meal Vouchers, which can be exchanged for a hot meal in the coffee shop, and which therefore bring the customer into contact with practical Christianity and the possibility of taking the first step out of the gutter.

### *3.5 Lifeskills Initial Training for Employment*

Andy's review of the LITE course has led to a modular programme which people find easier to cope with, a shorter term of commitment being more compatible with their current lifestyle. It would be good to have an assistant for Andy, as most of the LITE course candidates could do with one-to-one help more often than not.

### *3.6 Future Plans*

The 'clients' come and go, their stories are often heart-rending, but we know that the understanding and care extended to them by our stalwart team of volunteers has been appreciated. As in previous years we long to extend our opening hours, which will be made possible only by the arrival of yet more volunteers!

We are seriously exploring the possibility of a move to new premises, as we feel it would be enormously beneficial to be able to keep an eye on the coffee shop area from an improved kitchen and servery. It would also be great to have room in the same space as the Coffee Shop for quiet conversations, and to provide clinics in matters such as housing, debt management, legal problems etc. Many of our clients are unwilling to discuss these matters with the staff at other advice centres. The LITE Course and the administration are also struggling with very cramped accommodation and it would be wonderful to be able to offer them better facilities. We are praying very much about this at the moment, and trying to be wise in the expenditure we make in keeping the old building in reasonable condition.

Anni Davey

Chair of Council of Management

## 4 General Manager's Report

*Ascribe to the Lord the glory due to his name;  
Worship the Lord in the splendour of his holiness. (Psalm 29:2)*

Over the past year, worship has become far more significant in our ministry and life together. As we are faced each day with people who have problems you cannot solve and pain you can barely imagine, we constantly need to go back to God – not just praying for these people, or praying that we will be able to help them, but acknowledging that the Lord is worthy of all praise even when life is dreadful and He doesn't appear to be solving problems the way we want Him to.

We describe the work as 'bringing God's grace and healing love to people with life-disrupting problems.' Of course, this is not something we can do on our own, but we can pray that it happens, and we can open the door and put ourselves in a position where God can choose to work through us – or despite us! – to touch the poorest and most needy in our society. And we are constantly amazed at the ways in which He does work.

We use the description 'life-disrupting' to refer to homelessness, addictions, mental health problems, and the like. We used to describe them as 'life-controlling' because these problems appear to dominate and control so many lives – but the truth is, no matter how big the problem, God is bigger. And as the staff and volunteers grow closer to Him, so his life can flow through us and touch others.

### 4.1 People

- Staff

Last year, we were looking at the possibility of recruiting a new person to work in the Coffee Shop, and are delighted to report that Sam Colgan was appointed to the post of Pastoral Care Coordinator in November. She has been doing a tremendous job – but as always, the more people you help, the more needs you come across. More and more people are coming in to the Coffee Shop, asking for help with a wide variety of problems.

Sam joins Jayne Griffiths, who is responsible for food in the Coffee Shop, Andy Luxford who runs the LITE Course, Trudie Lane who manages the office, and Paul Hazelden, who as General Manager gets to do all the jobs nobody else wants. There are now five of us, but as the work continues to grow, we find we are each putting in more hours, not less. We would dearly love to see another person recruited to work in the Coffee Shop, and an assistant to help Andy expand the LITE Course.

- Volunteers

It is impossible to overstate the importance of our volunteers, who support every aspect of the work and make it possible. Some of our volunteers are becoming particularly skilled in helping our clients access the help they need, and people are now coming in for this help and not just the food we provide.

## 4.2 Projects

- Coffee Shop

The Coffee Shop continues to operate in St Pauls. We have re-named it the 'Wild Goose,' a picture used by Celtic Christians to refer to the Holy Spirit.

Thanks to Jayne, we have enjoyed our most stable year in the Coffee Shop for a long time. We are recruiting more volunteers to help in the evenings, and have been able to start opening on Friday evenings. The down side is that we are now desperate for more volunteers to help keep the shop open during the days – please pray that we find people to help in the daytime, and that we can train and encourage all the volunteers the way we should.

- LITE Course

The LITE Course helps people who have been unemployed for a long time gain the skills and confidence they need, so they can access employment or further training.

As reported last year, Andy undertook a major review of the LITE Course. After contacting a wide number of former students, helpers, and related organisations, we received some very encouraging and positive feedback. Most people felt that the course addresses the needs of vulnerable people in an accessible and enjoyable way.

We found a few aspects that could do with updating, and a revised course started in September 2001. The first 'new-format' course was completed by four students, and each one saw significant improvements to their lives – partly thanks to the course contents, and partly due to the social and informal contacts the course makes possible.

When we can recruit another member of staff for the LITE course, we plan to split the course into two: the first module will be run continually and open to people from the Coffee Shop without the need for any major commitment on their part. The remaining modules will be run as at present, in parallel with this activity. There are many benefits to our clients in doing things this way: the route in to the LITE Course will be easier and more immediate, and we will be able to offer relevant training to many more people.

- Bridgehead

'Bridgehead' is the name for the explicitly Christian part of our work. People often call it 'Bridgehead Church,' but we don't usually use the word 'church' ourselves. For many people, the word doesn't make them want to join in and discover for themselves what is going on. And we certainly are not a church in the 'we meet on Sundays' and 'you have to leave your church to join ours' sense.

We are currently blessed with a strong 'core' group meeting each Wednesday lunchtime. We share lunch together, then spend some time in worship, prayer, and looking at issues relating to discipleship and Christian growth. An 'away-day' to a conference in Dudley was very successful, and we plan to follow that up with a few more visits later in the year. We balance the discipleship emphasis of the Wednesday meeting with a more evangelistic emphasis for the occasional event on a Friday evening.

- Clevedon Partnership

We are currently employing Chris Hibbs on a short-term contract to explore the possibility of setting up a supported housing project in Clevedon. We are grateful for some financial support that has made this work possible.

The provision of supported housing for our clients has always been close to our hearts. The lack of suitable accommodation is one of the greatest barriers to long-term progress for many people. We are delighted to have this opportunity, and welcome the experience and wisdom Chris brings. Please pray with us about this project, and for Chris as he faces the question of what to do next.

### 4.3 *Activities*

- Open Day

We arranged an Open Day in July 2002, which was a lot of work but very worthwhile. Display boards showed pictures of our activities, and explained something of what we do, how we do it and why.

Chris Vacher from the BBC kindly agreed to come down and open the event, and unveil the new name for the Coffee Shop. He gave an unscripted but moving speech about the importance of this work, and showed great interest as he toured the premises and met the people afterwards. We were also delighted to see our MP, Valerie Davey, and talk with her about what can be done to help homeless people.

The feedback from the Open Day was very encouraging, and we continue to hear reports of people who gained a fresh insight into our work, and enthusiasm for it, through the displays and the people they met.

- Networking

We at the Crisis Centre can't begin to meet all the needs of our customers. We operate as part of a network of groups within Bristol, bringing hope and providing practical help in a wide variety of ways. A year ago, the BCAN Homeless Forum had just met for the first time. It has now been running for over a year, and has made a significant difference to many people and groups struggling to help homeless people in and around Bristol.

We are learning, along with many of these other groups, how to work together. The challenge is that the work we do brings us into contact with almost every other social care agency in Bristol, from physical and mental health to the social services, various parts of the council, alcohol and drug services, training and housing. They all want us to be a part of their network, helping to set standards and discover ways of working more effectively.

It is important work, but we struggle to find the time and resources to participate fully in all the significant groups, both Christian and secular. We cannot cut back on our direct, practical support for homeless people in order to spend time in meetings – but unless we help those who develop the city-wide strategies to make plans that will really address the needs of homeless people, we will be failing those we aim to serve. Please pray that we are able to respond to this challenge and opportunity.

- Training

In conjunction with BCAN, we have organised a monthly training programme for volunteers working with homeless people. This has now started, and numerous churches and other groups have taken part. We are glad to be able to offer something that enables our own volunteers to be more effective, and also enables people working in the same field to meet, encourage and learn from each other.

There are more places available on the training programme, and it is designed for people who are wondering about possibly helping in some way, as well as those who are already involved. More details are available on the web site, or from the CCM office.

- Education

It is not just the council and the secular policy makers that need to improve their understanding of the needs of homeless people. In many churches, there is a serious lack of understanding, both of the nature and the scale of the problems our customers face. In fact, many of these problems are also faced by the friends and families of people in our churches. By discovering how to reach out to help others, we also learn how to meet God at our own point of need.

We strongly believe that society will not be able to solve problems such as homelessness, drugs and social exclusion until the Church begins to demonstrate the power of the gospel to mend broken lives. Jesus wants His Church to be in the forefront of society's efforts to seek for justice and for peace.

We welcome invitations from churches – to speak at services, homegroups and other events, to inspire, to inform, or just answer questions. We can offer anything from a five-minute spot to a full day's programme.

- Internal affairs

We continue to develop our internal systems, as we seek to become more effective and more efficient. One example is that information about our volunteers and the mailing list are now held on a database, thanks to a volunteer who has put this together for us. In theory, this means that when you tell us you have moved, we only need to update our records in one place.

Another example is that we are developing a more formal risk assessment for the various activities we are engaged in. This is partly being done in-house, and partly in conjunction with the other groups in the BCAN Homeless Forum. The main areas under consideration are challenging behaviour in the Coffee Shop, food safety, counselling and outreach work.

One final thought: we benefit from a strong Council of Management, which provides both guidance and practical help, but we are still looking for other people who could join the present team. Please let us know if you might be interested in serving the ministry in this way.

Paul Hazelden

General Manager

## **5 Publicity**

An important part of our work is to communicate what we do. People need to know about the needs and problems so they can pay and offer to help; and they need to know about the successes and answers to prayer – without these, working in this area can seem very depressing and pointless.

However, preparing material for distribution is quite time consuming, and it is hard to find the right balance between this activity and our 'real' work. Any offers of help with publicity would be really appreciated.

### **5.1 *Newsletter***

We distribute around 2,000 copies of the CCM Newsletter 4 times a year. For many of our supporters, the Newsletter is the main point of contact they have with the work, so it has a vital place within the ministry. It would be even more effective if we could include more pictures of people and more stories about the lives we see being changed, but we can only do this with more help and financial support.

### **5.2 *Prayer***

The Prayer Update is being sent out most months to an increasing number of supporters and church contacts. The purpose is to give them more up to date news than we can put in the Newsletter, and for distribution to those who pray for us within their fellowship. In the Prayer Update we can include more personal details about individual needs, which we would not put into the Newsletter.

### **5.3 *Web site***

The web site is seeing a continuing stream of visitors. Many people who contact us say that they have looked at the site, and it is increasingly important as a way of communicating what we do. We are looking for someone to help keep the site up to date and relevant.

### **5.4 *Other means***

We have a range of leaflets about CCM and various aspects of our work, and also promoting the Meal Voucher scheme.

We are exploring the possibility of a joint newsletter with other groups working with homeless people in Bristol. This might be a one-off, or maybe an annual production. It would be more attractive than our own newsletter, and would provide more background information about aspects of the problems we are dealing with.

We continue to send people to talk to churches and other groups. This might be anything from a small midweek meeting to a training event or a Sunday morning service.

## 6 Financial Report

### 6.1 Support

We are, as always, immensely grateful for all the ways people contribute to the work of the Crisis Centre, and for the churches and other groups that help us in a variety of ways such as baking cakes and puddings for the customers in the Coffee Shop.

We are financed almost entirely through gifts, mainly from individuals. The majority of the gifts we receive are one-off. Approximately one third of the gifts on an average month come from regular standing orders, and this provides a vital level of stability.

Last year we reported that we did not know what would happen to the SRB (Single Regeneration Budget) funding we had been expecting for the LITE Course. We have only just learned that we have not been successful in our new bid: despite meeting all the criteria, our work was deemed not to have 'sufficient priority'.

In 2001, we collected 572 cases of products from GroceryAid, which at an average retail price of £15 was worth around £8,580 to us. Sadly, GroceryAid ceased operating early in 2002, and we now need to buy far more goods from a supermarket each week to keep the Coffee Shop open.

Overall, the gifts we received in 2001-2002 were encouraging. However, the small surplus includes a substantial amount of 'restricted funds' – money given for specific purposes. While these purposes were good and appropriate (we would not have accepted the money otherwise), an overall shortfall in the unrestricted funds means that we still need to undertake much of the work that the restricted funds were intended for.

### 6.2 Salary commitments

Last year, we decided to keep the LITE Course running despite the SRB money running out, and the gifts somehow increased to cover the need. This year, we took on a new person, Sam Colgan, as the new Pastoral Care Assistant. The gifts again increased, and largely covered this new cost, thanks in part to a good deal of hard work by management, staff and volunteers in promoting the ministry and writing letters and applications to potential funders.

The new rules concerning stakeholder pensions came into effect this year, and CCM now has a stakeholder pension scheme in operation. The management believe it is right for CCM to make a modest contribution into the individual stakeholder policies, even though this additional cost is contributing to the present cash flow difficulties.

### 6.3 About the statement

The 'statement of financial activities' in section 6.4 below is a summary of information from the annual accounts that were approved by the Council of Management on 7 October 2002. The accounts have not yet been filed with the Registrar of Companies or the Charity Commission.

These figures are not the statutory accounts and may not contain sufficient information to allow for full understanding of the financial affairs of the charity. For further information, the full annual accounts should be consulted. Copies of the full accounts will be made available at the AGM, and can be obtained from the CCM office. They are also available for inspection in the CCM office by prior arrangement.

During 2001-2002, we cleared our main outstanding liability: the debt of £800 to the Müller Foundation from unpaid rent for *The Bridge*, a supported housing project which at one time was run by CCM. Since then, we have also finished paying the bank loan on our current property.

### 6.4 Statement of financial activities

|   |               |              | 2002          | 2001          |
|---|---------------|--------------|---------------|---------------|
| <b>Incoming resources</b>                                     | Unrestricted  | Restricted   | Total         | Total         |
| Voluntary income:   |               |              |               |               |
| Donations and legacies  | 65,052        | -            | 65,052        | 64,297        |
| Grants for core funding or general purpose                    | 4,000         | -            | 4,000         | 200           |
| Grants for kitchen refurbishment                              | -             | 7,500        | 7,500         | -             |
| Activities in furtherance of the charity's objectives:        |               |              |               |               |
| Shop income   | 894           | -            | 894           | 1,146         |
| Grants for the provision of services                          | -             | -            | -             | 19,429        |
| Investment income:  |               |              |               |               |
| Interest receivable   | 24            | -            | 24            | 126           |
| <b>Total incoming resources</b>                               | <b>69,970</b> | <b>7,500</b> | <b>77,470</b> | <b>85,198</b> |
| <b>Resources expended</b>                                     | Unrestricted  | Restricted   | Total         | Total         |
| Cost of generating funds:                                     |               |              |               |               |
| Printing leaflets, etc.                                       | 1,581         | -            | 1,581         | 1,030         |
| Charitable expenditure:                                       |               |              |               |               |
| Cost of activities in furtherance of the Charity's objectives | 66,630        | 1,528        | 68,158        | 84,487        |
| Resources expended on management and administration:          |               |              |               |               |
| Bank and legal charges  | 618           | -            | 618           | 73            |
| Proportion of General manager's salary                        | 3,850         | -            | 3,850         | -             |
| <b>Total resources expended</b>                               | <b>72,679</b> | <b>1,528</b> | <b>74,207</b> | <b>85,590</b> |
| Total funds brought forwards                                  | 35,206        | -            | 35,206        | 35,598        |
| Net movement in funds   | (2,709)       | 5,972        | 3,263         | (392)         |
| <b>Total funds carried forwards</b>                           | <b>32,497</b> | <b>5,972</b> | <b>38,469</b> | <b>35,206</b> |

## 6.5 Balance sheet as at 31 March 2002

|   | 2002          | 2001           |
|---|---------------|----------------|
| <b>Fixed assets</b>                                     |               |                |
| Tangible assets   | 38,027        | 39,941         |
| Investments   | 10            | 10             |
| <b>Total</b>  | <b>38,037</b> | <b>39,951</b>  |
| <b>Current assets</b>                                   |               |                |
| Stocks  | 80            | 80             |
| Debtors   | 2,120         | 1,909          |
| Cash at bank and in hand                                | 680           | 1,850          |
| <b>Total</b>  | <b>2,880</b>  | <b>3,839</b>   |
| Creditors: amounts falling due within one year          | (2,448)       | (6,884)        |
| <b>Net current assets/(liabilities)</b>                 | <b>432</b>    | <b>(3,045)</b> |
| <b>Total assets less current liabilities</b>            | <b>38,469</b> | <b>36,906</b>  |
| Creditors: amounts falling due after more than one year | -             | (1,700)        |
| <b>Net assets</b>                                       | <b>38,469</b> | <b>35,206</b>  |
| <b>Capital and reserves</b>                             |               |                |
| Revaluation reserve                                     | 14,211        | 14,579         |
| Capital reserve   | 5,449         | 5,449          |
| Income and expenditure account                          | 18,809        | 15,178         |
| <b>Total funds</b>                                      | <b>38,469</b> | <b>35,206</b>  |

Signed:

A Davey,  
 Council of Management member  
 Approved by the Council of Management 7 October 2002