

Crisis Centre Limited

operating as

*Crisis Centre
Ministries*

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

Annual Report
and Full Statutory Accounts

April March
2002 - 2003

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Introduction

Welcome to our Annual Report for the period April 2002 – March 2003.

About Us

Crisis Centre Ministries ('CCM') works in inner-city Bristol, offering love and practical help to the most needy members of our society. We mainly work with people who are, or who have been, homeless. Most of them are struggling with many complex issues: addiction, abuse, criminality, family breakdown, physical and mental health problems, little or no formal education... the list seems to go on forever.

We have a holistic, client-centred approach: the aim is not to solve problems for people, but to build relationships, and help our clients begin to believe that life can change for the better. We don't have a fixed programme we push everyone through, but try to respond to each person's needs, concerns and priorities.

Many people first make contact through *The Wild Goose* – our coffee shop, which also functions as a drop-in centre, perhaps because they were given a meal voucher by one of our supporters. This is a great way to help people who are begging without giving them money.

This Report

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 2003. The other parts of the report should bring you up to date with what has happened up to the end of September 2003, when most of this report was written.

We are a Christian organisation: set up by Christians, with the aim of communicating the Christian gospel and the love of God as we work to help people. 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.

Chairman's Report

Once again I start with a very big thank-you to all our staff and volunteers without whom there is no ministry to report on!

The Workers

The admin team have done sterling work as always with Paul Hazelden and Trudie Lane handling the complicated pressures and interruptions inherent in this ministry. Paul has managed the many aspects of the work with energy and enthusiasm, making sure that everything runs smoothly, and that many innovations and ideas are incorporated into the work in an accessible and sensible way.

Volunteer Training

Paul Hazelden has been offering a series of monthly Saturday training seminars, in conjunction with *BCAN* (the *Bristol Christian Action Network*). These have been excellent, and helped the participants think through the situations and needs of the people we are trying to help. The training also offers practical help and advice to those who really want to get alongside the people with whom we work. Paul's notes and worksheets in connection with this training programme are excellent and provide first class study material.

The Wild Goose – Where the rubber hits the road?

Jayne Griffiths has been doing a grand job as Catering Coordinator. She has achieved another Health & Hygiene Certificate for which she is to be congratulated. Mending the kitchen floor joists brought peace of mind to the volunteers who were standing on it - and to the trustees, who had visions of them all disappearing into the basement at one point! We have been grateful to Anne Senel for gifts of new saucepans and various items of equipment for the kitchen and for her major involvement in the refurbishment of the kitchen.

Nick Wood has been a tremendous asset as Manager of the Coffee Shop on a 6 months short-term contract, and we have greatly appreciated his common sense and good humour, and the firm but gentle way he has handled the problems that arise from time to time. His production of the *LINK* news sheet has been really informative. His contract finished at the end of September 2003 and he will be much missed!

James Preston has just joined us as the new Coffee Shop Manager. We welcome him, and wish him all the best in his new role.

The Open Evening – Come on in, everybody's welcome!

This Open Evening, in August 2003, was to mark the completion of the refurbishment work in the kitchen of *The Wild Goose*. The Lord Mayor kindly agreed to officially open the new kitchen and graciously stayed with us for some time, meeting people and talking to them about the work. The evening was very well attended, and the food and the displays of our work were excellent.

Finances – Keeping the show on the road

We have greatly appreciated Martin Horton's work as Treasurer in managing the finances, and particular this year introducing and adjusting to a new accounting package. His presence in the office weekly is enjoyed by the staff team. Martin is not standing for re-election as a trustee this year, though he will continue to fulfil the role of Treasurer. His contribution to the ministry has been invaluable. Our thanks also go to our Auditors, Richardson Whitby Smith, for their kind assistance in preparing the accounts for the Charity Commissioners every year.

Living 'by faith' continues to keep us all on our knees, and we thank God for the way our supporters have enabled us to continue the work. We could do with another £1,000 regular income each month, and appreciate the prayers of our supporters in connection with this.

Bridgehead – I want to believe, but where do I start?

This "street people's church" has been meeting regularly with the CCM Team each Wednesday lunchtime in the shop, and has been a continuing encouragement to the team and to the people still seeking the Lord, or who have recently become Christians. Andy Robinson's input has been greatly valued. His move to Chippenham prevents him from continuing this and he will be missed.

The question and answer sessions following the Bible studies have been really valuable for the new believers, and it is a lovely non-threatening way to introduce them to the idea of church. One or two have become regular attenders at local churches as a result. Making new friends in this way is one of the most important aspects of life style change – as, without them, people drift back to the old ones and the old ways and soon become part of the old scene again.

Lifeskills Initial Training for Employment (LITE) – I want to work, but how can I get going?

Andy Luxford's perseverance with this course is to his credit. Alongside the encouragements of people using the training well and achieving more than they thought possible is the discouragement of people not maintaining their initial enthusiasm and dropping out of the course.

Andy has recently started to offer the training under a new format called 'Sparks'. This is more flexible and he hopes it will be more accessible to those clients who find it difficult to maintain their motivation. The opportunity to take LITE training to Andrew House in Clevedon has been a privilege and we look forward to seeing how it all develops. With this development and other possibilities in the pipeline, Andy ideally needs an assistant.

The funding of the course continues to be an issue and, at present, has largely been taken over by CCM.

'Progress' Review

In November and January we were delighted to have the benefit of visits from Annie Tunnicliffe of *Progress* to undertake a review of our programme, activities, and

organisation. Her assessment and training were invaluable, and she gave us excellent and discerning advice. Trustees, staff and volunteers took part in two Saturday mornings of training, which were great fun, very thought provoking and informative.

New Trustees

We have been glad to welcome David Jeanneret, Andrew Robinson and Graham Donald, who have made their own sensible and helpful contributions to the team. We now call ourselves ‘trustees’ rather than ‘management’ as this causes less confusion about our role.

Volunteer and Prayer Meetings

Regular meetings have been held for the volunteers and for prayer, and although sometimes numbers have been disappointing, we realise that many volunteers already come to help in the evenings, and yet another evening meeting is not easy for them to join in.

Looking to the Future

We continue to explore the possibility of moving to larger premises, and thank all our supporters for their prayers and financial help, which enable us to keep going. We never want to take anything for granted, but to keep seeking the Lord’s will and guidance in all aspects of this challenging ministry.

Anni Davey
Chair of Trustees

General Manager’s Report

A Few Snapshots

The Open Evening in September to celebrate the re-opening of *The Wild Goose* after the kitchen re-fit was nerve-wracking. We sent out lots of invitations, and had very few replies, so we feared nobody would turn up. In the end, it was very well attended, and a wonderful opportunity for us to meet many of our supporters, and for them to meet the staff and some of the people we have been helping in various ways.

Each *LITE Course* graduation is a precious event – often a time when the people who have contributed to a course come together and celebrate. It is sometimes hard to keep the tears from our eyes as we hear the students describe what they have achieved and how they have changed through the course – and, of course, through the people who give so much time and care to them through all the ups and downs. And, wonderfully, many of the students also testify to the way in which God has touched their lives and changed them since they started to follow Jesus.

Members of the *Bridgehead Church*, at their own request, did a dramatic performance for our customers at the Christmas party. This was very warmly received, making us feel that all the rehearsals had been worth while, and helped encourage people to think about Christmas while giving them a good laugh. We

continue to see people who have been helped through the ministry, sometimes quite recently, reaching out to others. It can be quite humbling at times.

In September, the staff team went away to Dartmoor on a teambuilding weekend, but sadly Jayne was unable to join us. It was the first time we have attempted anything of this sort, and turned out to be a very valuable experience. Working in a very pressurised environment, it is good to be able to relax a little and build relationships without the stress of a tight deadline looming.

Continuing Change

We were pleased to be able to employ Chris Hibbs for a few months while he researched the possibility of setting up a new house to provide follow-on accommodation for people coming out of rehab – a time when many relapse and lose most of the benefits of the programme they have just completed. This work proved fruitful, and *Andrew House* has now been established in Clevedon.

In his time with us, Nick Wood laid a wonderful foundation for the new role of Coffee Shop Manager, and James Preston, our newest member of staff, is energetically building on that foundation. Do pray for James, as it is a complex and stressful job.

Alan Goddard has pioneered an important ministry to our clients who end up in hospital – supporting them through the stay in hospital, and helping them find something suitable when they are ready to leave. Alan is needing to pull back from his direct involvement with us, but we aim to continue and develop this work over the coming year.

We are sorry to report that Sam Colgan has not been able to work for over a year, and has recently resigned her position due to ill health. We have missed her greatly, and continue to pray for her.

Trudie is well into the final year of her counselling course, and many people have benefited from this. It would be good to find another trained counsellor who could share some of the workload with Trudie, and also a secretary or administrator who could take some of that work off her shoulders, leaving her more time for people.

I have just started a part-time MTh at *Spurgeon's College*, which is a daunting prospect. Much of the course is directly relevant to the work we do, and ought to enable me to serve CCM more effectively. I am looking forward to the studies, but finding the necessary time is not going to be easy.

Thank You

We are grateful to so many people and organisations, churches and businesses, all helping in so many different ways. CCM is a faith ministry. Many people are surprised to hear that we receive no official funding. It is only possible because of the grace of God, an amazing team of staff and volunteers, and many wonderful people in the background supporting us with their prayers and gifts.

Paul Hazelden
General Manager

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 pray and offer to help; and they also 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. We are forming a Publicity Group whose remit will be to concentrate on how we present ourselves as an organisation.

Newsletter

We distribute around 2,000 copies of the CCM Newsletter 4 times a year. A number of these are now sent by email, which is much more cost effective. 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.

Prayer

The Prayer Update is being sent out most months to an increasing number of supporters and church contacts on our email list. The purpose is to give more specific information including some personal details and individual needs to those who pray for us individually or within their fellowship.

Other Aspects

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 grateful to Chris and Emily O'Shea for their work in keeping the site updated.

At present, the CCM web site also provides the main Internet presence for BCAN, and we publish many of the *BCAN* and *BCAN Homeless Forum* documents on the site. This is likely to change over the coming year as BCAN establishes its own identity on the web.

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

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 Sunday service.

Company Information

Company

'Crisis Centre Ministries' and 'CCM' are the trading names of *Crisis Centre Limited*, a registered company limited by guarantee, and also a registered charity.

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

People

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

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 casting vote.

	31 March 2003	31 March 2002
Anthea Davey (Chair)	£10	£10
Martin Horton (Treasurer)	£10	£10
George Richardson (retired October 2002)	-	£10
Katharine Hill (retired October 2002)	-	£10
Jill Thomas (retired May 2002)	-	£10
Susan Hazelden	£10	£10
Ann Banks	£10	£10
Anne-Marie Holland	£10	£10
David Wiles	£10	£10
David Jeanneret (co-opted July 2002)	£10	-
Graham Donald (elected October 2002)	£10	-
Andrew Robinson (elected October 2002)	£10	-

Appointments

Company Secretary	Richard Hill
General Manager	Paul Hazelden
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

Council of Management Members' Report

The Council of Management members present their report and accounts for the year ended 31 March 2003.

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.

The Council of Management is satisfied with the performance of the charity during the year in pursuing the above objectives, and in the financial position at 31 March 2003, 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.

Constitution

The company rules are set out in its 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.

The company 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.

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* above.

The Council meets on the second Monday of alternate months as a full board. It has established sub groups, which discuss the activities of the charity in terms of finance and staffing. There is also a standing committee comprised of the honorary officers. The sub groups make recommendations to the Council and monitor operational activities. Staff of the charity have delegated authority to carry out day to day work within policies agreed by the Council. Financial standing orders give necessary authorisation of different amounts.

No member had any interest in the transactions of the company, or received any remuneration from the company other than reclaiming travel expenses.

Transactions and Financial Position

The financial accounts are set out on pages 12 to 20. The financial statements have been prepared implementing the Statement of Recommended Practice for Accounting and Reporting by Charities issued by the Charity Commission for England and Wales (effective October 2000) and in accordance with the Financial Reporting Standard for Smaller Entities (effective June 2002). The Council Members consider the financial performance by the charity during the year has been satisfactory.

The Statement of Financial Activities show net incoming resources for the year of a revenue nature of £7,027 (2002 £3,263). The total reserves at the year end stand at £45,496 (2002 £38,469).

Fixed Assets

There have been no changes in the fixed assets owned during the year, they have continued to be depreciated in line with the accounting policy (note 1). The main asset is the freehold property, whose purpose is to provide the premises from which the charity operates its 'Drop-in Centre' and training, and is its registered office.

Council Members' responsibilities

Company law requires the Council members to prepare accounts 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 for that period. In preparing those accounts, the Council members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The Council members are responsible for maintaining 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 accounts 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.

Charitable and Small Company Special Provisions

The report of the Council of Management Members has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985

Signed: Richard Hill (Company Secretary)
Approved by the Council of Management 6 October 2003.

Accountants' Report

Accountants' report on the unaudited accounts to the Council of Management members of Crisis Centre Limited:

As described on the balance sheet you are responsible for the preparation of the accounts for the year ended 31 March 2003, set out on pages 12 to 20, and you consider that the company is exempt from an audit under section 249A(1) of the Companies Act 1985. In accordance with your instructions, we have compiled these unaudited accounts in order to assist you to fulfil your statutory responsibilities, from the accounting records and information and explanations supplied to us.

Signed:

Richardson Whitby Smith Ltd
Chartered Accountants

53 High Street
Keynsham
Bristol
BS31 1DS

6 October 2003

Financial Report

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. We are very grateful to trustees and volunteers for their hard work in seeking to raise funds to meet our requirements.

The donations we have received in 2002-2003 have been tremendously encouraging. The generosity of our supporters has risen and almost met our increasing outgoings. However, the cost of undertaking this ministry is continuing to rise, and we will need to work and pray even more enthusiastically over the coming year to continue to meet our commitments.

Salary Commitments

This year we appointed Nick Wood as part-time Coffee Shop Manager for a six-month period. The gifts again increased, and largely covered this new cost. However, the appointment of James Preston as a full-time Coffee Shop Manager stretches our funds even more thinly, and we will need to do more work to cover this additional expense.

The cost of Andy Luxford's salary is partly being offset by contributions from Andrew House in respect of the Lifeskills training service Andy has been providing one day each week since April 2003. These contributions will appear in the 2003-2004 accounts.

Other Details

In April 2003 we implemented a new accounting system. We had been relying on a combination of Excel spreadsheets, which provided accurate totals but very little by way of reporting or analysis. The new package, VT Accounts, provides much more useful management reports. It is also the software used by our Accountant, which should make the end of year returns much easier in the future.

Another major milestone is that during 2002-2003 we finished paying the bank loan on our current property.