

Registered number  
2214814

Charity number  
298528

Crisis Centre Limited

trading as

*Crisis Centre  
Ministries*

Report and Accounts  
31 March 2008

Richardson Whitby Smith Ltd  
Chartered Accountants



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# Company Information

## Members of Council of Management

Graham Donald (Chair)

David Wiles

Linda Dyson

Stephen Brown

Julie Summers

Gerry Summers

Alan Patterson

Andrew Street

Jemma Mack

## Secretary

Richard Hill

## General Manager

Paul Hazelden

## Chartered accountants

Richardson Whitby Smith Ltd, 53 High Street, Keynsham, Bristol, BS31 1DS

## Bankers

HSBC plc, 49 Corn Street, Bristol, BS99 7PP

## 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

## Introduction

This is my second year as Chair of Trustees – and it has been just as exciting as the first. If I was writing this report as chairman of a private company I would be heralding “yet another successful year”. But, as a Christian, I want to give thanks to a great God who continues to lead us on and has taught me many a lesson through those who, like me, seek to follow Him.

## New staff

The most significant development over the past year has been the employment of two new members of staff: one to an existing post, and one to a completely new one.

Alan Goddard joined us as the new Coffee Shop Manager in May 2007, and Lisa Mannion became our first Assistant Coffee Shop Manager in March 2008. It is very helpful to have two members of staff based in the coffee shop. For the first time, we are able to provide cover during holidays, and we can now provide much better support to both the male and female volunteers. Between them, Alan and Lisa have helped dozens of folk off the street, as well as driving forward the work of the coffee shop.

## New Developments

Our previous Coffee Shop Manager, James Preston, had wanted to set up a Life Recovery Group, but it was actually started in June 2007 by Alan. Since then, he and Lisa have been running it, and many people from many different background have been helped by it. The group meets weekly throughout the year (no Summer break), and aims to support and encourage folk recovering from addictions of all kinds – on a firmly Christian basis.

In January, we had an adventure holiday at an activity centre in Dartmoor for LITE course students – the first time we have been able to fund one for several years. As always, the people who went away came back changed, refreshed and encouraged, with more confidence to try new things and new skills to offer.

## Thanks

Last year, I said that we had wonderful staff and volunteers at CCM. And they are still wonderful! Without them, our clients would not get fed, encouraged, supported, taught skills, prayed for or helped into rehab. This year has seen a vast increase in the opening hours of the Wild Goose and the number of meals served there – but still from the same small kitchen. So a sincere thank you to all who have helped in the coffee shop – not forgetting those who contribute to the LITE course, help run the office, pray for us, give us IT support, provide cakes, or help in many other practical ways.

I would also like to express our deep gratitude to the churches, businesses, individuals and grant-making trusts that have supported us financially. We really are grateful to all of you because our financial position is much less precarious than in the

past, and we spend far less time trying to decide which of the various vital and urgent needs should have the greatest priority – although, of course, we continue to keep a close eye on value for money. I firmly believe that our sounder finances are largely due to a lot of prayer – so please keep on praying, as well as giving.

### The future

Last year, I felt that God was leading us to a move of premises, but in the same geographical area. There have recently been some encouraging developments in this respect, and I hope to be able to report on these at our AGM in October.

*Graham Donald*

Chair of Trustees

# General Manager's Report

## Working to Help People

For the first time in many years, the coffee shop is open every day from Monday to Friday, both daytime and evenings. This consistency is vitally important, especially when the folk being served have difficulty remembering what day of the week it is. This consistency, along with the regular quality food donations from FareShare, has increased the number of people using the coffee shop. From April to December 2007, we were feeding roughly 220 people a day, five days a week; from January 2008 onwards, we have been feeding at least 300 people on an average day – over 1,500 meals served per week.

We have records of helping 87 people off the street during the year. Given the state of our record keeping system, the actual number is likely to be significantly higher. These people were helped into detox programmes, rehabilitation, supported housing and Christian communities. We continue to support these people through their treatment, so we are able to help with the vital transition as they move from treatment into the next stage towards interdependent living.

## Working to Shape Policies

We have continued to work alongside the other members of the BCAN Homeless Forum both to serve the homeless people of Bristol, and also to respond to various consultations by both local and central government.

It is vital that those who are engaged in helping vulnerable people should influence the policies aimed at helping them: the weak, the poor and the vulnerable cannot effectively speak out for themselves, and they are the least able to cope when the policies intended to help them are badly designed or implemented.

For example: targeting resources to ensure that help goes to those most in need of it makes perfect sense. But limiting help to only the most needy does not. If no help is available to those who only need a little help (those not in 'priority need' as the jargon goes), then their situation is likely to deteriorate rapidly. If people are not helped within the first two weeks of becoming homeless, they are likely to develop drug and alcohol addiction, with all the corresponding harm that this does to their physical and mental health.

A policy of helping only the most needy means that the folk who are not needy enough have to get much worse before they can be helped. This is not only wrong, it makes no sense from a social or an economic perspective either.

## Working Strategically

We work to help the poorest and most vulnerable people in our society, and we are constantly looking to find the most effective means possible of doing this. We aim to do the very best we can with all the resources at our disposal, and we also aim at all times to do the very best we can for each individual. In other words, we want to be both efficient and effective.

It is comparatively easy to measure and improve efficiency: you simply do the work as cheaply and as quickly as possible. It's part of the territory when working for a small charity.

It is comparatively hard to measure effectiveness, and some of the ways to increase effectiveness can seem counter-intuitive. But every detail of our strategy – the means by which we seek to achieve our goals – is intended to help us be as effective as possible. Within the sphere in which we operate, we want to be the most effective organisation in Bristol.

We are there for people, offering ourselves and offering friendship. Real change is usually a by-product of a genuine and loving relationship. You may listen to good advice from a stranger, but real change is always difficult, and we are much more likely to listen and respond to the words spoken by someone who we know loves us and wants the very best for us. Genuine love can be trusted, and does not build dependency.

We help those who really need it. We are always working with limited resources, and if time and money is spent on people who will not significantly benefit from it, then others who would benefit more will go without. We have to be realistic, which makes for hard choices sometimes.

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 for when the inevitable setbacks occur.

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.

We are entirely rooted in our Christian faith, which enables 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. We believe that God loves everyone, and do our best to live out that belief in practical ways.

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. They 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

## Trustees' Report

The Council of Management Members present their report and accounts for the year ended 31 March 2008.

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 2008 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 of the charity***

See company information on page 4.

### ***Objectives and Activities of the Charity***

A summary of the objects of the charity, 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 individuals, churches and other groups who are in contact with the same client group.

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

We work to help homeless and ex-homeless people: those who are vulnerable, excluded and alienated for whatever reason, those for whom the 'system' is not working. We help by providing services ourselves and by signposting people to the other services available to them.

However, our primary aim is not to provide services. 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 first and foremost aim is simply to be there for people when they need us, to be available: to build a relationship, to be a listening ear, to understand, and to care.

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 question is, for each individual, what do they want – and, right now, what are they able to cope with? We do not have a fixed, predetermined objective to be achieved.

Rather, we seek to be responsive to the needs, priorities and desires of our clients.

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. And we can love them and treat them with dignity and respect, whether or not they are wanting to change right now.

### **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 available to people whatever we can do to help, whatever they would like us to help with.

### **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 5-8.

### **Summary of main activities of the charity in relation to its 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.

### **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: 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 how many meals we have served, we cannot tell 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; and circumstances change, often very rapidly, for our clients, so any agreed goal may easily become irrelevant or even counter-productive.

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 updated application form to enable us to undertake the shortlisting process without knowing the personal details of the candidates. We are confident that the revised procedure enables us to avoid any suspicion of bias against disabled people or members of other 'equalities' groups.

### **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 form 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.

## **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 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 referral form.

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.

New and potential trustees are also invited to meet the General Manager, 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 bi-monthly 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 comprised of the honorary officers. The subgroups are serviced by the 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, SAVAGE, the Care Forum, ACTS, Business Action on Homelessness, 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, Caring at Christmas, Aspire, Emmaus Bristol, the Bristol Methodist Centre, the Bristol Soup Run Trust, various churches, different departments of the council, Saint Pauls Unlimited and the PCT.

## 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. It 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 equal to approximately 3 months of income, to provide bridging finance in the event that funding sources become inadequate. **Restricted funds**, if any, are spent in line with the donors wishes, as soon as possible.

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 board of trustees 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 currently stand at £43,737 which represents approximately the level of 3 months of income it is policy to retain. The trustees' long term plan is to maintain this level by balancing the level of income with the overall cost of the services provided.

## 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 17 to 24. 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 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.

## 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.

## ***Trustees and their interests***

### Serving Trustees

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

Graham Donald (Chair)  
Ann Banks (retired 8/10/2007)  
David Wiles  
Linda Dyson  
Stephen Brown  
Julie Summers  
Gerry Summers  
Alan Patterson (appointed 8/10/2007)  
Andrew Street (appointed 8/10/2007)  
Jemma Mack (appointed 8/10/2007)

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 company.

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 financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business;
- 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 financial statements comply with the Companies Act 1985. 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

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 relating to small companies.

This report was approved by the board on 13 October 2008.

Signed: .....

*Richard Hill*  
Company Secretary

## 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 2008, set out on pages 17 to 24, 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 August 2008

# Statement of Financial Activities

for the year ended 31 March 2008

	Notes	Unrestricted	Restricted	2008	2007
		£	£	Total	Total
				£	£
<b><i>Incoming resources</i></b>	3				
<b>- From generated funds</b>					
<i>Voluntary income</i>					
Donations and legacies		124,405	-	124,405	133,981
Grants		-	9,863	9,863	4,000
Interest receivable		586	-	586	159
<b>- From charitable activities</b>					
Sales: shop		1,112	-	1,112	1,767
Training income		143	-	143	60
Counselling fees		80	-	80	143
Fundraising events		1,517	-	1,517	881
<b>Total incoming resources</b>		<b>127,843</b>	<b>9,863</b>	<b>137,706</b>	<b>140,991</b>
<b><i>Resources expended</i></b>	4				
Cost of fundraising		1,764	-	1,764	1,542
<b>- Charitable expenditure</b>					
Charitable activities		115,130	13,432	128,562	116,681
Governance		1,700	-	1,700	1,478
<b>Total resources expended</b>		<b>118,594</b>	<b>13,432</b>	<b>132,026</b>	<b>119,701</b>
Net income for the year		9,249	(3,569)	5,680	21,290
Net movements in funds		9,249	(3,569)	5,680	21,290
Total funds brought forwards		51,939	9,271	61,210	39,920
<b>Total funds carried forwards</b>		<b>61,188</b>	<b>5,702</b>	<b>66,890</b>	<b>61,210</b>
<b><i>Analysis of net assets between funds</i></b>					
Tangible fixed assets		39,024	3,175	42,199	42,093
Investments		-	-	-	10
Cash at bank and in hand		24,218	2,527	26,745	24,897
Other current assets / (liabilities)		138	-	138	(1,846)
Long term liabilities		(2,191)	-	(2,191)	(3,944)
Total funds carried forwards		61,188	5,702	66,891	61,210

# Balance Sheet

as at 31 March 2008

	Notes	2008 £	2007 £
Fixed assets			
Tangible assets	6	42,199	42,093
Investments	7	-	10
		<u>42,199</u>	<u>42,103</u>
Current assets			
Stocks		80	80
Debtors	8	4,340	1,721
Cash at bank and in hand		<u>26,745</u>	<u>24,897</u>
		31,165	26,698
Creditors: amounts falling due within one year	9	(4,282)	(3,647)
<b>Net current assets</b>		<b>26,883</b>	<b>23,051</b>
Total assets less current liabilities		69,082	65,154
Creditors: amounts falling due after more than one year	10	(2,191)	(3,944)
Net assets		66,891	61,210
Capital and reserves			
Restricted funds	5	5,702	9,271
Unrestricted funds:			
Revaluation reserve	11	12,003	12,371
Capital reserve		5,449	5,449
General fund	12	43,737	34,119
<b>Total funds</b>		<b>66,891</b>	<b>61,210</b>

The Council of Management Members are satisfied that the company is entitled to exemption under Section 249A(1) of the Companies Act 1985 and that no Member or Members have requested an audit pursuant to section 249B(2) of the Act.

The Council of Management Members acknowledge their responsibilities for:

- (i) ensuring that the company keeps proper accounting records which comply with Section 221 of the Companies Act 1985; and
- (ii) preparing accounts which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its income and expenditure for the financial year in accordance with the requirements of Section 226 of the Companies Act 1985, and which otherwise comply with the requirements of this act relating to accounts, so far as applicable to the company.

The accounts have been prepared in accordance with the special provisions of Part VII of the Companies Act 1985.

Signed: .....

*Graham Donald*

Council of Management Chair

Approved by the Council of Management on 13 October 2008.

# Notes to the Accounts

for the year ended 31 March 2008

## 1. Accounting policies

### *Basis of preparation of the accounts*

The accounts have been prepared in accordance with all applicable accounting standards, as modified by the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales (effective April 2005) (the SORP). The accounts have been drawn up in accordance with the provisions of the Charities Act and the Companies Act.

Advantage has been taken of paragraph 3(3) of Schedule 4 of the Companies Act 1985 to allow the format of the financial statements to be adapted to reflect the special nature of the company's operation.

The company has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement.

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 freehold land and buildings.

The charity is entirely dependent on continuing donations and grant aid and as a consequence the going concern basis is also dependent on the continuing income from these sources.

### *Incoming resources*

Incoming resources are accounted for on a receivable basis.

### *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

These costs are analysed on page 22.

### *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 equal to approximately 3 months of income.

### ***Turnover***

Turnover represents the value of sales from the shop.

### ***Taxation***

As a registered charity, the company is exempt from income and corporation tax to the extent that its income and gains are applicable to charitable purposes only. Value Added Tax is not recoverable by the company, and is therefore included in the relevant costs in the Statement of Financial Activities

### ***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

	2008 No.	2007 No.	2008 £	2007 £
This is stated after charging:				
Depreciation of owned fixed assets			3,574	2,434
Depreciation of assets held under finance leases			1,376	1,376
Indemnity insurance for Council Members and employees			-	-
Council Members':				
- wages, salaries, benefits			-	-
- expenses payments	-	1	-	15
Employees' remuneration:				
- wages and salaries	5	5	89,902	81,534
- employer's National Insurance			8,186	7,616
- pension costs			2,299	1,904

## 3. Incoming resources statement

	Unrestricted £	Restricted £	2008 Total £	2007 £
<b>Gifts</b>				
Donations and legacies	124,405	-	124,405	133,981
Grants and donations for Life Skills training	- 9,863	9,863	1,000	
Grants and donations for Coffee Shop	-	-	3,000	
<b>Charitable activities</b>				
Sales: shop	1,112	-	1,112	1,767
Training income	143	-	143	60
Counselling fees	80	-	80	143
Fundraising events	1,517	-	1,517	881
Investment income				
Interest receivable	586	-	586	159
<b>Total incoming resources</b>	<b>127,843</b>	<b>9,863</b>	<b>137,706</b>	<b>140,991</b>

#### 4. Resources expended statement

	Charitable activities			Governance	2008	2007
	Shop	Training & counselling	and fund raising		Total	
	£	£	£		£	£
<b>Costs directly allocated to activities</b>						
<b>Cost of generating voluntary income</b>						
Printing leaflets etc.	-	-	590		590	761
Postage	-	-	688		688	528
Fundraising and publicity	-	-	486		486	253
<b>Cost of charitable activities</b>						
Salaries (including employer's NI)	17,867	34,654	-		52,521	50,450
Training and subscriptions	-	2,854	-		2,854	1,256
Individual clients' support	-	2,884	-		2,884	-
Shop purchases	3,876	-	-		3,876	3,748
<b>Support costs allocated to activities</b>						
<b>Human resources</b>						
Salaries (including employer's NI)	23,532	22,761	1,573		47,866	42,508
Travel and subsistence	716	478	-		1,194	306
<b>Finance</b>						
Bank charges	30	20	-		50	58
Accountancy fees	237	158	-		395	384
<b>Management</b>						
Insurance	1,592	1,062	-		2,654	4,450
Depreciation	2,970	1,980	-		4,950	3,810
Repairs and maintenance	2,098	1,398	-		3,496	3,514
Telephone	667	445	-		1,112	1,366
Stationery and consumables	401	267	-		668	754
Sundry expenses	-	-	11		11	(188)
Equipment expensed	1,120	746	-		1,866	1,923
Rates and water	359	240	-		599	832
Light and heat	1,477	985	-		2,462	2,330
Postage	413	275	-		688	528
Trustee expenses	-	-	-		-	15
Other legal and professional	-	-	116		116	115
<b>Total resources expended</b>	<b>57,355</b>	<b>71,207</b>	<b>3,464</b>		<b>132,026</b>	<b>119,701</b>
Of which:				Restricted	13,432	7,854
				Unrestricted	118,594	111,847

Bases of allocation

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

#### 5. Movements on restricted funds

	2008				2007
	Balance	Incoming resources	Resources expended	Transfers	Balance
	£	£	£	£	£
<b>Restricted funds</b>					
Coffee shop	352	-	(7,793)	-	8,145
Training: Lite courses	5,350	9,863	(5,639)	-	1,126
Total restricted funds	5,702	9,863	(13,432)	-	9,271
<b>Total unrestricted funds</b>	61,189	127,843	(118,594)	-	51,939
<b>Total funds</b>	<b>66,891</b>	<b>137,706</b>	<b>(132,026)</b>	-	<b>61,210</b>
		Note 3	Note 4		

## 6 Tangible fixed assets

	Land and buildings £	Office equipment £	Kitchen equipment £	Total £
<b><i>Cost or valuation</i></b>				
At 1 April 2007	45,000	9,814	7,995	62,809
Additions	-	4,234	822	5,056
At 31 March 2008	45,000	14,048	8,817	67,865
<b><i>Depreciation</i></b>				
At 1 April 2007	13,500	4,417	2,799	20,716
Charge for the year	900	3,168	882	4,950
At 31 March 2008	14,400	7,585	3,681	25,666
<b><i>Net book value</i></b>				
At 31 March 2008	30,600	6,463	5,136	42,199
At 31 March 2007	31,500	5,397	5,196	42,093

### ***Freehold land and buildings***

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

	2008 £	2007 £
Historical cost	27,109	27,109
Cumulative depreciation based on historical cost	10,840	10,298

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

<b><i>Plant and machinery included above held under finance leases</i></b>	2008 £	2007 £
Net book value	2,752	4,127

## 7. Investments

	Investments in subsidiary undertakings £
Cost of shares in Crisis Centre (Creation Enterprises) Limited at 1 April 2007	10
Disposal - the company is being struck off	(10)
At 31 March 2008	-

The company held 20% or more of the share capital of the following companies:

Company	Country of registration or incorporation	Shares held Class	%
Crisis Centre (Creation Enterprises) Limited	England and Wales	Ordinary	100

(Group accounts were not prepared as the company was dormant and immaterial, and is now being struck off)

## 8. Debtors

	2008 £	2007 £
Other debtors and payments in advance	4,340	1,721

## 9. Creditors: amounts falling due within one year

	2008	2007
	£	£
Obligations under finance lease and hire purchase contracts	1,753	1,753
Other creditors	2,529	1,894
	4,282	3,647

## 10. Creditors: amounts falling due after one year

	2008	2007
	£	£
Obligations under finance lease and hire purchase contracts	2,191	3,944

## 11. Revaluation reserve

		2008	2007
	Notes	£	£
At 1 April 2007		12,371	12,739
Transfer to general fund	12	(368)	(368)
At 31 March 2008		12,003	12,371

## 12. General fund

		2008	2007
	Notes	£	£
At 1 April 2007		34,119	16,607
Retained surplus		9,250	17,144
Transfer from revaluation reserve	11	368	368
At 31 March 2008		43,737	34,119

## 13. Contingent liabilities

There were no unprovided capital, or revenue commitments.

## 14. Taxation

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

## 15. Guarantors, controlling party

The company is limited by guarantee. The current and recent past members are listed on page 14, their individual liability is limited to £10 in the event of the winding-up of the company. 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.