

Registered number  
2214814

Charity number  
298528

Crisis Centre Limited

trading as

*Crisis Centre  
Ministries*

Report and Accounts  
31 March 2009

Richardson Whitby Smith Ltd  
Chartered Accountants



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# Company Information

## Members of Council of Management

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

## Secretary

Richard Hill

## General Manager

Paul Hazelden

## Chartered accountants

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

## Bankers

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

## Solicitors

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

## Registered office

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

## Registered company number

2214814

## Registered charity number

298528

# Chair of Trustees Report

## Introduction

This is my third report as Chair of Trustees and, though it covers the year ending 31 March 2009, I am of course writing it later in the year. Some of the events covered in this Annual Report & Accounts seem a long time ago now but, as ever, I look back with thankfulness to what God has been doing for us, with us and, sometimes, despite us – and look forward with confidence to what He will do in the future.

Soon after I became a trustee, someone teased me that the Crisis Centre was aptly named: there was always a crisis of some kind. Often that crisis seemed to be financial – we would be short of money at the end of the month, not to mention at the beginning and the middle. More recently, we have been blessed with a little more in the bank, attributable to much prayer and many grant applications!

We continue to be, under God, a traditional charity – our ministry is directed by the trustees, undertaken by the staff and volunteers and resourced by churches, individuals and grant-giving trusts. We are not contractors of the Government or the local authority. For us, homelessness and the associated problems are a spiritual issue, not just a practical one.

I make no apology for starting with money, for discussing, thinking and praying about both money and buildings have characterised much of the last months and will certainly be in our minds for the future too. Much time and effort has been spent in a search for new premises – especially to accommodate our coffee shop – and we have visited a number of places, investigated the planning position and organised surveys. At the time of writing, we seem to have found somewhere suitable at last.

## Staff changes

The biggest change here was the retirement of Trudie Lane in the Autumn of 2008. Trudie had been at the centre of our ministry since its beginnings in the 1980's, and was a living reminder of our original vision. I hope she is enjoying a well-deserved rest, though I somehow doubt that this will last for long. I trust that others, as we did, will benefit from her hard work, sharp mind and wise advice.

Early in 2009, Claire Collins, our office manager, also moved on. Claire did a wonderful job of organising our office. But she did much more than that: she organised Christmas parties and AGMs; thought up and arranged our first ever LITE Bite; and was a huge support to our female clients, especially after Trudie retired.

## Thanks

Once again, a big thank you to everyone who has helped us with our ministry – with the LITE Course, in the coffee shop, in the office or with professional skills. In many cases, this has been over many years; in others, you have only just begun. The ministry could not continue without its wonderful staff and equally wonderful volunteers. I hope and pray you find working with us a real blessing, as I do myself.

Thank you to those who have provided food, clothing, household items and

money. Given the current economic climate and the likelihood of a new building to purchase, renovate and run, your support will be needed even more in the future. Lastly, thanks for my fellow trustees – not just for putting up with me, but also for your time, practical contributions and prayers: being a trustee is a much tougher job than it used to be and you have all risen to the challenge.

Every blessing

*Graham Donald*

Chair of Trustees

# General Manager's Report

## Working to Help People

We have reached a point of comparative stability: for nearly two years, the coffee shop has been normally open every day from Monday to Friday, both daytime and evenings. Over the past year, there has only been one session when we could not open due to a lack of volunteers. This is a tremendous achievement, and testifies to the hard work, consistency and dedication of the volunteers and staff who make this possible.

We have continued to benefit from FareShare's food donations: while they have reduced somewhat over the past few months, they continue to provide a quality and variety of food which would probably be impossible to achieve in any other way.

The number of people being fed in the coffee shop has remained fairly consistent: we have records of some 70,000 meals being served over the year. Of course, this is on top of an unknown number of meals we failed to record. We also have records of 596 food parcels being distributed.

Over the year, we referred 339 people to the Assertive Outreach Team, who are a gateway to a variety of services, including the Night Centre. 19 more people were referred to Social Services out of hours, and 14 to the Compass Centre. We helped 124 people to access some form of emergency accommodation, paying for some of them to stay somewhere overnight while longer term solutions were found. We placed 109 people in dry houses, helped 9 people go through a home detox and supported a further 29 through a residential detox. We referred 41 people to a residential rehabilitation programme.

Over the year, 14 LITE Course students gained certificates for at least one module: 2 progressed to further training, and 8 found paid or voluntary work. A wide variety of other practical help is provided. This includes 235 hospital visits, clothing supplied to 703 people, and furniture supplied and delivered to 483 people.

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

## 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. Our views on the Government's welfare reform consultation ('No one written off') were included in the Council's official response from Bristol, and helped shape some of the policies the Government is now backing.

We believe 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 when people apply this in a simplistic way, it often creates a perverse disincentive: if no help is available to those who only need a little assistance (those not in 'priority need' as the jargon goes), then their situation is likely to deteriorate rapidly. We know that when people are not helped within the first two weeks of becoming homeless (when their needs are generally not too serious), they are likely to develop drug and alcohol addiction, with all the corresponding harm that this does to their physical and mental health, and they become much harder to help.

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. Not only is this wrong, but it makes no sense from a social or an economic perspective.

We have regular meetings with a range of people and organisations who help to shape policies in Bristol and beyond. In one rare three-day period, we met with Stephen Williams MP to discuss two issues (the lack of provision for treating alcoholics in Bristol, and the counter-productive policy of sending Bristol people to residential drug rehabilitation in the Bristol area); we met the Under-Secretary of State for Defence to discuss the problems of working with ex-servicemen; we helped organise a seminar with the Bishop of Bristol, Mike Hill, about releasing more Christians into an effective ministry; and we contributed to the planning of Bristol's response to 'EY 2010' – the European Year for combating poverty and social exclusion. We have subsequently continued the discussion of policy towards alcoholics and drug addicts with some officials from the Safer Bristol Partnership.

## Working Strategically

We work to help the poorest and most vulnerable people in our society, and we are constantly looking to find the best 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. Putting it bluntly, no member of staff is likely to waste money, since we all know that if there is not enough money in the bank, we do not get paid at the end of the month.

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 rarely refuse to help anyone, but we do have to prioritise the amount of time we can spend (and it is usually a question of time, rather than money) helping each individual. We have to be realistic, which makes for hard choices sometimes.

### Working Long Term

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. With help, a lapse does not always have to mean a complete relapse.

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

### Working as Christians

Our Christian faith is important, in several different ways. Firstly, it motivates us and our supporters, which increases the number of people involved and the amount of finance available for this vital work. And, secondly, it shapes the work and the way we do it: putting people before performance targets, and making relationship-building a priority are two examples of this.

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

### Working Through Volunteers

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

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

*Paul Hazelden*

General Manager

## Trustees' Report

The Council of Management Members present their report and accounts for the year ended 31 March 2009.

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 2009 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 have been reviewed, and with the approval of the Charity Commission, our 'Objects' clause now reads as follows.

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

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

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

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

We work to help 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? What are their desires, and what are their priorities? 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.

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

### **An explanation of the charity's strategies for achieving its stated objectives**

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

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

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

The holistic approach is applied consistently: we do not force food on those who

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

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

See the reports by the Chair of Trustees and the General Manager on pages 5-9.

### **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: at the outset, we do not ask for a name; later, we may not be given a name, we may be given a street name, or one that is made up on the spot. Consequently, while we can tell (in theory, at least) how many meals we have served, we have no way of telling how many different people have been fed over the year.

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

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

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

### **Employment of disabled persons**

We do not currently employ any disabled people. We appointed two new members of staff this year, using our updated application form to enable us to undertake the shortlisting process without knowing the personal details of the candidates. This procedure is published on our web site, and open to public scrutiny. We are confident

that the procedure enables us to 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 every two months as a full board. It has established sub groups which discuss the activities of the charity in terms of finance, theology, premises and staffing. There is also a standing committee which comprises the honorary officers. The subgroups are serviced by the 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 between 3 and 6 months of income, to provide bridging finance in the event that funding sources become inadequate. Restricted funds, if any, are spent in line with the donor's 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 £54,909 which represents approximately 4.2 months of income, and which is within the 3-6 months it is our 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 19 to 26. 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)

David Wiles (retired 13/10/2008)

Linda Dyson

Stephen Brown

Julie Summers (retired 13/10/2008)

Gerry Summers (retired 13/10/2008)

Alan Patterson

Andrew Street

Jemma Mack (retired 13/10/2008)

Simon Bale (appointed 13/10/2008)

Martin Horton (appointed 13/10/2008)

Lucy Nagel (appointed 13/10/2008)

Jim Newton-Smith (appointed 13/10/2008)

Stephen White (appointed 13/10/2008)

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 12 October 2009.

Signed: .....

*Richard Hill*  
Company Secretary

# Independent Examiner's Report

I report on the accounts of the charity for the year ended 31 March 2009, which are set out on pages 19 to 26.

## *Respective responsibilities of Trustees and Examiner*

The charity's trustees are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under Part 7 of the Companies Act 1985 and that an independent examination is needed.

It is my responsibility:

- to examine the accounts (under section 43(3)(a) of the Charities Act 1993);
- to follow the procedures laid down in the General Directions given by the Charity Commissioners (under section 43(7)(b) of the 1993 Act); and
- to state whether particular matters have come to my attention.

## *Basis of Independent Examiners' report*

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, I do not express an audit opinion on the view given by the accounts.

## *Independent Examiners' statement*

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:
  - (a) to keep accounting records in accordance with s221 of the Companies Act 1985; and
  - (b) to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Companies Act 1985 and the Statement of Recommended Practice: Accounting and Reporting by Charities (revised 2005) have not been met; or
- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

**Scott Whitby-Smith FCA**

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

12 October 2009

# Statement of financial activities

and income and expenditure account for the year ended 31 March 2009

	Notes	<i>Unrestricted</i> £	<i>Restricted</i> £	<b>2009</b> <i>Total</i> £	<b>2008</b> <i>Total</i> £
<b>Incoming resources</b>	3				
<b>- from generated funds</b>					
<i>Voluntary income</i>				-	-
Grants and donations		126,098	28,309	154,407	134,268
Interest receivable		578	-	578	586
<b>- from charitable activities</b>					
Shop sales		60	-	60	1,112
Training income		218	-	218	143
Sundry income		163	-	163	80
Fundraising events		261	-	261	1,517
<b>Total incoming resources</b>		<u>127,378</u>	<u>28,309</u>	<u>155,687</u>	<u>137,706</u>
<b>Resources expended</b>	4				
Cost of fundraising		1,494	-	1,494	1,764
<i>Charitable expenditure</i>					
Charitable activities		113,475	26,782	140,257	128,562
Governance		1,608	-	1,608	1,700
<b>Total resources expended</b>		<u>116,577</u>	<u>26,782</u>	<u>143,359</u>	<u>132,026</u>
Net income for the year		10,801	1,527	12,328	5,680
Net movements in funds		10,801	1,527	12,328	5,680
Total funds brought forwards		61,188	5,702	66,890	61,210
<b>Total funds carried forwards</b>		<u>71,989</u>	<u>7,229</u>	<u>79,218</u>	<u>66,890</u>
<b>Analysis of net assets between funds</b>					
Tangible fixed assets		45,700	2,835	48,535	42,199
Cash at bank and in hand		37,639	4,394	42,033	26,745
Other current assets / (liabilities)		(7,801)	-	(7,801)	138
Long term liabilities		(3,547)	-	(3,547)	(2,191)
<b>Total funds carried forwards</b>		<u>71,989</u>	<u>7,229</u>	<u>79,220</u>	<u>66,891</u>

# Balance sheet

as at 31 March 2009

	Notes	2009 £	2008 £
<b>Fixed assets</b>			
Tangible assets	6	48,535	42,199
<b>Current assets</b>			
Stocks		80	80
Debtors	7	1,514	4,340
Cash at bank and in hand		<u>42,033</u>	<u>26,745</u>
		43,627	31,165
Creditors: amounts falling due within one year	8	<u>(9,395)</u>	<u>(4,282)</u>
<b>Net current assets</b>		34,232	26,883
Total assets less current liabilities		82,767	69,082
Creditors: amounts falling due after more than one year	9	(3,547)	(2,191)
<b>Net assets</b>		<u>79,220</u>	<u>66,891</u>
<b>Capital and reserves</b>			
Restricted funds	5	7,229	5,702
Unrestricted funds:			
Revaluation reserve	10	11,635	12,003
Capital reserve		5,449	5,449
General fund	11	54,907	43,737
<b>Total funds</b>		<u>79,220</u>	<u>66,891</u>

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*

Chair of Trustees

Approved by the Council of Management on 12 October 2009

# Notes to the accounts

for the year ended 31 March 2009

## 1 Accounting policies

### ***Basis of preparation of the accounts***

The accounts have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (FRSSE), effective January 2007, as modified by the Statement of Recommended Practice for Accounting and Reporting issued by the Charity Commissioners for England & Wales, effective April 2005. The accounts have been drawn up in accordance with the provisions of the Charities Act and the Companies Act.

The company has taken advantage of the exemption in Financial Reporting Standard No 1 from the requirement to produce a cash flow statement, and of 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 charity is dependent on continuing gifts grants and donations and as a consequence the going concern basis is dependent on continuing income from this source in the long term.

The particular accounting policies adopted are set out below.

### ***Accounting convention***

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

### ***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 in note 4.

### ***Fund structure policy***

The charity maintains a general unrestricted fund which represents funds which are

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

### ***Reserves policy***

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

### ***Turnover***

Turnover represents the value of sales from the Coffee Shop.

### ***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**

	<b>2009</b>	<b>2008</b>	<b>2009</b>	<b>2008</b>
	<b>No</b>	<b>No</b>	<b>£</b>	<b>£</b>
<b>This is stated after charging:</b>				
Depreciation of owned fixed assets			3,645	3,574
Depreciation of assets held under finance leases			1,569	1,376
Indemnity insurance for Council Members and employees			-	-

**Council Members':**

- wages, salaries, benefits			-	-
- expenses payments			-	-

**Employees' remuneration:**

- wages and salaries	6	5	97,371	87,603
- employer's National Insurance			8,968	8,186
- pension costs			4,418	2,299
Independent Examination fees			-	-
Independent Examiner's fees for other services - payroll			404	395

**3 Incoming resources statement**

	<i>Unrestricted</i>	<i>Restricted</i>	<b>2009</b>	<b>2008</b>
	<i>£</i>	<i>£</i>	<i>Total</i>	<i>£</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
<b>Gifts</b>				
Grants and donations for General Purposes	126,098	11,500	137,598	124,405
Grants and donations for Life Skills training	-	2,509	2,509	9,863
Grants and donations for Coffee Shop	-	14,300	14,300	-
<b>Charitable activities</b>				
Shop Sales	60	-	60	1,112
Training income	218	-	218	143
Sundry income	163	-	163	80
Fundraising events	261	-	261	1,517
<b>Investment income</b>				
Interest receivable	578	-	578	586
Total incoming resources	<u>127,378</u>	<u>28,309</u>	<u>155,687</u>	<u>137,706</u>

**4 Resources expended statement**

	<i>Charitable Activities</i>			<i>Governance</i>	<b>2009</b>	<b>2008</b>
	<i>Coffee Shop</i>	<i>Training &amp; counselling</i>	<i>and fund raising</i>	<i>Total</i>	<i>£</i>	<i>£</i>
	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
<b>Costs directly allocated to activities</b>						
<b>Cost of generating voluntary income:</b>						
Postage	-	-	759	759	688	
Printing & stationery	-	-	720	720	590	
Fundraising and publicity	-	-	15	15	486	
<b>Charitable activities:</b>						
Salaries (including employer's NI)	31,116	30,804	-	61,920	52,521	
Printing & stationery	-	87	-	87	-	
Training and subscriptions	-	1,299	-	1,299	2,854	
Individual clients' support	-	594	-	594	2,884	
Consumables	611	218	-	829	-	
Shop purchases	3,902	-	-	3,902	3,876	
Support costs allocated to activities						
<b>Human resources</b>						
Salaries (including employer's NI)	23,997	23,323	1,517	48,837	47,866	
Travel and subsistence	722	482	-	1,204	1,194	
<b>Finance</b>						

Bank charges	-	-	-	-	50
Accountancy fees	344	230	-	574	395
<b>Management</b>					
Insurance	1,240	827	-	2,067	2,654
Depreciation	3,128	2,086	-	5,214	4,950
Repairs and maintenance	556	371	-	927	2,366
Telephone	1,099	733	-	1,832	1,112
Printing & stationery	432	288	-	720	668
Sundry expenses	385	256	55	696	11
Equipment expensed	694	463	-	1,157	1,866
Contract services	3,997	2,665	-	6,662	4,191
Postage	455	304	-	759	688
Loss on sale of fixed assets	1,169	780	-	1,949	-
Other legal and professional	600	-	36	636	116
Total resources expended	<u>74,447</u>	<u>65,810</u>	<u>3,102</u>	<u>143,359</u>	<u>132,026</u>
Of which:			<i>Restricted</i>	26,782	13,432
			<i>Unrestricted</i>	116,577	118,594

#### Bases of allocation

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

## 5 Movements on restricted funds

	<b>2009</b>				<b>2008</b>
	<i>Balance</i>	<i>Incoming resources</i>	<i>Resources expended</i>	<i>Transfers</i>	<i>Balance</i>
	£	£	£	£	£
Restricted funds:					
Coffee Shop	(339)	14,300	(14,991)	-	352
Training: LITE courses	5,859	2,509	(2,000)	-	5,350
General purposes	1,709	11,500	(9,791)	-	-
Total restricted funds	7,229	28,309	(26,782)	-	5,702
Total unrestricted funds	71,991	127,378	(116,577)	-	61,189
Total funds	<u>79,220</u>	<u>155,687</u>	<u>(143,359)</u>	-	<u>66,891</u>
		Note 3	Note 4		

## 6 Tangible fixed assets

	<b>Land and buildings</b>	<b>Office equipment</b>	<b>Kitchen equipment</b>	<b>Total</b>
	£	£	£	£
<b>Cost or valuation</b>				
At 1 April 2008	45,000	14,048	8,818	67,866
Additions	-	9,342	4,155	13,497
Disposals	-	(6,880)	-	(6,880)
At 31 March 2009	<u>45,000</u>	<u>16,510</u>	<u>12,973</u>	<u>74,483</u>
<b>Depreciation</b>				
At 1 April 2008	14,400	7,585	3,680	25,665
Charge for the year	900	3,017	1,297	5,214
On disposals	-	(4,931)	-	(4,931)
At 31 March 2009	<u>15,300</u>	<u>5,671</u>	<u>4,977</u>	<u>25,948</u>

<b>Net book value</b>				
At 31 March 2009	29,700	10,839	7,996	48,535
At 31 March 2008	<u>30,600</u>	<u>6,463</u>	<u>5,138</u>	<u>42,201</u>

**Freehold land and buildings:**

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

	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Historical cost	27,109	27,109
Cumulative depreciation based on historical cost	<u>11,382</u>	<u>10,840</u>

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

Plant and machinery included above held under finance leases:	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Net book value	8,426	2,752

**7 Debtors**

	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Other debtors and payments in advance	1,514	4,340

**8 Creditors: amounts falling due within one year**

	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Obligations under finance lease and hire purchase contracts	7,093	1,753
Other creditors	2,302	2,529
	<u>9,395</u>	<u>4,282</u>

**9 Creditors: amounts falling due after one year**

	<b>2009</b>	<b>2008</b>
	<b>£</b>	<b>£</b>
Obligations under finance lease and hire purchase contracts	3,547	2,191

**10 Revaluation reserve**

		<b>2009</b>	<b>2008</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>
At 1 April		12,003	12,371
Transfer to general fund	11	(368)	(368)
At 31 March		<u>11,635</u>	<u>12,003</u>

**11 General fund**

		<b>2009</b>	<b>2008</b>
	<b>Notes</b>	<b>£</b>	<b>£</b>
At 1 April		43,737	34,119
Retained surplus		10,802	9,250
Transfer from revaluation reserve	10	368	368
At 31 March		<u>54,907</u>	<u>43,737</u>

## **12 Contingent liabilities**

There were no unprovided capital, or revenue commitments.

## **13 Taxation**

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

## **14 Guarantors, controlling party**

The company is limited by guarantee. The current and recent past members are listed on page 16, 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.

## **15 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.