

Registered company number
2214814

Registered charity number
298528

Crisis Centre Limited

trading as

*Crisis Centre
Ministries*

Report and Accounts
31 March 2010

Richardson Whitby Smith Ltd
Chartered Accountants

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Charity Information

Members of Council of Management

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

Company 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

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298528

Chair of Trustees' Report

Premises

This has been my fourth year as Chair of Trustees and it has proved to be the most amazing yet. Last year, I wrote about our search for a new, more suitable building and that it seemed we had found somewhere suitable at last. That search went back years before I became a Trustee in 2002 and became increasingly urgent. Some days, we were preparing, cooking and serving 300 meals in a single, small shop unit, where fewer than a dozen people can sit down and eat.

Amazingly, despite these conditions, the food is usually pretty good but, even so, how many of us would relish eating a full cooked meal from a plastic tray standing in the street? That has been the reality for many of our clients in recent years. And the small number of people that can sit down to eat have felt that they can't stay inside, because of those milling around them in a queue for a meal. So our search for new premises needed to end in success.

Well, it did. We found a pub for sale in the right location. We had the money to survey it, and it was in reasonable condition. We checked the planning position: the way seemed clear. The churches in Easton were very welcoming – and continue to be so. The local community were happy too. The only problem was that we had nothing like the £180,000 needed to buy the place. Our friends at St Nicholas of Tolentino were planning to give us a share of a legacy they had received, but we had no other obvious sources of cash.

It was at this point that God took charge in the form of the Secret Millionaire TV programme. 'Our' millionaire (Dawn Gibbins) gave us £100k towards the purchase of the building, as well as support to other projects in Bristol and additional financial help to us. Another supporter contributed the balance. All this was without any active fund-raising on our part – truly God's work. Later, another of our regular supporters – a grant-giving trust – paid most of our legal costs.

So that is how we acquired our new building. And at the time of writing (September 2010) refurbishment work to turn it into the new Wild Goose is well-advanced.

Ministry

In the midst of all this uncertainty, our Ministry continued – recorded in more detail in the General Manager's section of this Report. That is, homeless folk and others in need were given meals and frequently clothes, personal items and household goods too. We were also able to supply furniture and food parcels and visit folk in hospital. We were able to help some people with access to accommodation, detox or rehab. Thanks to another grant-giving Trust we can afford to pay for a few people to stay in a B&B for a short while till something more permanent can be found.

As ever, the LITE course continues to be regularly provided twice each year – an opportunity for folk to brush up their skills and acquire new ones and, more important, to become more self-confident so they can compete in the jobs market,

seek further, more specific training and, generally, become more self-reliant. The change seen in some students over the life of the course is truly remarkable.

Thanks

Once again, I want to thank everyone who has helped us with our Ministry – with the LITE Course, in the coffee shop, in the office, with IT or by donating their professional skills. As I said last year, our ministry simply 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.

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

And thank you to my fellow trustees. I am so grateful for your insightful contributions – both at meetings and elsewhere, for your practical skills; for compensating for my own deficiencies without drawing attention to them; and for your prayerful support.

Keep praying, everyone, and we shall see more of what God will do!

Every blessing

Graham Donald

Chair of Trustees

General Manager's Report

Working in Public View

We have continued to maintain a good presence in the local press, with occasional mentions on the local TV news. But the most public aspect of this year was the 'Secret Millionaire' program which was broadcast in March 2010.

We had been approached by the production company the previous Summer. They told us they were filming a documentary on people volunteering in the recession, and wondered if they could come and do some filming in our coffee shop. We agreed without much thought: people come to film interviews with our staff, volunteers and clients on a fairly regular basis.

It became clear during the process of filming that the documentary was not actually their primary purpose, but we did not know what was going on until they revealed it. Dawn Gibbins (the 'millionaire') and the production team were deeply moved by what they encountered while they were with us, and our thanks go to all the volunteers who interacted with them during that week. I would like to especially thank the people at Voscur, who pointed the company in our direction; to Alan, whose article in the Bristol Evening Post convinced them to film here; and to Lisa, who gave so much time to helping Dawn and the production team.

For the record, Dawn gave a total of £130,000, which we believe to be a Secret Millionaire record. Of this, £100,000 was to go towards the new building, £20,000 was for a salary for a fund-raiser, £5,000 was to renovate the existing kitchen, and £5,000 was for one of the clients. The kitchen renovation actually cost nearly double this amount, and Alan achieved the near-impossible in getting the work done within four weeks, so that the shop kitchen was ready for when the team returned for a short follow-up. The money for the building was spent almost immediately, and at the end of the financial year plans were in place to employ a fund-raiser on a part-time basis for two years.

The Church Urban Fund have given us a donation for several years. They recently commissioned some research about the effectiveness of the work being carried out by the organisations they fund. We were one of the organisations interviewed as a part of this process, and the researchers were so impressed by what they saw that we were one of the few given a special profile in the final report.

Working for the Longer Term

The fund-raiser has now been employed, and Jonathan Swithinbank started working for us two days a week from September 2010. We have funding for two years, but fully expect to make the post permanent, and to convert it to a full time role as more regular income is generated.

The Secret Millionaire donation and a few other substantial donations enabled us to purchase the 'Queen Vic' pub at the bottom of Stapleton Road. Work is now well underway to renovate and convert the building, now called 'Carpenter House', and we anticipate moving the Wild Goose into the new building before Christmas 2010. Our

particular thanks go to Malcolm Bourne, who is working as our Project Manager on a voluntary basis; and also to Viv Summerill, the architect. They are both doing an amazing job, and contributing far more than we could possibly ask of them.

The other major project is a charity shop. During this financial year, we were negotiating with Alabaré to jointly open and run a charity shop in Clevedon. *Changing Lives in Clevedon* opened on 20 July 2010 and is proving to be a wonderful success. As well as some regular income, it provides a place where we can send donated goods, where we can obtain furniture to help our clients set up a home, and where some of our former clients can volunteer to gain valuable work experience in the retail environment.

We are discussing the possibility of a closer relationship with the Life Recovery Group: we can help with some of the administration and paperwork, and they do a brilliant job in helping to care for people like our former clients.

In January, the staff and partners went away for the weekend. We stayed at Rora House on the edge of Dartmoor, talked, prayed, ate and walked. It gave us a chance to consider some longer term questions without the pressure of everyday activities and pressing appointments. The whole event was very helpful, and we plan to do something similar on an annual basis.

Following an extensive recruitment process, Sian Morgan joined us as the new Office Manager, and Steve Smith joined us as the Volunteer Support Coordinator. Unfortunately, Sian has suffered several periods of ill health, which is why the office has often not been open as much as we would have liked. We apologise to those of you who have been unable to reach us during office hours, and when we have failed to return messages quickly enough.

Working to Help People

The coffee shop has continued to open every weekday, both daytime and evenings, most weeks. We also open for some time most Bank Holidays, when many other services for homeless people are closed. This is a tremendous achievement, and testifies to the hard work, consistency and dedication of the volunteers and staff who make this possible.

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

The number of people being fed in the coffee shop has increased slightly: we have records of some 80,000 meals (2009: 70,000) being served over the year. Of course, this is on top of an unknown number of meals we failed to record. We also have records of 480 food parcels (2009: 596) being distributed.

Over the year, we referred 540 people to the Assertive Outreach Team (2009: 339), who are a gateway to a variety of services (but, of course, no longer to the Night Centre, as it has now closed). 10 more people were referred to Social Services out of hours (2009: 19), and 10 to the Compass Centre (2009: 14). We helped 98 people to access some form of emergency accommodation (2009: 124), paying for some of

them to stay somewhere overnight while longer term solutions were found. We placed 154 people in dry houses (2009: 109), helped 33 people go through a home detox (2009: 9) and supported a further 14 through a residential detox (2009: 29). We referred 26 people to a residential rehabilitation programme (2009: 41).

Over the year, 19 LITE Course students gained certificates for at least one module (2009: 14): 3 progressed to further training (2009: 2), and 7 found paid or voluntary work (2009: 8). A wide variety of other practical help is provided. This includes 199 hospital visits (2009: 235), clothing supplied to 650 people (2009: 703), and furniture supplied and delivered to 552 people (2009: 483).

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.

Operational Context

Over this year, we have found increasing difficulties in accessing support for homeless people in Bristol. Most notably, there has been the closure of the Council-run Night Centre, which used to operate from the Compass Centre. It had been celebrated, and rightly so, as a significant improvement to the Cold Weather Night Shelter the Council had run for many years. But the funding for this work was withdrawn, and what had been an improved service became no service at all. The reasons for this withdrawal of a vital service are unclear, and the decision apparently pre-dates the most recent cuts in the homelessness budget by more than a year. We have publicised this and other policy changes, and gained some success in bringing these issues to the wider public in Bristol through several newspaper and television stories.

Policies, Partnerships and Strategy

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

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

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

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

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

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

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

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, and we aim to make our services accessible to everybody. We believe that God loves everyone, whatever they believe and whatever they have done; we believe that every life is precious, and everyone can make a fresh start; and we do our best to live out these beliefs in practical ways.

Working Through Volunteers

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

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

Paul Hazelden

General Manager

Trustees' Report

The Council of Management members present their report and accounts for the year ended 31 March 2010.

The Council of Management is satisfied with the performance of the charity during the year in pursuing the objectives below and in the financial position at 31 March 2010 and consider that the charity is in a strong position to continue its activities during the coming year, and that the charity's assets are adequate to fulfil its obligations.

Name, Registered Office and Constitution

See Charity Information on page 4.

Objectives and Activities

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

The charitable objects of the charity are as follows.

The objects for which the 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. A functional description of our activities would say simply that we help in two ways: by providing services ourselves, and by signposting people to the other services available to them.

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

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

We believe that true change must come from within. We cannot make anyone change, but we can encourage change, we can introduce them to others who have changed, we can encourage them when they decide they want to change, and we can walk with them through the difficult process of change. 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 5-10.

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.

In addition to our normal activities, we have purchased a new building with the intention of converting it for use as a larger Coffee Shop; and we started to make plans for opening a charity shop in partnership with *Alabaré Christian Care Centres*, a charity with which we have had a close working relationship for several years.

Achievements and performance of the charity

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

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

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

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

Employment of disabled persons

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

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

The methods adopted for the recruitment and appointment of new trustees

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

Trustees can be elected at the AGM, or appointed on a provisional basis by the Council of Management until the next AGM. When someone who has not been elected at the AGM comes forward as a potential new trustee, if it seems that they will

be able to contribute to the work, they are invited to the trustees' meeting on a trial basis for three months, after which they are interviewed by two of the existing trustees. The number of members of the Council of Management can vary between 6 and 12 people.

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

All new and potential trustees are given a copy of the Volunteer Application Pack and the Trustee Application Pack.

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

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

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

The organisational structure of the charity and how decisions are made

The Council meets every two months as a full board. It has established sub groups which discuss the activities of the charity in terms of finance, theology, premises and staffing. There is also a standing committee which comprises the honorary officers. The subgroups are serviced by the General Manager. The subgroups make recommendations to the 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.

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 wider networks

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

Relationships with other groups, charities and individuals

We work alongside many other groups, both voluntary and statutory. Some of the most significant groups include The Salvation Army, the Julian Trust, One25, Caring

at Christmas, Aspire, Emmaus Bristol, the Bristol Multi Faith Forum, the Bristol Methodist Centre, the Bristol Soup Run Trust, various churches, a number of local groups based in and around Stokes Croft, 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. The appointment of a fundraiser and the establishment of a charity shop are both aspects of this work. The charity is also exposed to operating risks, and has cover of public liability, office and professional indemnity insurances.

Financial Review

Policies on reserves and investments

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

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

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

Availability and adequacy of assets of each of the funds

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

General fund reserves currently stand at £61,739 (2009: £54,909). This represents approximately 4 months of unrestricted income, which is within the 3-6 months of income that it is the Council's policy to retain. The Council's long term plan is to maintain this level by balancing the level of income with the overall costs.

The level of restricted funds of £219,986 (2009: £7,229) principally reflects the gifts and donations given towards the purchase and renovation of the premises acquired in the financial year. A large proportion of the cost of the premises remains undepreciated.

Transactions and financial position

The Council of Management members consider the financial performance by the

charity during the year to have been satisfactory.

The accounts are set out on pages 20-27. The accounts have been prepared implementing the 2005 Revision of the Statement of Recommended Practice for Accounting and Reporting by Charities issued by the Charity Commission for England and Wales (effective April 2005) and in accordance with the Financial Reporting Standard for Smaller Entities (effective January 2005).

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

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

Specific changes in fixed assets

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

The main assets are the freehold properties: one in City Road, whose purpose is to provide the premises from which the charity operates its drop-in centre, and is its registered office; and 'Carpenter House' in Stapleton Road which is being converted for use as the new drop-in centre.

Plans for future periods

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

Trustees and their Interests

Serving Trustees

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

- Simon Bale
- Stephen Brown (to 12 October 2009)
- Graham Donald (Chair)
- Linda Dyson
- Martin Horton (Treasurer)
- Arnett McCluskey (from 12 October 2009)
- Lucy Nagel
- Jim Newton-Smith
- Alan Patterson
- Andrew Street

- Stephen White

All the trustees were also members, and accordingly have a personal guarantee liability of up to £10.00, but have no other financial interests in the 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 accounts 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 accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

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

Small company special provisions

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

This report was approved by the Board on 18 October 2010.

Signed:

Richard Hill
Company Secretary

Independent Examiner's Report

I report on the accounts of the charity for the year ended 31 March 2010, which are set out on pages 20-27.

Respective responsibilities of Trustees and Examiner

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under Section 43(2) of the Charities Act 1993 (the 1993 Act) and that an independent examination is needed.

Having satisfied myself that the Charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

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

Basis of Independent Examiner's report

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below .

Independent Examiner's statement

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:
 - (a) to keep accounting records in accordance with section 386 of the Companies Act 2006 ; and
 - (b) to prepare accounts which accord with the accounting records, comply with the accounting requirements of the Companies Act 2006 and with the methods and principles of 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.

Signed: *Scott Whitby-Smith FCA*

Richardson Whitby Smith Ltd
Chartered Accountants
53 High Street, Keynsham, Bristol, BS31 1DS
18 October 2010

Statement of Financial Activities

and income and expenditure account for the year ended 31 March 2010

	Notes			2010	2009
		<i>Unrestricted</i>	<i>Restricted</i>	<i>Total</i>	<i>Total</i>
		£	£	£	£
Incoming resources	3				
- from generated funds					
<i>Voluntary income:</i>					
Grants and donations		154,360	231,090	385,450	154,407
Interest receivable		40	-	40	578
- from charitable activities					
Shop sales		373	-	373	60
Training income		481	-	481	218
Sundry income		256	-	256	163
Fundraising events		5,964	-	5,964	261
Total incoming resources		<u>161,474</u>	<u>231,090</u>	<u>392,564</u>	<u>155,687</u>
Resources expended	4				
Cost of fundraising		1,818	-	1,818	774
<i>Charitable expenditure:</i>					
Charitable activities		151,789	18,333	170,122	140,978
Governance		1,403	-	1,403	1,608
Total resources expended		<u>155,010</u>	<u>18,333</u>	<u>173,343</u>	<u>143,360</u>
Net income for the year		6,464	212,757	219,221	12,328
Transfers between funds		-	-	-	-
Net movements in funds		6,464	212,757	219,221	12,328
Total funds brought forwards		71,991	7,229	79,220	66,890
Total funds carried forwards		<u>78,455</u>	<u>219,986</u>	<u>298,441</u>	<u>79,218</u>
The results for the year derive from continuing activities and there are no gains or losses other than those shown above.					
Analysis of net assets between funds					
Tangible fixed assets		45,438	186,354	231,792	48,535
Cash at bank and in hand		39,051	33,632	72,683	42,033
Other current assets / (liabilities)		6	-	6	(7,801)
Long term liabilities		(6,040)	-	(6,040)	(3,547)
Total funds carried forwards		<u>78,455</u>	<u>219,986</u>	<u>298,441</u>	<u>79,220</u>

Balance Sheet

as at 31 March 2010

	Notes	2010 £	2009 £
Fixed assets			
Tangible assets	6	231,792	48,535
Current assets			
Stocks		80	80
Debtors	7	5,083	1,514
Cash at bank and in hand		<u>72,683</u>	<u>42,033</u>
		77,846	43,627
Creditors: amounts falling due within one year	8	<u>(5,157)</u>	<u>(9,395)</u>
Net current assets		72,689	34,232
Total assets less current liabilities		304,481	82,767
Creditors: amounts falling due after more than one year	9	(6,040)	(3,547)
Net assets		<u>298,441</u>	<u>79,220</u>
Capital and reserves			
Restricted funds	10	219,986	7,229
Unrestricted funds:			
Revaluation reserve	11	11,267	11,635
Capital reserve		5,449	5,449
General fund	12	61,739	54,907
Total funds		<u>298,441</u>	<u>79,220</u>

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

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

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

Signed:

Graham Donald

Chair of Trustees

Approved by the Council of Management on 18 October 2010

Notes to the Accounts

for the year ended 31 March 2010

1 Accounting policies

Basis of preparation of the accounts

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

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

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

The particular accounting policies adopted are set out below.

Accounting convention

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

Incoming resources

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

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

Recognition of liabilities

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

Resources expended

Resources expended comprise the following:-

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

These costs are analysed in note 4.

Fund structure policy

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

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

Reserves policy

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

Turnover

Turnover represents the value of sales from the Coffee Shop.

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

	2010 No	2009 No	2010 £	2009 £
This is stated after charging:				
Depreciation of owned fixed assets			4,140	3,645
Depreciation of assets held under finance leases			1,907	1,569
Indemnity insurance for Council Members and employees			-	-
Council Members':				
- wages, salaries, benefits			-	-
- expenses payments			122	-
Employees' remuneration:				
- wages and salaries	6	6	106,596	97,371
- employer's National Insurance			9,549	8,968
- pension costs			2,830	4,418
Independent Examination fees			-	-
Independent Examiner's fees for other services - payroll			404	404

3 Incoming resources statement

	<i>Unrestricted</i>	<i>Restricted</i>	2010 <i>Total</i>	2009
	£	£	£	£
Gifts:				
Grants and donations for General Purposes	154,357	-	154,357	137,598
Donation for fundraising	-	20,000	20,000	-
Grants and donations for Carpenter House	-	197,690	197,690	-
Grants and donations for Life Skills training	-	-	-	2,509
Grants and donations for Coffee Shop	-	8,400	8,400	14,300
Client Support	-	5,000	5,000	-
Charitable activities:				
Shop Sales	373	-	373	60
Training income	481	-	481	218
Sundry income	256	-	256	163
Fundraising events	5,964	-	5,964	261
Investment income				
Interest receivable	40	-	40	578
Total incoming resources	<u>161,471</u>	<u>231,090</u>	<u>392,561</u>	<u>155,687</u>

4 Resources expended statement

	<i>Charitable Activities</i>			2010	2009
	<i>Coffee Shop</i>	<i>Training & counselling</i>	<i>Governance and fund raising</i>	<i>Total</i>	
	£	£	£	£	£
Costs directly allocated to activities					
Cost of generating voluntary income:					
Postage	-	-	1,149	1,149	759
Printing & stationery	-	-	547	547	-
Fundraising and publicity	-	-	122	122	15
Charitable activities:					
Salaries (including employer's NI)	32,830	23,557	-	56,387	61,920

Printing & stationery	-	-	-	-	87
Training and subscriptions	-	1,672	982	2,654	1,299
Individual clients' support	-	5,744	-	5,744	594
Consumables	488	100	-	588	829
Shop purchases	7,617	-	-	7,617	3,902

Support costs allocated to activities

Human resources

Salaries (including employer's NI)	30,668	30,668	1,252	62,588	48,837
Staff training	1,210	807	-	2,017	-
Travel and subsistence	307	1,377	-	1,684	1,204

Finance

Bank charges	-	-	14	14	-
Accountancy fees	379	253	-	632	574

Management

Insurance	1,547	1,032	-	2,579	2,067
Depreciation	2,325	3,722	-	6,047	5,214
Repairs and maintenance	4,720	3,147	-	7,867	927
Kitchen refurbishment	5,831	-	-	5,831	-
Telephone	1,316	878	-	2,194	1,832
Printing & stationery	328	219	-	547	1,440
Sundry expenses	164	94	15	273	697
Equipment expensed	1,024	2,983	-	4,007	1,157
Rates and water	-	-	-	-	(153)
Postage	689	460	-	1,149	759
Loss on sale of fixed assets	984	-	-	984	1,949
Trustee expenses (travelling costs)	-	-	122	122	-
Other legal and professional	-	-	-	-	636

Total resources expended	<u>92,427</u>	<u>76,713</u>	<u>4,203</u>	<u>173,343</u>	<u>143,360</u>
Of which:			<i>Restricted</i>	18,333	26,782
			<i>Unrestricted</i>	155,010	116,577

Bases of allocation

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

Allocation	60	40	-	100
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5 Movements on restricted funds

	<u>2010</u>				<u>2009</u>
	<i>Balance</i>	<i>Incoming resources</i>	<i>Resources expended</i>	<i>Transfers</i>	<i>Balance</i>
	£	£	£	£	£
Restricted funds:					
Carpenter House	197,064	197,690	(626)	-	-
Fundraising funding	20,000	20,000	-	-	-
Coffee Shop	-	8,400	(8,061)	-	(339)
Client support	606	5,000	(4,394)	-	-
Training: LITE courses	2,316	-	(3,543)	-	5,859
General purposes	-	-	(1,709)	-	1,709
Total restricted funds	<u>219,986</u>	<u>231,090</u>	<u>(18,333)</u>	-	<u>7,229</u>
Total unrestricted funds	78,455	161,471	(155,010)	-	71,991
Total funds	<u>298,441</u>	<u>392,561</u>	<u>(173,343)</u>	-	<u>79,220</u>
		Note 3	Note 4		

6 Tangible fixed assets

	Land and buildings £	Office equipment £	Kitchen equipment £	Total £
Cost or valuation				
At 1 April 2009	45,000	16,510	12,973	74,483
Additions	187,880	193	2,214	190,287
Disposals	-	-	(1,093)	(1,093)
At 31 March 2010	<u>232,880</u>	<u>16,703</u>	<u>14,094</u>	<u>263,677</u>
Depreciation				
At 1 April 2009	15,300	5,671	4,977	25,948
Charge for the year	1,526	3,112	1,409	6,047
On disposals	-	-	(110)	(110)
At 31 March 2010	<u>16,826</u>	<u>8,783</u>	<u>6,276</u>	<u>31,885</u>
Net book value				
At 31 March 2010	216,054	7,920	7,818	231,792
At 31 March 2009	<u>29,700</u>	<u>10,839</u>	<u>7,996</u>	<u>48,535</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.

	2010 £	2009 £
Historical cost	214,989	27,109
Cumulative depreciation based on historical cost	<u>12,550</u>	<u>11,382</u>

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

	2010 £	2009 £
Plant and machinery included above held under finance leases:		
Net book value	<u>6,669</u>	<u>8,426</u>

7 Debtors

	2010 £	2009 £
Other debtors and payments in advance	<u>5,083</u>	<u>1,514</u>

8 Creditors: amounts falling due within one year

	2010 £	2009 £
Obligations under finance lease and hire purchase contracts	2,416	7,093
Other creditors	<u>2,741</u>	<u>2,302</u>
	<u>5,157</u>	<u>9,395</u>

9 Creditors: amounts falling due after one year

	2010 £	2009 £
Obligations under finance lease and hire purchase contracts	<u>6,040</u>	<u>3,547</u>

10 Restricted funds

	Notes	2010 £	2009 £
At 1 April	5	7,229	5,702
Net income before transfers		212,757	1,527
Transfer from general fund	12	-	-
At 31 March		<u>219,986</u>	<u>7,229</u>

11 Revaluation reserve

	Notes	2010 £	2009 £
At 1 April		11,635	12,003
Transfer to general fund	12	(368)	(368)
At 31 March		<u>11,267</u>	<u>11,635</u>

12 General fund

	Notes	2010 £	2009 £
At 1 April		54,909	43,737
Net income before transfers	5	6,462	10,802
Transfer from revaluation reserve	11	368	368
Transfer from restricted funds	10	-	-
At 31 March		<u>61,739</u>	<u>54,907</u>

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 pages 17-18, 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.