

## **REGISTRAR'S COPY**

**COMPANY**

**NUMBER: 2259016**

**The Crime Concern Trust Limited**

**Report and Financial Statements**

**Year Ended 31 March 2004**



**crime concern**  
working for safer communities

## THE CRIME CONCERN TRUST LIMITED

### Officers and advisors

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#### Board of Trustees

Mr Michael Hastings, CBE <b>Chairman Crime Concern</b>	-	Head of Social Corporate Responsibility, BBC
Mr Nat Sloane <b>Vice Chairman Crime Concern</b>	-	Independent Consultant
Ms Bridget McIntyre <b>Honorary Treasurer Crime Concern</b>	-	Marketing and Underwriting Director, Norwich Union Insurance
Mr Matt Baggott <b>ACPO Representative</b>	-	Chief Constable, Leicestershire Police
Mr Brian Cotton	-	Independent Management Consultant
Professor Roger Graef	-	Film maker and criminologist (resigned 31 July 2003)
Baroness Howells of St. David's OBE	-	(resigned 1 November 2003)
Ralph Kanter	-	Independent Consultant
Mr Brian Kingham	-	Chairman, Reliance Security Group Plc
Simon Lewis	-	Group Director of Communications and Public Policy (resigned 31 July 2003)
Sir Keith Povey QPM	-	HM Chief Inspector of Constabulary
Derek Sawyer	-	Councillor Islington
Andrew Wallsgrove	-	Chairman, Crime Concern Cymru Steering Group Manager, Newport YOT
Paul Williams	-	Independent Businessman (appointed 4 February 2004)
James Hurrell	-	Biggafish (appointed 4 February 2004)
Mr Tony Heal <b>Observer</b>	-	Voluntary & International Organisations Team Home Office

#### President of Patrons

**HRH The Princess Royal**

## **THE CRIME CONCERN TRUST LIMITED**

### **Officers and advisors (*continued*)**

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#### **Secretary and registered office**

Company Secretary: Thring Townsend, 6 Drakes Meadow, Penny Lane, Swindon SN3 3LL  
Registered Office: Beaver House, 147-150 Victoria Road, Swindon SN1 3UY

#### **Company registered number**

2259016

#### **Charity registered number**

800735

#### **Bankers**

Coutts & Co, 440 Strand, London WC2R 0QS

#### **Solicitors**

Thring Townsend, 6 Drakes Meadow, Penny Lane, Swindon SN3 3LL

#### **Auditors**

BDO Stoy Hayward LLP, 8 Baker Street, London W1U 3LL

#### **Insurance brokers**

SBJ Stephenson Limited, Stephenson House, 7-10 The Grove, Gravesend DA12 1DU  
Endsleigh Business Insurance Services, Hadley House, Shurdington Road, Cheltenham GL51 4UE

#### **Employee benefits**

KMG Financial Limited, Electron House, 43 London Road, Reigate, Surrey RH2 9PW

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004**

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The Board of Trustees presents its report and financial statements for the year ended 31 March 2004, and reports on developments since that date and future plans for the Charity. A list of the Board of Trustees and other advisors to the Charity is set out on pages 1 and 2.

#### **Objectives, Policies and Principal Activities**

The Charity is established to promote for the public benefit the protection of people and property from, and the prevention of, criminal acts in particular by:

- i. assisting in the establishment of neighbourhood watch schemes and the encouragement of greater public participation in prevention and solution of crime;
- ii. the provision of recreational activities for young people, and in particular those people at risk of offending against the law, with the object of improving their conditions of life; and
- iii. researching into new techniques in local crime prevention and publishing the useful results of such research.

The Charity adopted these objectives by way of a special resolution passed on 3 January 1989.

#### **Mission and Vision**

Our mission is to work with local people and with crime and disorder partners to reduce crime and create living and working environments where everyone can lead their lives free from fear and intimidation.

#### **Review of the Year**

The most significant event during the year was the retirement of our founding CEO, Nigel Whiskin MBE and the appointment of Roger Howard to succeed him. Nigel has been an inspiration to the organisation over the past fifteen years and the legacy he left is a sound one on which our next phase of development can be built.

Roger Howard joins us at a time when the Home Office is reviewing its plans for the next five years. With sustained public concern about levels of crime we anticipate there should be many opportunities for us to develop our business over the next few years.

The past year has seen a lot of hard work in the three core areas of our business – consultancy and training, projects and communications. Our objectives are to:

- Boost the capacity of local partnerships and practitioners to deliver effective community safety interventions through the provision of professional and technical assistance programmes;
- Improve the capacity of local communities, particularly in disadvantaged neighbourhoods, to engage in effective community safety activities through training, advice and support programmes;
- Improve community safety and reduce anti-social and criminal behaviour levels through the expansion of established and innovative services and projects for young people at risk and offenders;
- Create a vibrant policy analysis, research, public affairs and promotional profile to improve policy makers' and the public's understanding about effective ways to create safer communities; and
- Achieve our mission effectively through the continuous development of our people and infrastructure.

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (*continued*)**

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#### **Review of the Year (*continued*)**

Our efforts have produced numerous successes in an increasingly competitive marketplace. Some of the highlights of these achievements include:

- Delivering youth inclusion and crime prevention programmes to more than 3,000 young people at risk;
- Involving over 700 volunteers in our local projects;
- Setting up new partnerships, especially in the business sector, such as the Norwich Union Neighbourhood Apprentices scheme;
- Building a strong consultancy and training service which has seen increased levels of repeat business and customer satisfaction;
- Setting up the Projects Division to provide a sharper focus and better support for our programmes on the front line; and
- Making a small surplus to help build our financial reserves.

#### **Looking ahead**

Next year the Government plans to spend £26 billion on law and protection services – and yet most people say that they don't feel any safer. Crime Concern wants to play its part in a society that aims to prevent crime, deliver justice to victims and, at the same time, intervene in the cycle of re-offending. In the year ahead we want to play a major part in helping communities become safer places to live. To achieve these we need to focus our future direction on:

- Adding a sharper commercial edge and market focus;
- Continuing to embed our regional structure to get closer to customers;
- Updating & refining products to better meet needs; and
- Building strategic relationships at national, regional & local level

These remain cornerstones to our future viability and sustainability.

#### **Consultancy and Training**

##### **Developing our expertise**

Our Consultancy and Training Division provides a range of professional support services to crime prevention teams across England and Wales. Operating from nine regional offices and one in Wales, we provide expertise and guidance in a diverse range of areas including youth inclusion, anti-social behaviour and neighbourhood safety.

We have set up a Development Unit whose remit is to progress new ideas, products and services. We have a high level of customer satisfaction borne out by the amount of repeat business we secure. In the year ahead we have three main aims:

- To assess the impact our work more effectively;
- To invest more in developing our staff; and
- To manage our intellectual capital better.

This year our work has been concentrated on the following key thematic areas:

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (*continued*)**

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#### **Youth Division**

A major part of the Division's work last year was delivered on behalf of the Youth Justice Board. We were involved in over 500 initiatives and delivered almost 1,500 days of quality assurance/support visits, networking meetings, training and good practice guidance. This work included supporting programmes for Youth Inclusion Projects, Youth Inclusion and Support Panels, Safer Schools, Mentoring and SPLASH/Positive Activities for Young People (PAYP).

These national initiatives have led to various local assignments. In Sandwell, Havering and Hackney, for example, we trained Youth Inclusion and Support Panel members. We provided drugs awareness training on behalf of the Home Office to a wave of new Positive Futures projects engaging young people in sport to build positive relationships and help them to stay away from drugs. As part of innovative work in South Tyneside, we are helping the local council and the Department for Education and Skills to develop workplace mentors for young adults leaving Youth Inclusion Projects.

#### **Anti-Social Behaviour**

Anti-Social Behaviour (ASB) is another major focus for our work. Support work includes ASB audits around heritage sites; evaluations of Community Safety Units in Leeds and Brighton; a review of anti-social behaviour prevention activity in London Boroughs to refine and improve it, and developing protocols and toolkits to help agencies in Wiltshire provide effective ASB policies.

#### **Neighbourhood Wardens**

Supporting the range of warden schemes across England and Wales, we have developed a series of training modules, which are available as taught courses, distance or e-learning packs. We also helped complete the national evaluation of warden schemes for the Office of the Deputy Prime Minister, which revealed the success of warden schemes.

#### **High Crime Neighbourhoods**

We have concentrated our work in areas, which experience significantly higher levels of crime. For example, we established and managed five Neighbourhood Safety Projects in Birmingham, using our pioneering model based on an audit to action approach to diagnose problems and set solutions in place. Birmingham City Council has now adopted this idea for application across the eleven areas of the city. In London, the Government asked Crime Concern to review Neighbourhood Renewal and Crime and Disorder Reduction Partnership strategies in ten Boroughs and provide suitable support to help them work in a more consistent, effective way.

#### **Community Engagement**

Crime Concern believes that if young people are engaged with their communities, then it is possible to find community-based sustainable solutions to crime and disorder problems. There are many examples of the successful application of this approach:

- In Derwentside, County Durham and Edlington in Doncaster, we worked with residents and children to support their participation in decision-making affecting their area and to address local issues;
- More strategically, we have completed a major assignment for the Home Office to help its Crime Reduction & Community Safety Group improve the way it engages with communities;
- Our pioneering Neighbourhood Apprentice Scheme which involves training local residents and offering them employment opportunities in neighbourhood projects is gaining national recognition; and
- In Blackburn, we trained and supported 12 people to form a 'Citizens' Jury' who then examined and commented on the decisions made by local service providers.

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (*continued*)**

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#### **Violence and Personal Safety**

We have undertaken two important assignments on domestic violence in the South West – an analysis of the domestic violence service in Bristol and helping to implement a multi-agency partnership project to tackle the problem in Wiltshire. Our well-established personal safety training course has been delivered to various groups during the year, including the staff of Southern Co-operative Limited. In Birmingham, an evaluation was completed of the Smallheath gun crime initiative.

#### **Multi-Agency Partnerships**

Developing services to strengthen the effectiveness of partnerships, especially Crime and Disorder Reduction Partnerships, has been a mainstay of our work. On behalf of the Home Office, we developed a self-assessment framework for the Crime and Disorder Reduction Partnerships and Drug Action Teams and trained representatives from all 530 teams in less than three months. In Gloucestershire, we are working with the National Fire Service College to see how the fire service can work effectively with the Crime and Disorder Reduction Partnerships. A Transport Route project addressed many safety and security issues on the Manchester to Clitheroe rail route and ensured all the different agencies worked together in the process.

#### **Restorative Justice**

More emphasis is now put on restorative justice in crime prevention work. We have worked closely with the Youth Justice Board in this area not only giving advice but also providing support and training to schools, which are piloting this innovative approach to justice. In Suffolk we are working closely with the local Youth Offending Service and our Projects Division to develop and deliver a Reparation and Mediation Service.

#### **Projects Division**

##### **At the cutting edge**

Our neighbourhood projects have remained central to our mission - a key means by which we seek to create safer communities, engage and empower young people and local residents in the crime reduction effort, test out new ideas, translate research findings into practice and inform our consultancy and training.

##### **Success and change**

In the first six months of last year we worked with more than 2,000 young people to prevent and reduce youth crime. Results from independent evaluators found that 16 of our Youth Inclusion Programmes were having a 65% reduction in arrest rates among the core group of young people in the programme. The findings also showed that the seriousness of offences had also decreased.

One of the most well-respected evaluations of mentoring in the UK – a report into our Mentoring Plus programmes by the Joseph Rowntree Foundation found that the projects “helped a significant number of young people who were leading disrupted lives to take up education, training and work opportunities.”

These successes were achieved by significant changes in the way in which we managed our projects – most notably in our decision to consolidate our project management operations within a specialist Projects Division. Supported by dedicated financial controllers, the nine-strong Projects Division team became fully operational in September 2003. Our efforts since then have been concentrated on improving the day to day running of projects and improving our skills and expertise. To this end we also reviewed each project’s fit and viability.

As part of these changes, a number of projects closed or transferred to other management. Those that were closed include Stoke Mentoring Plus, Wyrley Birch, Lambeth and Camden, and those that were transferred were: Cascade, Mediation & Reparation (MARS) and Ealing Beesafe.

## THE CRIME CONCERN TRUST LIMITED

### Report of the trustees for the year ended 31 March 2004 (*continued*)

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#### Success and change (*continued*)

- Cascade transferred to local management because its focus had shifted from peer-led drugs education to drugs counselling services. The move also reflected our agreement with local partners that these services are best delivered as an integral part of local health provision;
- In a landmark development, our Ealing Beesafe home security project became independent from April 2004. From its initial base in Ealing the project has extended its operations into Brent, Hillingdon and Hounslow and expanded the groups it supports to include victims of hate crime. Nearly 6,000 homes have been secured and over 5,000 personal alarms sold, while over 40% of the project's volunteers have gone on to gain employment.

We very much regret the loss of talented and highly committed staff and volunteers as a result of these transfers and closures. We are, however, pleased that we have been able to mainstream much of the work these projects were delivering.

Some of the new projects, which came on board during the year included:

- Boarshaw YIP (Middleton)
- Bootstraps (London)
- Cheshire Early Prevention Programme
- Hackney (Haggerston) YIP
- Harpurhey & Lighbowne YIP (Manchester)
- Kilburn Community Safety Shop
- Leicester Junior YIPs (three projects)
- Lawrence Weston YIP, Bristol
- Suffolk Mediation & Reparation Service
- Tooting YIP

In an important new development work began on delivering basic skills training embedded within music, sport and information and communications technology in eleven projects across ten London boroughs.

#### The work continues

Our project work is both innovative and diverse. We manage more than 40 projects across England and Wales and we are constantly looking to deliver the best services possible and achieve the best results. Our mentoring work still plays an important part in our toolkit of services, as does our basic skills and education work and our sport-based and art work. Other community-based projects such as our video project in Barnet; peer mediation between conflicting ethnic groups in Southwark; our drop-in sessions for parents in Kingstanding and our continued use of external schemes and awards including Youth Achievement Awards and the Duke of Edinburgh Award Scheme all show the depth in the variety and creativity of our work.

At the end of the year the Projects Division included the following numbers of projects:

Youth Inclusion	20
Junior Youth Inclusion	3 (project clusters)
Mentoring Plus	6
Positive Futures	5
Youth Participation	2
Neighbourhood Safety	1
Others	6
<b>Total</b>	<b>43</b>



## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (*continued*)**

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#### **Communication**

Themed work for the communications team this year includes:

##### **Working with young people to reduce crime**

Supporting this theme we have designed and printed a toolkit to address youth nuisance; produced and distributed 25,000 information leaflets about working with young people in the community; organised four national events showcasing best practice and encouraging the sharing of ideas and networking in this field; arranged project visits, often including our Patron, HRH The Princess Royal, for key decision makers to meet some of the young people we are supporting and see for themselves the difference our work is having.

##### **Community Champions and Community Engagement**

The Government agenda of community engagement has helped us drive our work in this area. This year, in partnership with the Home Office and with support from Marks and Spencer, we ran the British Community Safety Awards, which recognises local groups who have had a positive impact on local crime problems and have worked to build stronger communities. We have developed a national community apprenticeship scheme, which trains and accredits local people to become project managers. This initiative, supported by Norwich Union has been extended and now includes an innovative youth apprentice focus. A high level fundraising lunch was held to support this work and we hope this will lead to this work being embedded across the crime reduction and regeneration field.

We have also delivered a conference introducing Neighbourhood Wardens to a flexible learning package of 30 training courses; and have held a conference to promote community mediation to address local issues quickly and before they escalate.

##### **Informing the policy debate**

Towards the end of the year and in collaboration with The Smith Institute, a respected think-tank, we started a series of high profile seminars held at No 11 Downing Street. Under the title of "Communities, social exclusion and crime" our aim has been to champion the effectiveness of preventive and early intervention approaches in reducing crime. The programme continues into next year.

##### **Anti-Social Behaviour**

Tying in with the Anti-social Behaviour legislation as it went through Parliament has led to a strong focus on this area of work, including producing guidance on the implications of the new Act, delivering two national conferences on the issue and three regional conferences. We have also produced and distributed 75,000 leaflets tackling specific anti-social issues. We are also working with the Anti-Social Behaviour Unit to deliver the "Taking A Stand" awards which recognise and share best practice from local champions in the field who have tackled very practically anti-social behaviour. The Awards scheme received 500 entries in its first year and we are hoping to double this figure for 2004.

##### **Persistent Offenders**

We have run a national conference on tackling persistent offenders and held a senior level President's Council meeting on this issue.

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (*continued*)**

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#### **Media support**

We have liaised with the media around each of these themes and have had regular coverage in the specialist press, national and regional press, radio and TV. Highlights have included a Panorama documentary, an hour special following Alan Duncan MP on a residential visit with Langley YIP, front page coverage in The Mirror and regular coverage in the Broadsheets.

#### **New Developments**

We have undertaken a process of brand review and have revised our logo to better reflect the range of projects and services we offer. We have also initiated an internal communications strategy, which will be ongoing.

We have shared best practice and information promoting our charitable aims and objectives by:

- Running 48 events, reaching 2,750 delegates with 85% of delegates rating the event as good/excellent;
- Developing our corporate website which received 1.6 million hits over the year;
- Developing our safer community website which received almost a million hits over the year;
- 350 entries to the British Community Safety Awards;
- 500 entries to the Taking a Stand Awards;
- 5 manuals and 13 themed publications produced and distributed; and
- Distributed over 134,000 leaflets and publications.

#### **Human Resources Activities**

In 2003/4 the HR function undertook a review of benefits and pay across the organisation. During the year, this work was expanded and will continue into 2004/5. The Professional Development Programme for staff was further developed and expanded. This included a major piece of training on Child Protection Policies and Procedures with the support of the NSPCC. The work on the professional development programme will be continuing into 2004/5 with the introduction of Leadership and Management Development training for senior and middle managers as well as a range of training courses on staff management.

- As of 31 March 2004 we employed 493 staff, including sessional workers
- 230 were male and 263 were female
- 246 were full time and 247 were part time
- Our projects were working with 700 volunteers
- Approximately 35% of our staff were from BME backgrounds

#### **Representation**

##### **Key Relationships**

Over the year Crime Concern have contributed to the following groups and committees:

Active Communities Unit Advisory Panel  
Advisory Council on Misuse of Drugs  
Association of Police Authorities (community leadership)  
Community Cohesion Consultation  
CRE Race Relations Working Group  
Criminal Justice Council  
Home Office DAT CDRP Merger Group  
Home Office Delivery Task Group  
Home Office Distraction Burglary  
Home Office Project Board for Small Retailers in Deprived Areas

## THE CRIME CONCERN TRUST LIMITED

### Report of the trustees for the year ended 31 March 2004 (*continued*)

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#### Key Relationships (*continued*)

Home Office Strategic partners (crime reduction group)  
Local Government Association Community Safety Panel  
London Connexions Board  
National Tenants Resource Centre  
Neighbourhood Renewal Advisory Group  
Neighbourhood Wardens Stakeholders  
Skills for Justice Sector Skills Council (ssc)  
Thames Gateway Community Safety Board  
Youth Works Board

#### Governance

The Board of Trustees met four times during the year.

There have been some changes to the Board during the year:

- Resignations: Simon Lewis (31 July), Professor Roger Graef (31 July) and Baroness Howells of St. David's OBE (1 November)
- Appointments: Paul Williams and James Hurrell became Trustees on 4 February 2004.
- At the Annual General Meeting on 13 November 2003 the following were elected:

Michael Hastings as Chairman  
Nathaniel Sloane as Vice Chairman  
Bridget McIntyre as Honorary Treasurer.

To progress succession planning for the new Chief Executive, the Board nominated an appointments panel which successfully completed its work during the summer.

#### Financial Report

##### Summary

Unrestricted funds are the funds freely available for use in the furtherance of the objectives of the Charity. The net movement on unrestricted funds for the year was a surplus of £326,963. This is after a transfer to restricted funds of £135,808 to cover overspends on projects that will not be recoverable from within the individual project resources. The transfer is made in respect of projects which have closed during the year in deficit and projects which are still ongoing but where prudence dictates that recognition is made for possible cost overruns.

Restricted funds are those, the use of which is subject to specific conditions imposed by the donor. The net movement on restricted funds for the year is a net incoming resource of £52,286 before transfers. Under the current SORP the majority of income has to be taken to the SOFA in the year it is received rather than being matched with expenditure. The surplus has arisen, therefore, because income has been received this year, which covers future years expenditure. On a cumulative basis restricted reserves amounted to £1,930,229 at the year end, representing an excess of income over expenditure recorded to date. Any project in a deficit position at the end of the financial year, where there is no known source of additional funding, has had the deficit covered by a transfer from unrestricted reserves. Details of movements on the Statement of Financial Activities are set out on pages 15 and 16 of the financial statements.

## **THE CRIME CONCERN TRUST LIMITED**

### **Report of the trustees for the year ended 31 March 2004 (continued)**

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#### **Risk Management**

Crime Concern has adopted a Risk Management Strategy, which calls for significant risks to be identified, prioritised and the responsibility for taking action relating to eliminating or reducing those risks to be clearly allocated to specific staff members.

Progress made in addressing these risks is reported regularly to the senior management team and to the Board of Trustees.

This process is gradually being cascaded throughout the organisation so that all staff develop a risk management mindset and a risk management culture becomes embedded in the organisation.

#### **Reserves Policy**

It is the policy of Crime Concern to maintain unrestricted funds, which are the free reserves of the Charity, to ensure there are sufficient funds to provide:

- A reasonable level of financial stability and adequate working capital;
- For temporary operational downturns and problems;
- For emergency applications for grants; and
- For investment in Crime Concern's infrastructure.

Much of Crime Concern's work is grant funded, which means any surplus normally has to be repaid to the funder, making it difficult to accumulate reserves. Nevertheless, in the year ended 31 March 2004 unrestricted reserves rose from £768,255 to £1,095,218 and this represents significant progress towards achieving our target of £1.3 million over the next 3 years.

#### **Powers of Investment**

Under its Memorandum of Association, the Charity has power to invest the monies of the Charity, not immediately required for the furtherance of its objects, in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions and consents as may, for the time being, be imposed or required by law.

#### **Indemnity Insurance**

In accordance with the powers contained in the Articles of Association, the trustees have taken out Trustees', Directors' and Officers' indemnity insurance at a cost of £971 (2003 - £850).

#### **Subsidiary undertakings**

As at 31 March 2004, Crime Concern (Scotland) Trust Limited, Crime Concern Services Limited and Crime Concern Consultancy Limited, subsidiaries of the Charity had been dissolved.

#### **Availability of the Charity's Assets**

The trustees confirm that 52% (2003 - 22%) of the Charity's total current assets are held in cash or on short term call and that these are adequate to meet the anticipated immediate expenditure of the Charity.

#### **Post Balance Sheet Date Events**

No significant post balance sheet date events have occurred.

## THE CRIME CONCERN TRUST LIMITED

### Report of the trustees for the year ended 31 March 2004 (*continued*)

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#### Board of Trustees' Responsibilities

Company law requires the Trustees (as directors of Crime Concern) to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the Charity and of the surplus or deficit of the Charity for that period.

In preparing those financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in business.

The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Charity and to 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.

#### Auditors

On 31 December 2003, BDO Stoy Hayward, the company's auditors, transferred its business to BDO Stoy Hayward LLP, a limited liability partnership incorporated under the Limited Liability Partnerships Act 2000. Accordingly BDO Stoy Hayward resigned as auditors on that date and the directors appointed BDO Stoy Hayward LLP as its successor. A resolution to reappoint BDO Stoy Hayward LLP as auditors will be proposed at the next annual general meeting.

BDO Stoy Hayward LLP have expressed their willingness to continue in office and a resolution to re-appoint them will be proposed at the Annual General Meeting.

#### By order of the Board



M J Hastings CBE

**Chairman**

Date: 4/8/04

# THE CRIME CONCERN TRUST LIMITED

## Report of the independent auditors

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### To the members of The Crime Concern Trust Limited

We have audited the financial statements of The Crime Concern Trust Limited for the year ended 31 March 2004 on pages 15 to 27 which have been prepared under the accounting policies set out on pages 19 to 21.

#### *Respective responsibilities of directors and auditors*

The Trustees' responsibilities for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards are set out in the Board of Trustees' Responsibilities.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and United Kingdom Auditing Standards.

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you if, in our opinion, the Report of the Trustees is not consistent with the financial statements, if the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding Trustees' remuneration and transactions with the charity is not disclosed.

We read the Report of the Trustees and consider the implications for our report if we become aware of any apparent misstatements within it.

Our report has been prepared pursuant to the requirements of the Companies Act 1985 and for no other purpose. No person is entitled to rely on this report unless such a person is a person entitled to rely upon this report by virtue of and for the purpose of the Companies Act 1985 or has been expressly authorised to do so by our prior written consent. Save as above, we do not accept responsibility for this report to any other person or for any other purpose and we hereby expressly disclaim any and all such liability.

#### *Basis of audit opinion*

We conducted our audit in accordance with United Kingdom Auditing Standards issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the trustees in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charity's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

**THE CRIME CONCERN TRUST LIMITED**

**Report of the independent auditors (*continued*)**

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*Opinion*

In our opinion the financial statements give a true and fair view of the state of the charity as at 31 March 2004, and of the charity's incoming resources and resources expended, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 1985.

*BDO Stoy Hayward LLP*

**BDO STOY HAYWARD LLP**

*Chartered Accountants  
and Registered Auditors  
London*

Date: 4/8/04

# THE CRIME CONCERN TRUST LIMITED

## Statement of financial activities for the year ended 31 March 2004

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2004 £	Total Funds 2003 £
<b>Incoming resources</b>					
Activities in furtherance of charity's objects:					
- Grants for project delivery	2	-	9,424,429	9,424,429	9,243,826
- Other grants	2	1,282,858	-	1,282,858	1,824,906
- Fees from consultancy, training and seminars		5,746,033	427,585	6,173,618	3,173,722
- Other income		308,851	432,995	741,846	2,296,862
In kind funding		-	516,156	516,156	508,849
Bank interest received		31,806	2,574	34,380	29,618
		7,369,548	10,803,739	18,173,287	17,077,783
Less: Internal consultancy and management fees	6	(397,077)	(1,587,030)	(1,984,107)	(1,522,495)
<b>Net incoming resources available for charitable application</b>		6,972,471	9,216,709	16,189,180	15,555,288
<b>Resources expended</b>					
Activities in furtherance of charity's objects:					
Project delivery costs		-	9,071,070	9,071,070	9,829,121
Costs in delivering consultancy, training and seminars		4,925,840	196,287	5,122,127	4,560,910
Support costs		1,625,082	-	1,625,082	1,409,951
Management and administration		355,855	967,940	1,323,795	953,761
In kind support		-	516,156	516,156	508,849
		6,906,777	10,751,453	17,658,230	17,262,592
Less: Internal consultancy and management fees	6	(397,077)	(1,587,030)	(1,984,107)	(1,522,495)
<b>Net resources expended</b>	3	6,509,700	9,164,423	15,674,123	15,740,097



# THE CRIME CONCERN TRUST LIMITED

## Statement of financial activities for the year ended 31 March 2004 (continued)

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2004 £	Total Funds 2003 £
Net incoming resources/ (resources expended) before transfers		462,771	52,286	515,057	(184,809)
Transfers between funds		(135,808)	135,808	-	-
Net incoming resources/ (resources expended)		326,963	188,094	515,057	(184,809)
Total funds at 1 April 2003		768,255	1,742,135	2,510,390	2,695,199
Total funds at 31 March 2004	13	1,095,218	1,930,229	3,025,447	2,510,390

### Transfers between funds:

At the year end £135,808 has been transferred from unrestricted reserves to cover overspends on projects that will not be recoverable from within the individual project resources. The transfer is made in respect of both projects that have closed during the year in deficit and projects which are still ongoing but where prudence dictates that recognition should be made of possible cost overruns.

All amounts relate to continuing activities

All recognised gains and losses are included in the statement of financial activities

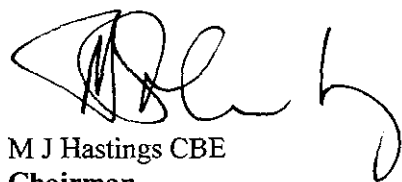
The notes on pages 19 to 27 form part of these financial statements

# THE CRIME CONCERN TRUST LIMITED


Balance sheet at 31 March 2004

	Note	2004 £	2004 £	2003 £	2003 £
<b>Fixed assets</b>					
Tangible assets	8		23,936		14,838
<b>Current assets</b>					
Debtors	9	2,792,128		3,826,443	
Cash at bank	10	2,964,298		1,096,844	
<b>Total current assets</b>		<b>5,756,426</b>		<b>4,923,287</b>	
<b>Creditors: amounts falling due within one year</b>	11	<b>2,754,915</b>		<b>2,427,735</b>	
<b>Net current assets</b>			<b>3,001,511</b>		<b>2,495,552</b>
<b>Total assets less current liabilities</b>			<b>3,025,447</b>		<b>2,510,390</b>
<b>Funds</b>					
Unrestricted funds - general fund			1,095,218		768,255
Restricted funds	12		1,930,229		1,742,135
			<b>3,025,447</b>		<b>2,510,390</b>

The financial statements were approved by the Board of Trustees on 4/3/04



M J Hastings CBE  
Chairman



B F McIntyre  
Honorary Treasurer

The notes on pages 19 to 27 form part of these financial statements

# THE CRIME CONCERN TRUST LIMITED

## Cash flow statement for the year ended 31 March 2004

	2004 £	2003 £	
Net cash inflow/(outflow) from operating activities	1,863,217	(367,040)	
Returns on investments and servicing of finance			
Interest received	34,380	29,618	
Capital expenditure and financial investment			
Payments to acquire tangible fixed assets	(30,143)	(10,028)	
Increase/(decrease) in cash	1,867,454	(347,450)	
Reconciliation of net incoming/(outgoing) resources to net cash inflow/(outflow) from operating activities			
Net incoming/(outgoing) resources	515,057	(184,809)	
Depreciation	21,045	15,872	
Decrease/(increase) in debtors	1,034,315	(832,465)	
Increase in creditors	327,180	663,980	
Interest receivable	(34,380)	(29,618)	
Net cash inflow/(outflow) from operating activities	1,863,217	(367,040)	
Reconciliation of net cash inflow/(outflow) to movements in net funds			
Increase/(decrease) in cash in the year	1,867,454	(347,450)	
Net funds at 1 April 2003	1,096,844	1,444,294	
Net funds at 31 March 2004	2,964,298	1,096,844	
Analysis of changes in net funds			
	At 1 April 2003 £	Cash flows £	At 31 March 2004 £
Cash at bank	1,096,844	1,867,454	2,964,298

The notes on pages 19 to 27 form part of these financial statements

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004

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## 1 Accounting policies

The financial statements have been prepared under the historical cost convention and are in accordance with applicable accounting standards and the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' published in October 2000.

The following principal accounting policies have been applied:

### *Basis of preparation*

The financial statements for the year to 31 March 2004, solely represent the results of The Crime Concern Trust Limited. As at 31 March 2004, Crime Concern (Scotland) Trust Limited, Crime Concern Services Limited and Crime Concern Consultancy Limited, former subsidiaries of the Charity had been dissolved.

### *Branches*

Branches are regarded as non-autonomous, and are included in full in the financial statements.

### *Incoming Resources:*

#### *Donations and grants*

Income from donations, and grants, is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the Charity are to be treated as funding for future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the Charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

### *Lottery income*

Lottery income is recognised as income when the conditions for its receipt are met.

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (*continued*)

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## 1 Accounting policies (*continued*)

### *Consultancy, training and seminar fees*

Fee income for consultancy, training and seminars is included in incoming resources when the work is completed, or, if invoiced before completion, then in proportion to work completed, with the balance being deferred.

### *Other income*

Other income is recognised in the period in which the Charity is entitled to the receipt and the amount can be measured with reasonable certainty. Income is deferred only when the Charity has to fulfil conditions before becoming entitled to it, or where the donor has specified that the income is to be treated as the funding of a future period.

### *Resources expended and basis of allocation of costs*

All expenditure is included on an accruals basis and is recognised when there is a legal or constructive obligation to pay for such expenditure.

The majority of costs are directly attributable to specific activities. Certain shared costs are apportioned to activities in furtherance of the object of the Charity. For example staff costs are allocated in the same proportion as directly attributable staff costs.

### *Support, management and administration costs*

Support costs represent the cost of core field offices, including management, policy, supervision and technical support. Management and administration comprises the costs of running the Charity itself as an organisation.

### *In kind funding/support*

The Charity benefits from the services of secondees, many thousands of voluntary hours and unclaimed out-of-pocket expenses by a very large number of supporters. In addition, companies, organisations and individuals have, in many cases, provided the use of facilities, equipment and premises for various activities and meetings without charge. We have estimated a value for such gifts in kind where there is a cost to the third party in donating the gift/service. This totals £516,156 (2003 - £508,849) during the year. This figure does not include a value for the volunteer work which is indispensable to the work that Crime Concern undertakes.

### *Unrestricted funds*

Unrestricted funds are funds available for charitable purposes within the objectives of the Charity that have no conditions imposed by the donor or by the terms of an appeal.

### *Restricted funds*

Restricted funds are funds subject to specific conditions imposed by the donor or by the terms of an appeal, these conditions being binding upon the Trustees.

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (*continued*)

## 1 Accounting policies (*continued*)

### *Tangible fixed assets and depreciation*

Depreciation is provided to write off the cost, less estimated residual values, of all fixed assets over their expected useful lives. It is calculated at the following rates on a straight line basis:

Office equipment, fixtures and fittings	- 25% - 33% per annum
Motor vehicles	- 33% per annum

Items of equipment are capitalised where the purchase price exceeds £5,000.

### *Operating Leases*

All leases are treated as operating leases. Their annual rentals are charged to the Statement of Financial Activities on a straight-line basis over the term of the lease.

### *Pension costs*

Contributions to the Charity's defined contribution pension scheme are charged to the Statement of Financial Activities in the year in which they become payable.

### *Creditors payment period*

The policy of the Trustees is to pay creditors to the terms agreed between the parties when entering into the contract. In the absence of any agreement to the contrary, payment of suppliers' invoices will be 30 days following the end of the month in which the invoice is received.

## 2 Grants for project delivery and other grants received

	2004 £	2003 £
Home office core grants	865,095	1,244,000
Local authority grants	4,015,326	3,489,572
Government and statutory bodies	5,059,917	5,337,998
Charitable trusts	276,506	619,937
National Lottery	114,611	262,134
Other organisations	375,832	115,091
	<hr/>	<hr/>
	10,707,287	11,068,732
	<hr/>	<hr/>

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (continued)

## 2 Grants for project delivery and other grants received (continued)

	2004 £	2003 £
The National Lottery grant is made up of:		
Neighbourhood Safety Roll Out Programme	-	15,500
Stoke Mentoring Plus Project	-	70,766
Beesafe Project	24,630	49,111
Safer Community Net	29,662	27,404
Wolverhampton Neighbourhood Safety Project	60,319	77,867
Islington Youth Inclusion Programme	-	4,920
Southampton Community Fund	-	16,566
	<u>114,611</u>	<u>262,134</u>

## 3 Analysis of net resources expended

	Staff costs £	Project expenses £	Other £	2004 £	2003 £
Project delivery costs	4,944,248	2,283,901	1,223,831	8,451,980	9,325,255
Consultancy, training and seminars	3,219,120	717,288	788,643	4,725,051	4,155,451
Support costs	661,071	-	964,011	1,625,082	1,409,951
Management and administration	203,765	-	152,089	355,854	340,591
In kind support	-	516,156	-	516,156	508,849
	<u>9,028,204</u>	<u>3,517,345</u>	<u>3,128,574</u>	<u>15,674,123</u>	<u>15,740,097</u>

	2004 £	2003 £
Staff costs can be analysed as:		
Wages and salaries	7,775,354	7,762,866
Social security costs	770,569	707,103
Pension costs	395,782	394,715
Life assurance and healthcare	86,499	92,378
In kind staff costs	-	30,168
	<u>9,028,204</u>	<u>8,987,230</u>

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (continued)

## 3 Analysis of net resources expended (continued)

	2004 Number	2003 Number
The average number of employees is set out below:		
Projects	286	281
Consultants	92	96
Fundraising and publicity	6	8
Management and administration of the charity	21	22
	<u>405</u>	<u>407</u>

The number of employees whose remuneration (including benefits and pensions) exceeded £50,000, was as follows:

	2004 Number	2003 Number
£50,001 - £60,000	4	5
£60,001 - £70,000	2	1
£80,001 - £90,000	1	1

Contributions were made into the defined contribution pension scheme for 7 employees (2003 - 7 employees) amounting to £33,669 (2003 - £36,402).

## 4 Net incoming resources/(resources expended)

	2004 £	2003 £
This is arrived at after charging:		
Depreciation - owned assets	21,045	15,872
Auditors' remuneration - audit services	25,000	25,000
Rentals under operating leases - land and buildings	450,324	394,724
- other	218,712	266,938

The Charity neither discontinued any of its operations nor acquired new operations during the year.

## 5 Trustees' remuneration and expenses

No remuneration was paid to any Trustee during the year. Expenses totalling £893 (2003 - £408) were reimbursed to the Trustees in respect of travelling and out-of-pocket expenditure incurred while acting as Trustees of the Charity.



# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (*continued*)

## 6 Internal consultancy and management fees

The Statement of Financial Activities includes a figure of £1,984,107 (2003 - £1,522,495) for internal consultancy and management fees. This represents a contribution from each of the branches and projects for the central administration and accounting functions, along with a contribution for line management of project staff by the fieldwork teams. It also includes any specific work carried out by the fieldwork teams on behalf of projects such as audits, recruitment etc. These fees are therefore income for the unrestricted funds and costs for the restricted branches and projects.

## 7 Taxation

No taxation has been provided in the financial statements because, as a registered charity, The Crime Concern Trust Limited is exempt in accordance with Section 505 of the Income and Corporation Taxes Act 1988.

## 8 Tangible assets

	Office equipment, fixtures and fittings £	Motor vehicles £	Total £
<i>Cost</i>			
At 1 April 2003	202,008	10,028	212,036
Additions	6,024	24,119	30,143
	<hr/>	<hr/>	<hr/>
At 31 March 2004	<b>208,032</b>	<b>34,147</b>	<b>242,179</b>
	<hr/>	<hr/>	<hr/>
<i>Depreciation</i>			
At 1 April 2003	193,855	3,343	197,198
Charge for the year	10,160	10,885	21,045
	<hr/>	<hr/>	<hr/>
At 31 March 2004	<b>204,015</b>	<b>14,228</b>	<b>218,243</b>
	<hr/>	<hr/>	<hr/>
<i>Net book value</i>			
At 31 March 2004	<b>4,017</b>	<b>19,919</b>	<b>23,936</b>
	<hr/>	<hr/>	<hr/>
At 31 March 2003	<b>8,153</b>	<b>6,685</b>	<b>14,838</b>
	<hr/>	<hr/>	<hr/>

All tangible assets are used wholly for direct charitable purposes.

## 9 Debtors

	2004 £	2003 £
Other debtors	2,554,034	3,659,113
Prepayments and accrued income	238,094	167,330
	<hr/>	<hr/>
	<b>2,792,128</b>	<b>3,826,443</b>
	<hr/>	<hr/>

All amounts shown under debtors fall due for payment within one year.

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (continued)

## 10 Cash at bank

Crime Concern's cash reserves are typically higher at the year end than they are at any other point in the year. Many of our operational activities follow a cyclical pattern and normally the last few months of the year are far and away our busiest time. This means cash receipts are very buoyant during this period and year end cash levels are high as a result. Cash levels are expected to fall away to more normal levels in the first few months of the new financial year.

## 11 Creditors: amounts falling due within one year

	2004 £	2003 £
Other creditors	579,053	329,231
Taxation and social security	682,597	555,330
Accruals and deferred income	1,493,265	1,543,174
	<u>2,754,915</u>	<u>2,427,735</u>

## 12 Restricted funds

The incoming resources of the Charity include restricted funds, comprising the following unexpended balances of donations and grants held on trust to be applied for specific purposes as analysed between projects:

	Balance at 31 March 2003 £	Incoming resources £	Expenditure, gains and losses £	Transfers £	Balance at 31 March 2004 £
Apprenticeship scheme	111,885	107,764	(79,884)	-	139,765
Branches	234,306	2,325,179	(2,296,963)	23,478	286,000
Youth Inclusion Projects	339,388	5,399,331	(5,256,926)	60,077	541,870
Youth Action Groups	114,062	195,405	(156,454)	-	153,013
Neighbourhood Safety Projects	160,181	217,128	(222,519)	(63)	154,727
Mentoring Plus Projects	89,389	438,525	(533,471)	53,778	48,221
Basic skills projects	6,470	467,610	(358,827)	-	115,253
Breaking Barriers	399,720	100,650	(301,224)	-	199,146
Kick start	-	775,412	(736,725)	-	38,687
Other Projects	286,734	776,735	(808,460)	(1,462)	253,547
	<u>1,742,135</u>	<u>10,803,739</u>	<u>(10,751,453)</u>	<u>135,808</u>	<u>1,930,229</u>

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (*continued*)

## 12 Restricted funds (*continued*)

Project type:	Number of projects	
	2004	2003
Branches	5	6
Youth Inclusion Projects	25	21
Youth Action Groups	1	12
Neighbourhood Safety Projects	3	6
Mentoring Plus Projects	8	10
Basis skills projects	3	-
Breaking Barriers	1	1
Neighbourhood Apprenticeship Scheme	2	1
Kick start	1	-
Other Projects	11	9
	<hr/>	<hr/>
	60	66
	<hr/>	<hr/>

## 13 Analysis of charity net assets between funds

	Unrestricted funds £	Restricted funds £	Total 2004 £
Tangible fixed assets	-	23,936	23,936
Current assets	2,291,388	3,465,038	5,756,426
Current liabilities	(1,196,170)	(1,558,745)	(2,754,915)
	<hr/>	<hr/>	<hr/>
Net assets	1,095,218	1,930,229	3,025,447
	<hr/>	<hr/>	<hr/>

## 14 Share capital

As the Charity is limited by guarantee, there is no share capital. At 31 March 2004 each member has undertaken to contribute to the Charity's assets, in the event of the Charity being wound up, such amount as may be required, not exceeding £1.

## 15 Pensions

The Charity operates defined contribution pension schemes. The assets of the schemes are held separately from those of the Charity in independently administered funds. Amounts of £9,378 (2003 - £36,402) and £386,404 (2003 - £358,313) have been charged to the Statement of Financial Activities in respect of contributions made to group purchase plans and group personal pension plans respectively.

# THE CRIME CONCERN TRUST LIMITED

Notes forming part of the financial statements for the year ended 31 March 2004 (*continued*)

## 16 Commitments under operating leases

At 31 March 2004, the Charity had annual commitments under non-cancellable leases as set out below:

	2004 Land & buildings £	2004 Other £	2003 Land & buildings £	2003 Other £
Within one year	92,028	15,911	39,658	31,257
Between two and five years	262,054	90,778	193,790	98,188
Over five years	49,000	20,538	-	-
	<u>403,082</u>	<u>127,227</u>	<u>233,448</u>	<u>129,445</u>

Subsequent to the year end, The Crime Concern Trust Limited entered into the following annual commitments under non-cancellable leases:

	Land & buildings £	Other £
Between two and five years	<u>2,700</u>	<u>15,059</u>

## 17 Related party

A number of the Trustees are director's of companies which during the year made donations or provided resources to The Crime Concern Trust Limited. The Board consider these relationships to be in the interests of the organisation and accordingly separate disclosure of each relationship has not been made.