



SWANSWELL CHARITABLE TRUST

REPORT OF THE DIRECTORS AND  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED TO 31 MARCH 2001

Dafferns

Chartered Accountants



SWANSWELL CHARITABLE TRUST

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for the year ended 31 March 2001

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SWANSWELL CHARITABLE TRUST

COMPANY INFORMATION  
for the year ended 31 March 2001

DIRECTORS: Dr J Bland (CHAIR)  
Mr R Wadkin  
Mrs E Stuart ) Operational  
Ms A Hastings ) Sub Committee  
Mr M Singh ) Member  
Mr C Elliott  
Mr R Moore  
Mrs Y Morgan

SECRETARY: Ms C Haydon

REGISTERED OFFICE: Swanswell House  
Norton Street  
Coventry CV1 5FY

REGISTERED COMPANY NUMBER: 3692925 (England and Wales)

REGISTERED CHARITY NUMBER: 1074891

AUDITORS: Dafferns Chartered Accountants  
Queens House  
Queens Road  
Coventry CV1 3DR

SOLICITORS: Seymours  
Queens House  
Queens Road  
Coventry CV1 3JN

BANKERS: Abbey National PLC  
19-19a Cross Cheaping  
Coventry CV1 1LQ

## SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS for the year ended 31 March 2001

The directors who are also the trustees present their report with the financial statements of the charitable company for the year ended 31 March 2001.

#### PRINCIPAL ACTIVITY

The principal activity of the company in the period under review was primarily to promote safer use of alcohol and to reduce harm associated with alcohol and substances use and misuse.

#### DIRECTORS

The directors in office were:-

Dr. J. Bland (Chairman)

Mrs. E. Stuart

Mr. R. Moore

Ms. A Hastings

Mr. M. Singh

Mr. R. Wadkin

Mr. C. Elliott

Mrs Y Morgan

- resigned 31 March 2001

- appointed 22 November 2000

In accordance with the Articles of Association Ms. A. Hastings, Mr. M. Singh and Mr. R. Wadkin will retire at the forthcoming Annual General Meeting and being eligible will stand for re-election.

Mrs. Y Morgan having been appointed a director during the year will also retire at the forthcoming Annual General Meeting and being eligible will stand for re-election.

#### ADMINISTRATIVE INFORMATION

The company is governed by its Memorandum and Articles of Association and is limited by guarantee and is a registered charity (No. 1074891).

#### CHARITABLE OBJECTIVES

These state that in particular but not exclusively the objective is to provide for those who are suffering from, or who have suffered from alcohol or drug abuse of any sort.

# SWANSWELL CHARITABLE TRUST

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Mr. R. Moore

Ms. A Hastings

Mr. M. Singh

Mr. R. Wadkin

Mr. C. Elliott

Mrs Y Morgan

- resigned 31 March 2001

- appointed 22 November 2000

In accordance with the Articles of Association Dr. J. Bland and Mrs. E. Stuart will retire at the forthcoming Annual General Meeting and being eligible will stand for re-election.

Mrs. Y Morgan having been appointed a director during the year will also retire at the forthcoming Annual General Meeting and being eligible will stand for re-election.

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SWANSWELL CHARITABLE TRUST

REPORT OF THE DIRECTORS (CONTINUED)  
for the year ended 31 March 2001

POLICIES TO ACHIEVE OBJECTIVES

In pursuance of this objective, the company operates within the terms of the following policies:-

- a) Constitution
- b) Mission statement
- c) Health and Safety Policy
- d) Equal opportunities Policy
- e) Confidential Policy
- f) Staff at Risk Policy
- g) Grievance and Disciplinary Policy
- h) Partnership "purchasing" Policies of
  - 1. Coventry Social Services Department
  - 2. Coventry Health Authority
  - 3. Warwickshire Health Authority
  - 4. Warwickshire Probation Authority
  - 5. West Midland Probation Office
- i) Specific policies and requirements arising from the NHS and Community Care Act 1989, including policies which determine eligibility for services from the company.

# THE SWANSWELL CHARITABLE TRUST

## REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

### INTRODUCTION

This report sees the conclusion of the second year in the existence of the Swanswell Charitable Trust. The Trust is now well established, Directors/Trustees taking a very active interest in both the strategic and operational matters in appropriate measures, and an increasingly competent middle management staff group overseeing teams of staff who have made very impressive contributions to the reduction of alcohol related harms in Coventry and Warwickshire.

Although Coventry is surrounded by the donut of Warwickshire, the funding arrangements and environment from which we operate are markedly different. Coventry has a very high level of poverty, has a very mixed multi-cultural community and also has the largest Irish population outside of the London boundary. While the alcohol related harms within Coventry are very high, we have the benefits of working through Primary Care settings and achieving a great deal in partnership with health service colleagues to achieve results in communities rather than in hospitals - more cost effective, less disruptive. We also benefit from Coventry's vision in terms of tackling health inequalities and the investment of £0.90 per head of the adult population in adult alcohol services.

Warwickshire is very different. The north of Warwickshire has very high levels of social problems, largely associated with the mining decline of that area, yet contrasts with the opulence of Leamington Spa and Stratford-Upon-Avon and the rich rolling pastures of middle and South Warwickshire. While there is no doubt whatsoever that the intensity of problems in the North present particular needs, alcohol difficulties permeate the total population and referral rates even from the South including Leamington and Stratford-Upon-Avon are relatively high. It is also abundantly clear that life in rural environments is not always blissful and evidence of higher alcohol consumption is present, and increasing reports of disproportionately high use among younger people with "time on their hands". The comparison between Warwickshire funding and Coventry is marked - £0.22 per head of adult population is spent on our services in Warwickshire. Against this wide differential, the achievements of our staff are considerable.

We believe that the structure of the agency and the specialist skills of its management team are important keys to our success. We have now established a Younger Persons Drug and Alcohol Service, working in the partnership with the Coventry Community Drug Team in Coventry, and this service has exceeded all of its targets and expectations. We are particularly pleased that each element of this service has been conceived, drawn up, negotiated and implemented from the Swanswell Trust, albeit with considerable assistance from funding and partner agencies, but the project is entirely based on our own concept and design, and practices on the basis of what actually works.

While the agency must divide into both Coventry and Warwickshire services, responding to the specific requirements of each funder and needs of the communities, a number of agency activities operate on a corporate basis. Among these are those undertaken by the Staff Development Co-ordinator who in addition to providing very effective in service training programmes which maintain our staff at the cutting edge of practice, he has been very successful in organising training activities for other agencies - particularly the Warwickshire Drug Action Team - and has also taken the lead on the development of measurable quality systems throughout the organisation. Central to the achievement of quality standards is the necessity to effectively (rather than tokenistically) address the needs of multi-cultural populations and measurable targets are now being devised to move that work forward systematically.

No addiction service, indeed no health and social care agency, can operate in isolation and our effectiveness is based not only on the success of our middle managers and front line client workers and administrative staff, but upon the successful and generous contributions from partner agencies who share many of our aspirations. Partnerships are not a natural phenomenon, we have to work hard to promote and maintain them. However the most obvious features running through the Swanswell Trust now, as its staffing numbers head towards 50 employees, is enthusiasm, optimism and competence. The task for the Board and for managers will be to maintain and retain them, and take appropriate steps during the coming year to ensure that our terms and conditions enable us to retain such valuable employees, as well as to be able to recruit more in an increasingly competitive employment "marketplace".

## THE SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

#### FUNDING ARRANGEMENTS

We continue to attract income from six statutory authorities - Coventry and Warwickshire Health Authorities, Social Service Departments and Probation Services. Additionally the Coventry City Council now facilitates through SRB arrangements, much of the Younger Persons Service. The Government policy of seeking "best value" is becoming increasingly prominent, but we consider that this actually gives the Swanswell Trust an advantage. We can demonstrate not only high standards and very good value but on occasions added value which provides funders with more than they require or expect in their purchasing contract.

In 2000/1, the total agency income has risen by 25.7% from £866,019 to £1,089,102. The expansion of the Younger Persons Service is a significant feature of the growth, with a value of £199,908. The Younger Persons Service has broken the traditional funding mould and services have been achieved by a consortium of funding arrangements which include joint finance, Health Authority main programme funding and the Single Regeneration Budget Awards gained through Advantage West Midlands. We have been advised that the quality of submissions made, explaining the rationale for our projects and targets intended were the best submissions received and the effectiveness of the services have already led to invitations to submit for further funds, "New Deal" funding being anticipated as increasing further the penetration of this service in the Wood End area of Coventry.

We reported last year that we were seeking tighter contracts with our funders in a drive for a higher degree of efficiency and targeting of our resources. While the evidence demonstrates the efforts made on our part to achieve tighter contracts, and while we invite our funders to stipulate high performance targets, we are disappointed that other than in the case of both the Probation Services and Coventry Health Authority in regard to Adult provision, and while we have very effective targets for the Younger Persons Service the position with Warwickshire Health Authority remains loosely defined. A major review of that service was undertaken in order to give funders a basis for drawing up contracts and it would be a matter of considerable concern if they do not respond to our overtures during the earlier part of the next financial year. It is unusual indeed for a provider organisation to be requesting that a funder tightens up on contract arrangements that we wish to be held to account more effectively.

#### FINANCIAL MANAGEMENT

While our auditors and funders have complimented the standard of bookkeeping and accounting within the Swanswell Trust over many years, the size of our income and the spread of budgets necessitate a more sophisticated means of financial planning, cost centre management and control. This work will be continued into the next financial year but already we can begin to anticipate some of the changes required. The task of dealing with invoices manually is becoming very time consuming and we will need to at least investigate the opportunities for electronic banking and invoice payment.

We have had no unwelcome financial surprises, no budget has overspent in an unplanned manner and at the year end our expenditure was within acceptable limits. We take the view that while overspending must be avoided, so must underspends, or anticipated and appropriate steps taken. Beyond electronic banking, the anticipated Information Systems Strategy which will be commenced in the coming year, will eventually provide instant means of financial control as it is networked out to cost centre managers.

We have maintained the philosophy that "money is everybody's business" and will be ensuring that financial controls and flexibility are delegated to appropriate levels in the organisation, and will be able to move away from the necessity for a very busy finance manager having to apply controls from "Head Office". This is nothing radical, it is simply part of the continuing process of modernising of both the practices and culture of the organisation which is very necessary as at this point there is no indication of any reduction in our patterns of growth.



## THE SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

#### DEVELOPING QUALITY

Every organisation which professes to provide high standard services must approach the question of quality both systematically and in order to produce measurable evidence. Our earlier work in developing the PQASSO standards (Practical Quality Assurance System for Small Organisations) has worked very well. We have attained standard two in virtually all areas and are well on the way to achieving standard three which is the highest provision within PQASSO arrangements. This has been driven by the staff development officer's commitment to quality and consumerism and has resulted in the organisation being asked to assist other agencies in developing the same approach.

However it may be necessary to divert from PQASSO because the Government, working with the National Organisations of Alcohol Concern and Drugscope has developed a new quality system specifically applicable to addiction services - QuADS (Quality in Alcohol and Drugs Service). The Government will require purchasers of services to establish that the QuADS standards have been applied to drug services - it will therefore have to apply to our Younger Persons Service - and at a later date it is anticipated that funders will require it of alcohol services too. Much of the PQASSO standards are directly relevant and we see no sensible alternative but to progress rapidly in achieving QuADS in order to maintain our position as a leading and credible alcohol and drug service provider. While that will certainly maintain and probably strengthen our position in the field of addiction, it will have the disadvantage that it may not be as relevant should we seek to provide an alternative form of service for other social needs than addiction.

Whatever else, quality is now high on everyone's agenda and is measurably evident within the organisation. We will be testing with service users whether they share our perception of improvements in this respect.

#### PREMISES

##### Coventry

Swanswell House has been at bursting point because we have adapted space to accommodate the Younger Persons Team of currently 6 personnel, and have had to make a number of relatively small but important changes in the structure of the building to use space to best value. Staff have been generous to each other in tolerating pressure in key areas of the building but negotiations are underway to secure new premises for the Younger Persons Service which will allow for a re-organisation of the distribution of staff in Swanswell House. To the outsider, these problems are generally irrelevant. However the increase in activity had meant that the entrance to the building was becoming very difficult to manage and we have, quickly and successfully increased the reception area in order to improve security and confidentiality, as well as increasing waiting areas.

##### Warwickshire

We continue to face premises problems in Warwickshire.

##### Leamington

Rented space from the Health Authority, shared with the Leamington Drug Service is at bursting point, further disadvantaged because of very poor disability access and inadequate interview facilities. Discussions are taking place with a view to finding an alternative, but will need to be affordable, accessible and suitably located - a difficult specification to achieve.

##### Nuneaton

An office rented from the North Warwickshire NHS Trust has suitable space currently shared with the North Warwickshire Drug Team but their move from the premises is anticipated soon and at that point at least the North Warwickshire office will be very suitable for our purposes.

## THE SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

#### PREMISES (CONT'D)

##### Rugby

This office continues to present problems. This rented building had been the subject of a bid to the National Lotteries Board in order that it could be purchased and adapted. Unfortunately, and only by a very narrow judgement, that award was not in the end successful and further work is taking place to determine how we resolve our position at Rugby. The options include the re-submission of a bid to the Lotteries Board/Community Fund for a lower sum, purchasing from other resources on the open market, or moving to alternative rented premises. The position however cannot drift indefinitely and will be the focus of concerted attention in 2002/3.

#### ACTIVITY LEVELS

Appendix A provides indicators of activity for year ending 31<sup>st</sup> March 2001 and for the two proceeding years. It is important to note that for the last year, the reduction in figures in North Warwickshire reflects that the Community Drug Service is accounting for its performance separately to the Health Service and will not in any future years feature in our statistics. The service is now wholly managed within the NHS.

While the figures give a broad indication of activity, they do not begin to measure the performance of the agency and the extent of which harms are actually being reduced.

Our current database is wholly inadequate for measuring in output and outcome terms the effectiveness of our service and is in the process of being re-designed as we develop an information systems strategy during the next financial year. It is probable that figures in this form will only be produced once more in 2001/2.

#### INFORMATION SYSTEMS STRATEGY

As this report already conveys, we are taking steps to develop a relevant, contemporary Information Systems Strategy which will be networked throughout the organisation. The client database with activity and outcome measurements is essential to demonstrate the effectiveness of the service and we have tested several commercially available packages with disappointing results. We have therefore commissioned an independent consultant to devise a database system specifically for our purposes and early progress is encouraging.

The issue is more than simply creating better records of client related activity. We will benefit from developing effective electronic mailing systems, increasing efficiency both in terms of speed of communication and reduction of cost. Equally importantly we must have rapid access to accurate financial information and for that to be accessible to cost centre managers who can make sensible judgements on a day by day basis within their clear and delegated powers in order to respond locally to the needs of the service.

These developments have full support from the Board of Directors/Trustees and a core group of key staff is working to devise and implement the strategy, but doing so through a systematic staff consultation forum, involving staff at all levels, so that the strategy will develop in a manner which is relevant to and understood by all staff.

There is ample evidence from industry that information system strategies have failed because the staff have not been involved in their development, and have not been offered sufficient help to move forward into what for some will be a complex new world with confidence. We have every confidence that our Staff Development Co-ordinator will address this in a manner which will not only be effective but, more importantly, will harness the enthusiasm of staff at all levels.

## THE SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

#### WORKING WITH THE BOARD OF DIRECTORS

Directors have demonstrated vision, creativity and support to all of the staff during this year, but have maintained a sharp, perceptive view of activities and have required answers to searching questions on some occasions, and which staff have been pleased to provide. We certainly see the evidence that the Board of Directors are not a "rubber stamping" mechanism. The creation of an Operational Sub-Committee has been very helpful and this has worked well during the last 12 months, but although our constitution was reviewed only two years ago, we are coming to the view that we may still be able to improve governance arrangements in our search for "excellence". That search is entirely consistent with the declared value base of the Swanswell Trust.

We anticipate that during the earlier months of the next financial year an external assessor will be brought into the Trust to examine the relationship between Directors and the organisation, to look at the pattern and purpose of meetings, and particularly to help us reach a sound judgment as to whether or not, given the size of the organisation, and the speed with which business must be transacted, we can improve upon current arrangements.

One clear area which we all agree needs examination is the question of increased delegation within safe and sensible parameters. We also anticipate that we will be looking to increase additions expertise among the Board of Directors as a result of the review process.

#### BUSINESS PLANNING

The diversity and breadth of activities within the organisation are such that it is going to be necessary to adopt a very systematic approach to the strategic management and development of the organisation and the planning of our revenue and capital development, and particularly to anticipate the ebbs and flows of income as we work with the varying patterns of funding initiative - SRB funding and the manner in which it does not easily dovetail with joint finance allocation being just one simple example. Work has been completed in the creation of a comprehensive business plan, with clear timescales and performance standards/measures and this will be the subject of staff training and in order that the culture of Business Planning extends throughout the agency. We believe that the manner in which it has been created, involving staff at all levels and taking account of their concerns during its creation, has resulted in a surprising degree of enthusiasm for this approach and monitoring of timescales and achievements throughout the coming year will put to the test whether the document really is "living" and effective. It is a three year rolling programme of development running into 2004, but will require updating on an annual basis in order that we can be sensibly anticipating the position that we face not only in the immediate year but particularly in the third by when funding patterns change very clearly. The work undertaken to prepare this plan has already illustrated financial issues which need to be planned with greater emphasis than had been previously anticipated. The Board of Directors/Trustees will be using the Business Plan to review progress and will have a very systematic means of maintaining their responsibilities to ensure that we fulfil their expectation and strategic objectives.

The plan separates activities between areas - Head Office which drives the business development of the organisation, the geographic based service of Coventry and Warwickshire where operational activities take place. The plan as currently devised is a confidential document for agency use, but abridged versions are in the process of production and will be used to share with funders and other relevant organisations.

## THE SWANSWELL CHARITABLE TRUST

### REPORT OF THE DIRECTORS (CONTINUED) for the year ended 31 March 2001

#### BUSINESS PLANNING (CONT'D)

Each objective has its own performance standard, output and outcome measures, detailing the lead officer and target date for achievement. It addresses, for example:-

- "the effective economic, efficient and equitable generation control and planning of agency income and expenditure".
- "maintains human resource systems necessary to ensure the delivery of high quality services".
- "oversees the development of the agencies information systems strategy which maximises the benefits from forward thinking, ethical communication and IT systems".
- "provides a systematic staff development programme to ensure that employees are equipped to fill their roles effectively and confidently".
- and goes on to deal with developing measurable quality assurance systems, accommodation strategies, development of an income generation strategy etc etc.

The elements of the plan applying to both Coventry and Warwickshire detail specific areas of operational activity such as, developing partnerships with Probation Service in accordance with national standards and frameworks, to provide interventions to reduce alcohol related offending, and "to maintain and further develop primary care services for the diverse population of Coventry and Warwickshire".

#### CONCLUSION

This has been a very productive year in which agency productivity has continued to increase and the budget has developed further. The only significant disappointment is that the very detailed preparatory work which was anticipated as securing a National Lottery Award for the purchase of our Rugby Office failed, but that is not unusual and that question will be pursued until a reasonable solution is achieved. As we conclude this financial year we can anticipate an income of at least £1.15 millions from statutory funders within the next financial year, and we already know that further developments are being invited and this could well push the figure to beyond £1.2 millions. The process of "modernising" the organisation during the past four years has been challenging for us all at times but always supported by - Board with vision, energy and enthusiasm and the results are now very evident in the standards of service provided, the calibre of staff employed at all levels and the continued development of important innovations such as the Information Systems Strategy which will soon be provided across the agency.

There is however one area of uncertainty which we are seeking to handle safely and successfully which is the transfer of funding from Health Authorities to Primary Care Purchasing Groups. Traditionally while Primary Care Services have been concerned about addiction problems and certainly value the provisions which we make to help them deal with time consuming and social and health needs of problem drinkers and their families, acute care issues such as the treatment of cancers, chest disease, heart disease etc etc. are more popular causes and winners of funding in a National Health Service economy which has never been claimed by independent authors to be adequate for the purpose. Our credibility and effectiveness will certainly be put to the test as we make the transition from being funded by District Health Authorities to Primary Care Purchasing Groups.

SWANSWELL CHARITABLE TRUST

APPENDIX A

SUMMARY OF CLIENT STATISTICS

	<u>2000/2001</u> *	<u>1999/2000</u>	<u>1998/1999</u>
<u>North Warwickshire</u>			
Initial Client Contacts	435	734	599
Appointments Kept/Initial Contacts	293	489	402
Appointments Made	4,460	3,907	3,612
Appointments Attended	2,887	2,581	2,651
<u>South Warwickshire</u>			
Initial Client Contacts	601	416	296
Appointments Kept/Initial Contacts	245	238	130
Appointments Made	1,686	1,577	1,078
Appointments Attended	1,152	1,122	771
<u>Rugby</u>			
Initial Client Contacts	297	272	199
Appointments Kept/Initial Contacts	149	128	97
Appointments Made	1,207	1,338	1,102
Appointments Attended	825	882	829
<u>Coventry</u>			
Initial Client Contacts	960	1,143	879
Appointments Kept/Initial Contacts	549	730	337
Appointments Made	4,649	4,478	2,816
Appointments Attended	3,420	3,087	1,956

\* North Warwickshire figures for 2000/01 are for alcohol services only. Previous years included drug and alcohol activities but drug services statistics are now recorded by the drug service provider - South Warwickshire Combined Care NHS Trust.

Appointments attended figures include new clients and ongoing clients.

SWANSWELL CHARITABLE TRUST

REPORT OF THE DIRECTORS (CONTINUED)  
for the year ended 31 March 2001

STATEMENT OF DIRECTORS' RESPONSIBILITIES

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to

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

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

AUDITORS

The auditors, Dafferns, will be proposed for re-appointment in accordance with Section 385 of the Companies Act 1985.

This report has been prepared in accordance with the special provisions of Part VII of the Companies Act 1985 relating to small companies.

ON BEHALF OF THE BOARD:

Dr. J. Bland - CHAIR

Dated: 26 September, 2001



# SWANSWELL CHARITABLE TRUST

## REPORT OF THE AUDITORS TO THE MEMBERS OF THE SWANSWELL CHARITABLE TRUST

We have audited the financial statements on pages 13 to 19 which have been prepared in accordance with the Financial Reporting Standard for Smaller Entities (effective March 2000), under the historical cost convention and the accounting policies set out on page 15.

### Respective responsibilities of the directors and auditors

As described on page 11 the directors, who are also the trustees of Swanswell Charitable Trust for the purposes of company law, are responsible for the preparation of financial statements. It is our responsibility to form an independent opinion, based on our audit, on the financial statements and to report our opinion to you.

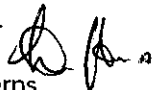
### Basis of opinion

We conducted our audit in accordance with 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 judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurances as to whether the financial statements are free from material mis-statement, 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.

### Opinion

In our opinion the financial statements give a true and fair view of the charitable company's state of affairs as at 31 March 2001 and of its incoming resources and application of resources, including its income and expenditure, in the year then ended and have been properly prepared in accordance with the Companies Act 1985.



Dafferns  
Chartered Accountants  
Registered Auditors  
Queens House  
Queens Road  
Coventry  
CV1 3DR

Dated: 26 September, 2001

SWANSWELL CHARITABLE TRUST

STATEMENT OF FINANCIAL ACTIVITIES  
for the year ended 31 March 2001

	<u>Notes</u>	<u>Restricted funds</u> £	<u>Unrestricted fund</u> £	<u>Year Total 2001</u> £	<u>Period Total 2000</u> £
<b>INCOME AND EXPENDITURE</b>					
<b>Incoming resources</b>					
Local Authority grants		688,845	-	688,845	709,352
Project grants		310,978	-	310,978	105,630
Capital grants		24,800	-	24,800	-
Donations		-	1,047	1,047	10,909
Bank interest		-	17,048	17,048	24,093
Other income		64,479	-	64,479	51,037
<b>Total incoming resources</b>		<u>1,089,102</u>	<u>18,095</u>	<u>1,107,197</u>	<u>901,021</u>
<b>Resources expended</b>					
<b>Direct charitable expenditure:</b>					
Counselling services	3	807,572	-	807,572	732,289
Community alternatives		3,839	-	3,839	7,618
Management and administration of the charity	4	143,340	21,148	164,488	119,582
<b>Total resources expended</b>		<u>954,751</u>	<u>21,148</u>	<u>975,899</u>	<u>859,489</u>
<b>Net incoming/(outgoing) resources before transfers</b>		134,351	(3,053)	131,298	41,532
Transfers between funds		(37,801)	37,801	-	-
<b>Net incoming resources for the year</b>		96,550	34,748	131,298	41,532
Fund balances brought forward		220,327	151,063	371,390	329,858
<b>Fund balances carried forward</b>		<u>316,877</u>	<u>185,811</u>	<u>502,688</u>	<u>371,390</u>

All gains and losses recognised in the year are included in the Statement of Financial Activities.

The notes form part of these financial statements



SWANSWELL CHARITABLE TRUST

BALANCE SHEET  
31 March 2001

	<u>Notes</u>	<u>2001</u>	<u>2000</u>
		£	£
<b>FIXED ASSETS</b>			
Tangible fixed assets	7	31,802	26,054
<b>CURRENT ASSETS</b>			
Debtors	8	111,290	43,531
Cash at bank and in hand		414,575	324,004
		<u>525,865</u>	<u>367,535</u>
<b>CREDITORS: Amounts falling due within one year</b>	9	<u>54,979</u>	<u>22,199</u>
<b>NET CURRENT ASSETS</b>		470,886	345,336
<b>NET ASSETS</b>		<u>502,688</u>	<u>371,390</u>
<b>FUNDS</b>			
Restricted	11	316,877	220,327
Unrestricted	10	185,811	151,063
		<u>502,688</u>	<u>371,390</u>

Approved by the Directors on 26 September, 2001 and signed on their behalf by:

Dr. J.W. Bland - CHAIR

The notes form part of these financial statements

# SWANSWELL CHARITABLE TRUST

## NOTES TO THE FINANCIAL STATEMENTS for the year ended 31 March 2001

### 1. ACCOUNTING POLICIES

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the Charity's financial statements.

- a) The financial statements are prepared under the historical cost convention in accordance with the Statement of Recommended Practice (Accounting by Charities) issued in October 1995 and the Financial Reporting Standard for Smaller Entities (effective March 2000).
- b) The financial statements are prepared on an accruals basis.
- c) The lease on Swanswell House is included at cost less amortisation over the period of the lease (30 years).
- d) The other fixed assets are depreciated at the following annual rates in order to write off each asset over its estimated useful life.  
Furniture, fixtures and equipment - 20% on cost.  
Computer equipment - 50% on cost.
- (e) Donations received are accounted for on a receipts basis.
- (f) Grants receivable are accounted for on an accruals basis, in line with the specifications set by the donor.
- (g) Pension costs represent payments to a defined contribution scheme in the year.

### 2. GRANTS RECEIVABLE

All material grants are received from Local Authorities, County Councils or Local Probationary Committees.

### 3. EXPENDITURE ON COUNSELLING SERVICES

	<u>2001</u> £	<u>2000</u> £
a) By area and project		
Counselling services		
Coventry	281,916	263,856
North Warwickshire	102,555	120,174
Rugby	104,152	106,373
South Warwickshire	105,172	92,136
	<hr/>	<hr/>
	593,795	582,539
	<hr/>	<hr/>
Project counselling services		
Working with offenders/Warwick	22,265	18,488
Working with offenders/Coventry	24,302	27,752
Peer education for young	29,489	42,816
Hospital liaison	13,126	60,694
Drug and alcohol education for young people	79,916	-
Drug and alcohol education for young offenders	44,679	-
	<hr/>	<hr/>
	213,777	149,750
	<hr/>	<hr/>
Total counselling services	807,572	732,289
	<hr/>	<hr/>

SWANSWELL CHARITABLE TRUST

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2001

3. EXPENDITURE ON COUNSELLING SERVICES (CONTINUED)

b) By category of expenditure	Counselling services £	Project costs £	Total 2001 £	Total 2000 £
Direct staff costs	428,643	162,122	590,765	510,793
Indirect staff costs	74,250	30,942	105,192	123,559
Establishment	54,726	7,053	61,779	41,936
Administration	24,649	6,353	31,002	24,730
Printing	10,561	5,842	16,403	20,849
Miscellaneous	966	1,465	2,431	10,422
	<u>593,795</u>	<u>213,777</u>	<u>807,572</u>	<u>732,289</u>

4. MANAGEMENT AND ADMINISTRATION OF THE CHARITY

	Year 2001 £	Period 2000 £
Establishment charges	2,443	4,910
Staff costs - direct	110,691	84,264
- indirect	12,365	11,153
Administration	5,743	4,439
Audit fees	1,500	1,070
Accountancy	6,013	3,040
Printing	3,135	4,425
Legal fees	1,450	860
	<u>143,340</u>	<u>114,161</u>
Depreciation/amortisation - owned assets	21,148	5,421
	<u>164,488</u>	<u>119,582</u>

5. STAFF COSTS

	2001 £	2000 £
Wages and salaries	660,043	537,947
Social security costs	57,718	46,801
Pension costs	9,233	10,309
	<u>726,994</u>	<u>595,057</u>

No employee earned £40,000 or more.

The average number of employees analysed by function was:

Counselling services	28	24
Project counselling services	8	8
Management and administration of the charity	4	3
	<u>40</u>	<u>35</u>

SWANSWELL CHARITABLE TRUST

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2001

5. STAFF COSTS (CONTINUED)

Directors remuneration and expenses

No remuneration, directly or indirectly, was paid or payable out of the funds of the charity in the period to any director or to any person or persons known to be connected with any of them. Two directors were paid expenses totalling £55 during the year.

6. OPERATING LEASE RENTALS

	<u>2001</u> £	<u>2000</u> £
Office equipment	5,803	2,882
Land and buildings	12,000	12,000
	<u>17,803</u>	<u>14,882</u>

7. TANGIBLE FIXED ASSETS

	Short leasehold property £	Furniture fixtures and equipment £	Total £
Used for direct charitable purposes			
<b>COST</b>			
At 1 April 2000	16,000	35,617	51,617
Additions	7,807	19,089	26,896
	<u>23,807</u>	<u>54,706</u>	<u>78,513</u>
At 31 March 2001			
<b>DEPRECIATION</b>			
At 1 April 2000	3,198	22,365	25,563
Charge for the year	858	20,290	21,148
	<u>4,056</u>	<u>42,655</u>	<u>46,711</u>
At 31 March 2001			
<b>NET BOOK VALUE</b>			
31 March 2001	<u>19,751</u>	<u>12,051</u>	<u>31,802</u>
31 March 2000	<u>12,802</u>	<u>13,252</u>	<u>26,054</u>

8. DEBTORS

	<u>2001</u> £	<u>2000</u> £
Debtors	86,568	29,631
Prepayments and accrued income	24,722	13,900
	<u>111,290</u>	<u>43,531</u>

SWANSWELL CHARITABLE TRUST

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2001

9. CREDITORS: Amounts falling due within one year					
				<u>2001</u>	<u>2000</u>
				£	£
Social security and other taxes				18,231	-
Accruals				36,748	22,199
				<u>54,979</u>	<u>22,199</u>
10. RESERVES					
				Income and expenditure account (unrestricted funds)	Grant funding (designated funds) (note 11)
				£	£
At 31 March 2000				151,063	220,327
Retained surplus for the year				34,748	96,550
				<u>185,811</u>	<u>316,877</u>
At 31 March 2001					
11. RESTRICTED FUNDS					
	Balance at 1 April 2000	Incoming resources	Expenditure	Transfers	Balance at 31 March 2001
	£	£	£	£	£
Coventry	6,292	353,289	(281,916)	(13,695)	63,970
North Warwickshire	19,437	101,235	(102,555)	-	18,117
Rugby	20,000	99,204	(104,152)	-	15,052
South Warwickshire	10,000	107,961	(105,172)	(2,137)	10,652
Projects:					
Working with offenders/ Warwick	18,799	25,171	(22,265)	(287)	21,418
Working with offenders/ Coventry	6,421	24,514	(24,302)	(288)	6,345
Peer education for young	4,321	33,487	(29,489)	(845)	7,474
Hospital liaison	51,781	28,645	(13,126)	-	67,300
Drug and alcohol education for young people	-	134,157	(79,916)	-	54,241
Drug and alcohol education for young offenders	-	40,951	(44,679)	3,728	-
Head office	75,621	115,688	(147,179)	(11,534)	32,596
Capital funding	7,655	24,800	-	(12,743)	19,712
	<u>220,327</u>	<u>1,089,102</u>	<u>(954,751)</u>	<u>(37,801)</u>	<u>316,877</u>

SWANSWELL CHARITABLE TRUST

NOTES TO THE FINANCIAL STATEMENTS  
for the year ended 31 March 2001

12. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	<u>Fixed assets</u> £	<u>Cash balances</u> £	<u>Other net assets</u> £	<u>Total</u> £
<b>RESTRICTED FUNDS:</b>				
Coventry	-	63,970	-	63,970
North Warwickshire	-	18,117	-	18,117
Rugby	-	15,052	-	15,052
South Warwickshire	-	10,652	-	10,652
<b>Projects:</b>				
Working with offenders/Warwick	-	21,418	-	21,418
Working with offenders/Coventry	-	6,345	-	6,345
Peer education for young	-	7,474	-	7,474
Hospital liaison	-	67,300	-	67,300
Drug and alcohol education for young people	-	54,241	-	54,241
Drug and alcohol education for young offenders	-	-	-	-
Head Office	-	32,596	-	32,596
Capital funding	-	19,712	-	19,712
	<hr/>	<hr/>	<hr/>	<hr/>
	-	316,877	-	316,877
<b>Unrestricted fund</b>	31,802	97,698	56,311	185,811
	<hr/>	<hr/>	<hr/>	<hr/>
	<u>31,802</u>	<u>414,575</u>	<u>56,311</u>	<u>502,688</u>

13. CONTROLLING PARTY

The charity is controlled by the trustees.

14. OPERATING LEASE COMMITMENTS

The following payments are committed to be paid within one year:-

	<u>2001</u> £	<u>Land</u> <u>2000</u> £	<u>2001</u> £	<u>Others</u> <u>2000</u> £
<b>Expiring:</b>				
Within one year	-	9,000	-	-
Within 2 to 5 years	12,000	-	5,412	2,882
	<hr/>	<hr/>	<hr/>	<hr/>
	<u>12,000</u>	<u>9,000</u>	<u>5,412</u>	<u>2,882</u>