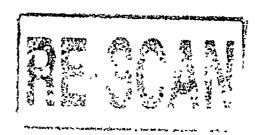
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Adults Supporting Adults (ASA)

(A company limited by guarantee) Annual Report and Financial Statements for the Year Ended 31 March 2011



28/10/2011 COMPANIES HOUSE

Forrester Boyd Chartered Accountants 139 Eastgate Louth Lincolnshire LN11 9QQ

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ADULTS SUPPORTING ADULTS (ASA) REFERENCE AND ADMINISTRATIVE DETAILS

Charity name

ξ

Adults Supporting Adults (ASA)

Charity registration number

1103725

Company registration number

5045034

Principal office

Railton House

East Road Business Park

Sleaford Lincolnshire NG34 7EQ

Registered office

Railton House

East Road Business Park

Sleaford Lincolnshire NG34 7EQ

Directors

D Rawlinson

N Horner
H Sanders
N Armstrong
P Railton

K Phillips

Secretary

T Bennett

Bankers

HSBC Bank PLC 88 Westgate Grantham Lincolnshire NG31 6LF

Auditor

Forrester Boyd 139 Eastgate

Louth Lincolnshire LN11 9QQ



ADULTS SUPPORTING ADULTS (ASA) DIRECTORS'REPORT

The directors present their report and accounts for the year ended 31 March 2011

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with ASA's governing document, the Companies Act 2006 and the Statement of Recommended Practice, "Accounting and Reporting by Charities", issued in March 2005

Structure, governance and management

ASA is a company limited by guarantee and holds no share capital

The directors who served during the year were

D Rawlinson

N Horner

H Sanders

N Armstrong

P Railton

K Phillips

The directors are committed to ensuring that their membership reflects not only the demographic and cultural environment in which the charity operates but also has the life and professional experiences essential to developing the charity's role. To this end they are constantly alert to the opportunities which their contact with the local community offers to attract appropriately qualified new members.

None of the directors has any beneficial interest in the company. All of the directors are members of the company and guarantee to contribute £10 in the event of a winding up.

The Memorandum and Articles of Association state that the number of members of the board shall not be less than three but will not exceed twelve

All directors being eligible offer themselves for re-election at the forthcoming Annual General Meeting

The company was incorporated on 16th February, 2004 and commenced to operate on 1st April, 2005. The company is limited by guarantee and has no share capital.

The governing document of the charity is its Memorandum and Articles of Association. The Charity continues to deliver services on behalf of its clients, which ensure they can live shared and inclusive lives within the community. In this way the charity considers it continues to meet the objectives laid down in its governing documents and as such it continues to fulfill the public benefit criteria under which it was established.

The charity is managed by the directors

Potential major risks are reviewed regularly. Monthly visits are carried out to ensure that the charity's objects are being met. Reserves are kept at a level to cover three months administrative and service costs in order to enable directors time to organise alternative arrangements in the event of funding being withdrawn.



ADULTS SUPPORTING ADULTS (ASA) DIRECTORS'REPORT

The charity maintains a policy for appointment of new directors. The existing board regularly considers the skill set required to manage the charity and tries to ensure a breadth of experience in the directors. This experience is from various backgrounds, social services, financial and legal and general business.

A full induction programme does form part of a new director's appointment to ensure they are made aware of the charity's aims and objectives its financial affairs, its general structure and their own responsibilities and have due regard to the guidance published by the Charities Commission on public benefit

The day to day workings of the charity are dealt with by the senior management team. The directors and members of this team work together in focussed sub-committees to deal with more complex matters relating to the running of the charity. The full board meet with the chief executive and other members of the team, as deemed appropriate, bi-monthly to review the charity's activities and to deal with any strategic matters.

Objectives and activities

The objects of the company are

- to support the needs of adults in Lincolnshire and other counties who are vulnerable as a result of disability, mental health difficulties or age, and to provide for them as appropriate to achieve an independent and socially inclusive lifestyle,
- to educate the population of Lincolnshire, and other counties as a whole, of the needs of vulnerable adults

At present ASA provides community support services as follows

- Extended stay
- At home day service
- Respite services
- Day time provision

ASA's primary contract is with Lincolnshire County Council

During the year the charity has supported a substantial additional level of service for new and existing clients in receipt of Personal Budgets and Direct Payments. Daytime provision increased by 76% for clients in receipt of the above. In addition, two new services were launched, a Sitting Service supporting clients in their own homes and a voluntary shopping service "Shop2Gether". Both of these services continue to grow into the new year.

During the year the Grimsby office was moved to Louth to better able consolidate operations in the region

The development of individual budgets and new client services is the main focus of expected developments during the forthcoming year



ADULTS SUPPORTING ADULTS (ASA) DIRECTORS'REPORT

Achievements and performance

During the sixth year of activity, the directors have, with the full support of the existing staff team, consolidated the externalisation of a social service adult placement scheme. In addition they have continued to obtain substantial private sector funding to establish the charity on a sound financial standing at the year end

The directors have continued to expand the level of existing provision whilst developing new support services to meet changing client needs and statutory requirements. The directors are committed to continued expansion and diversification of ASA's client services and the employees to manage this growth. They are actively working with other potential clients to assist with the delivery of services.

Lifestyle Brokerage, a new subsidiary company, has been set up but has not yet begun trading

Financial review

At 31st March, 2011 the charity had £759,831 in reserves, all of which were unrestricted £231,206 of this reserve has been designated on special reserve by the directors. The remaining reserves of £528,625 have been kept at a level to fund the ongoing activities. At present they represent approximately three months of administrative and service costs. This is not considered excessive by the directors.

It is the policy of ASA that unrestricted funds which have not been designated for a specific use should be maintained at a level equivalent to between three and six month's expenditure. The directors consider that reserves at this level will ensure that, in the event of a significant drop in funding, they will be able to continue ASA's current activities whilst consideration is given to ways in which additional funds may be raised. This level of reserves has been maintained throughout the year.

ASA directors and senior management team will exercise a general duty of care when carrying out investment activities. They will consider the suitability for their charity of any investment. They will consider the need for diversification to reduce the risk of losses resulting from concentrating on a particular investment, or type of investment.

Investments will be reviewed at least on an annual basis, or at such time that an investment term is complete, if sooner

To reduce risks the directors and senior management team will consider the following when investing surplus funds

- to invest in markets where financial services are closely regulated, and compensation schemes are in place
- to have a suitably diversified investment portfolio, and
- to be particularly wary of making speculative forms of investment

Disclosure of information to auditors

Each of the directors has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

Auditors

A resolution proposing that Forrester Boyd be reappointed as auditors of the company will be put to the members



ADULTS SUPPORTING ADULTS (ASA) DIRECTORS'REPORT

Approved by the Board on September 2011 and signed on its behalf by

K Phillips Director



DIRECTORS' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

The trustees (who are also directors of Adults Supporting Adults (ASA) for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of the profit or loss of the charitable company for that period. In preparing these financial statements, the trustees are required to

- select suitable accounting policies and apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgements and accounting estimates that are reasonable and prudent,
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's directors, the trustees have taken steps that they ought to have taken as directors in order to make themselves aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information. The trustees confirm that there is no relevant information that they know of and which they know the auditors are unaware of



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF ADULTS SUPPORTING ADULTS (ASA)

We have audited the financial statements of Adults Supporting Adults (ASA) for the year ended 31 March 2011 set out on pages 9 to 19. These financial statements have been prepared under the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective April 2008)

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and its members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditors

The trustees' (who are also the directors of Adults Supporting Adults (ASA) for the purposes of company law) responsibilities for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) and for being satisfied that the financial statements give a true and fair view, are set out in the Statement of Trustees' Responsibilities

The trustees have elected for the financial statements to be audited in accordance with the Charities Act 1993 rather than the Companies Act 2006 Accordingly we have been appointed as auditors under section 43 of the Charities Act 1993 and report in accordance with section 44 of that Act

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland)

We report to you our opinion as to whether the financial statements are prepared in accordance with the Companies Act 2006 and give a true and fair view. We also report to you if in our opinion the information given in the Trustees' Annual Report is not consistent with the financial statements, the charity has not kept adequate accounting records, if the charity's financial statements are not in agreement with these accounting records and returns, or if we have not received all the information and explanations we require for our audit

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

Basis of audit opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes an 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.



INDEPENDENT AUDITORS' REPORT TO THE TRUSTEES OF ADULTS SUPPORTING ADULTS (ASA)

continued

Opinion

In our opinion

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice applicable to Smaller Entities, of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended, and
- the financial statements have been prepared in accordance with the Companies Act 2006

Senior Statutory Auditor

for and on behalf of Forrester Boyd, Statutory Auditor

139 Eastgate Louth Lincolnshire LN11 9QQ

19 September 2011



STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2011

		Unrestricted Funds	Designated funds	Total Funds 2011	Total Funds 2010
	Note	£	£	£	£
Incoming resources					
Incoming resources from generated funds Activities for generating funds	2	203		203	_
Investment income	3	2,758	-	2,758	6,222
Incoming resources from charitable activities		1,772,596	-	1,772,596	1,711,799
Voluntary income	5	3,042	-	3,042	4,995
Profit/(loss) on disposal of fixed assets	J	1,735	-	1,735	· -
Total incoming resources		1,780,334	-	1,780,334	1,723,016
Resources expended					
Charitable expenditure	6	1,545,118	1,260	1,546,378	1,595,117
Governance costs	6	54,835	-	54,835	53,088
Support costs	6	65,074		65,074	87,925
Total resources expended		1,665,027	1,260	1,666,287	1,736,130
Net income/(expenditure) before transfers		115,307	(1,260)	114,047	(13,114)
Transfers		(11,280)	11,280		
Gross transfers between funds		(11,260)	11,200		<u>-</u>
Net movements in funds		104,027	10,020	114,047	(13,114)
Reconciliation of funds Total funds brought forward		424,598	221,186	645,784	658,898
Total funds carried forward		528,625	231,206	759,831	645,784



ADULTS SUPPORTING ADULTS (ASA) (REGISTRATION NUMBER: 5045034)

BALANCE SHEET AS AT 31 MARCH 2011

		20	11	20	10
	Note	£	£	£	£
Fixed assets Tangible assets	10		35,450		24,036
Current assets Debtors Cash at bank and in hand	12	261,205 608,960 870,165		163,040 610,776 773,816	
Creditors: Amounts falling due within one year	13	(145,784)		(152,068)	
Net current assets			724,381		621,748
Net assets			759,831		645,784
The funds of the charity					
Designated funds			231,206		221,186
Unrestricted funds Unrestricted income funds			528,625		424,598
Total charity funds			759,831		645,784

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with the Financial Reporting Standard for Smaller Entities (effective April, 2008)

Approved by the Board on 9 September 2011 and signed on its behalf by

T Bennett Secretary



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

1 Accounting policies

Basis of preparation

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities (SORP 2005)', issued in March 2005, the Financial Reporting Standard for Smaller Entities (effective April 2008) and the Companies Act 2006

The company is not required to prepare group accounts under the Charities (Accounts and Reports) Regulations 2008 as, under Section 19 (1) (a), inclusion of the subsidiary undertaking is not material for the purposes of giving a true and fair view

Fund accounting policy

Unrestricted income funds are general funds that are available for use at the trustees' discretion in furtherance of the objectives of the charity

Restricted funds are those donated for use in a particular area or for specific purposes, the use of which is restricted to that area or purpose

Designated funds are unrestricted funds set aside at the discretion of the trustees for specific purposes

Incoming resources

Voluntary income and activities for generating funds are recognised on a receivable basis

Investment income is recognised on a receivable basis

Income from charitable activities includes income recognised as earned (as the related goods or services are provided) under contract

Resources expended

Liabilities are recognised as soon as there is a legal or constructive obligation committing the charity to the expenditure. All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs

Governance costs include costs of the preparation and examination of the statutory accounts, the costs of trustee meetings and the cost of any legal advice to trustees on governance or constitutional matters

Fixed assets

Individual fixed assets costing £100 or more are initially recorded at cost

Depreciation

Depreciation is provided on tangible fixed assets so as to write off the cost or valuation, less any estimated residual value, over their expected useful economic life as follows

Office equipment
Fixtures and fittings
Motor vehicles

33% straight line 20% straight line 20% straight line



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

Pensions

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. Employees who were transferred from the employment of the local council continue to be members of the LCC defined benefit scheme. Any shortfall, should there be one, will be met by the council. The cost to the charity is therefore the amount of contributions payable and therefore it is appropriate for the charity to account for the scheme as a defined contribution scheme. Contributions payable to both schemes for the year are charged in the Statement of Financial Activities (including income and expenditure account).



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

		.			
2	Activities for generating funds				
		Unrestricted Funds £	Designated funds £	Total Funds 2011 £	Total Funds 2010 £
	Other income	203	-	203	- -
3	Investment income				
		Unrestricted Funds £	Designated funds £	Total Funds 2011 £	Total Funds 2010 £
	Interest receivable	2,758		2,758	6,222
4	Incoming resources from charitable activit	IAC			
•	modifing resources from chantable activity	163			
		Unrestricted Funds £	Designated funds £	Total Funds 2011 £	Total Funds 2010 £
	Charitable activities				
	Private Provision	110,101	-	110,101	69,334
	Lincolnshire County Council Services Grant	1,433,753	-	1,433,753	1,422,588
	Training and Consultancy	10,770 217,972	-	10,770 217,972	6,351 213,526
	Private Sector funding	1,772,596		1,772,596	1,711,799
					
5	Voluntary income				
		Unrestricted Funds £	Designated funds £	Total Funds 2011 £	Total Funds 2010 £
	Contributions from Lincolnshire County Council	3,042	-	3,042	4,995
	Codricii				



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

6 Total resources expens	ded 2	2011
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Charitable activities	Governance	Support costs	Total
£	£	£	£
Expenditure			
Printing, posting and stationery	-	10,370	10,370
Subscriptions -	-	2,913	2,913
Telephone -	-	6,944	6,944
Sundry expenses -	-	1,441	1,441
Travel expenses 4,426	~	-	4,426
Advertising -	-	4,421	4,421
Accountancy fees -	969	-	969
Auditors' remuneration -	3,551	-	3,551
Legal and professional costs -	2,673	-	2,673
Bank charges -	-	1,424	1,424
Donations 105	-	-	105
Staff costs -	-	4,479	4,479
Depreciation -	-	14,568	14,568
Wages and salaries 1,071,787	-	-	1,071,787
National insurance 54,420	-	-	54,420
Staff pensions 46,387	-	-	46,387
Rates -	(110)	-	(110)
Rent -	46,399	_	46,399
Light and heat -	-	2,965	2,965
Insurance 11,078	-	-	11,078
Service providers 333,175	-	2,369	335,544
Motor expenses 2,876	-	-	2,876
Repairs and renewals -	-	6,730	6,730
Training 22,124	_	· -	22,124
Insurance -	1,353	-	1,353
Computer expenses -	· -	6,450	6,450
1,546,378	54,835	65,074	1,666,287



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

·	Charitable activities	Governance	Support costs	Total
	£	£	£	£
Expenditure				
Printing, posting and stationery	-	_	12,789	12,789
Subscriptions	-	-	2,796	2,796
Telephone	=	-	9,727	9,727
Sundry expenses	-	-	1,004	1,004
Travel expenses	3,304	-	-	3,304
Advertising	-	-	12,845	12,845
Accountancy fees	-	811	-	811
Auditors' remuneration	•	3,450	-	3,450
Legal and professional costs	-	2,917	-	2,917
Bank charges	-	-	1,022	1,022
Donations	-	•	25	25
Staff costs	-	_	12,569	12,569
Depreciation	-	-	15,220	15,220
Wages and salaries	1,075,524	-	-	1,075,524
National insurance	58,524	-	-	58,524
Staff pensions	47,992	-	-	47,992
Rates	-	263	-	263
Rent	-	44,046	-	44,046
Light and heat	-	-	4,593	4,593
Insurance	10,942	-	-	10,942
Service providers	372,303	-	-	372,303
Motor expenses	2,772	-	-	2,772
Repairs and renewals	•	-	7,247	7,247
Training	23,756	-	-	23,756
Insurance	-	1,601	-	1,601
Computer expenses	-	_	8,088	8,088
	1,595,117	53,088	87,925	1,736,130

7 Trustees' remuneration and expenses

No trustees received any remuneration during the year

Mr D Rawlinson and Mrs P Railton were reimbursed a total of £168 and £1,294 respectively for travelling expenses (2010 £586 and £162)

During the year the charity paid £1,043 (2010 £1,271) to Duncan & Toplis Chartered Accountants for payroll services and human resources consultancy. Director Keith Phillips is a partner in this firm. The transactions were carried out under normal commercial terms.

During the year £981 was paid in respect of indemnity insurance (2010 £971)



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

8 Employees' remuneration

The average number of persons employed by the charity (including trustees) during the year, analysed by category, was as follows

	2011	2010
	No.	No.
Management and Administration	22	21
Day time service providers	79	76
·	101	97

The above employee numbers relate to actual numbers employed. The average of full time equivalents was 41 (2010, 41).

There were no employees whose annual emoluments were £60,000 or more

The aggregate payroll costs of these persons were as follows

2011	2010
£	£
1,071,787	1,075,524
54,420	58,524
46,387	47,992
1,172,594	1,182,040
	£ 1,071,787 54,420 46,387

9 Taxation

These financial statements are prepared on the basis that the company has an exemption under section 505 of the Income and Corporation Taxes Act (ICTA) 1988 and that no charge to taxation applies



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

10 Tangible fixed assets

	Plant and machinery including motor vehicles £	Fixtures, fittings and equipment £	Total £
Cost			
As at 1 April 2010	18,299	59,608	77,907
Additions	21,650	8,296	29,946
Disposals	(18,299)	<u></u>	(18,299)
As at 31 March 2011	21,650	67,904	89,554
Depreciation			
As at 1 April 2010	12,504	41,366	53,870
Eliminated on disposals	(14,334)	-	(14,334)
Charge for the year	3,995	10,573	14,568
As at 31 March 2011	2,165	51,939	54,104
Net book value			
As at 31 March 2011	19,485	15,965	35,450
As at 31 March 2010	5,795	18,242	24,037

The charity holds more than 20% of the share capital of the following company

	Country of incorporation	Principal activity	Class	%
Subsidiary undertakings Lifestyle Brokerage	UK	Supporting the needs of others	A company limited by guarantee	100
		Capital & reserves £		e ´
Subsidiary undertakıngs Lifestyle Brokerage		(7,55	58) (1,	026)



NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

12 Debtors

2011	2010
£	£
240,791	141,749
7,871	7,296
12,543	13,995
261,205	163,040
	£ 240,791 7,871 12,543

Other debtors comprises of an amount due from the subsidiary, Lifestyle Brokerage of £7,871 (2010 £7,296)

13 Creditors: Amounts falling due within one year

	2011	2010
	£	£
Trade creditors	16,815	28,254
Other creditors	21,684	7,398
Accruals and deferred income	107,285	116,416
	145,784	152,068

14 Members' liability

The charity is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £10 towards the assets of the charity in the event of liquidation.

15 Operating lease commitments

As at 31 March 2011 the charity had annual commitments under non-cancellable operating leases as follows

Operating leases which expire

	Oth	Other	
	2011 £	2010 £	
Over five years	33,323	33,487	





NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2011

continued

16 Related parties

Controlling entity

The charity is controlled by the trustees who are also the company's directors

Related party transactions

At the balance sheet date an amount of £7,871 (2010 £7,296) is due from Lifestyle Brokerage, a subsidiary of the charity

17 Net assets by fund

	Unrestricted Funds	Total Funds 2011	Total Funds 2010
	£	£	£
Tangible assets	35,450	35,450	24,036
Current assets	870,165	870,165	773,816
Creditors Amounts falling due within one year	(145,784)	(145,784)	(152,068)
Net assets	759,831	759,831	645,784
1461 922612			

Included within unrestricted funds are £231,206 (2010 £221,186) of designated funds. These are all included within current assets

The designated funds are funds set aside by the Directors out of unrestricted funds for specific future purposes and are to cover potential pension and redundancy costs