

**Norwich Christian Resources**  
(a company limited by guarantee)

**Annual Report and Financial Statements**

**Year ended 30 September 2014**

Company number 6675645

Charity number 1135412

SATURDAY



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**Norwich Christian Resources**  
**(a company limited by guarantee)**

**Annual Report and Financial Statements**  
**Year ended 30 September 2014**

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**Annual Report and Financial Statements  
Year ended 30 September 2014**

**Legal and administrative information**

Charity name	Norwich Christian Resources
Charity registration number	1135412
Company registration number	6675645 (England and Wales)
Registered office and operational address	St Michael at Plea Church Redwell Street Norwich NR2 4SN

**Trustees**

C G Bolton  
P Butcher  
J E Gill  
Mrs M Smith  
P Talbot (Chairman)

All trustees are directors

**Independent Examiner**

John Mason ACMA, CGMA  
Mason Williams Limited  
1 Hammond Place  
Lyng  
Norwich  
NR9 5RQ

## **Report of the Trustees**

### **Year ended 30 September 2014**

The Trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report and the unaudited financial statements for the year ended 30 September 2014.

### **Structure, governance and management**

#### **Governing document**

The organisation is a charitable company (hereafter referred to as the Trust), limited by guarantee, incorporated on 18 August 2008 and registered as a charity on 9 April 2010. The company was established under a Memorandum of Association which established the objects and powers of the company and is governed under its Articles of Association. In the event of the company being wound up the members are required to contribute an amount not exceeding £1.

#### **Appointment of Trustees**

Under the terms of the Memorandum and Articles of Association, new Trustees may be appointed at the annual general meeting. Any new appointments are at the recommendation of the Board of Trustees.

#### **Trustees induction and training**

New Trustees are briefed on their legal obligations under charity law, the content of the Memorandum and Articles of Association and recent financial performance of the Trust. Trustees are encouraged to attend appropriate external training events where these will facilitate the undertaking of their role.

#### **Organisation**

The Trustees administer the Trust and meet at least on a quarterly basis. Steven Foyster has been appointed by the Trustees to manage the day to day operations of the Trust. To facilitate effective operations, he has delegated authority, within the terms of delegation approved by the Trustees for operational matters including project activities and finance.

#### **Objectives and principal activities**

The primary objective of the Norwich Christian Resource Centre seeks to provide the following for the benefit of the citizens of Norwich and the surrounding areas:

- \* Resources for all denominations and age groups of the Christian church,.
- \* A welcome to people of all faiths or none,
- \* Resources for those who work in the education community,
- \* The centre's café as a quiet haven for shoppers, local business people, tourists and clergy, and
- \* Events throughout the year such as lectures, book signings, discussion groups and debates.

The principal activities of the Trust continue to be the running of the shop and café for charitable purposes.

#### **Risk management**

The Trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate systems and procedures are in place to mitigate major risks. The strategy also includes procedures to minimise the impact on the Trust should those risks materialise.

#### **Public benefit**

The Trustees confirm that, in exercising their powers and duties, they have complied with their duty to have due regard to the guidance on public benefit published by the Charity Commission.

#### **Volunteers**

The centre provides a place for voluntary opportunities for people to enhance their working and social skills. In particular the Trust maintained an ongoing contact with both the Assist Trust and Hebron House who help us with volunteers suffering from learning difficulties and rehabilitation requirements respectively. The Trustees would also like to thank all volunteers for their contribution in the running of the centre.

**Report of the Trustees (continued)**  
**Year ended 30 September 2014**

**Achievements, performance and future plans**

**Review of activities and performance**

Notwithstanding the terms of our lease, The Norwich Historic Churches Trust wrote to us in October 2013 agreeing a reduced rent of £15,000 recognising the pressure on our finances. In January 2014 the Trustees were informed by the landlord that despite its previous commitment, our rent would be reverting to £25,000 from 1 April 2014. In the event, the Trustees gave notice to determine the lease on 24 March 2014 under the terms of the break clause. The Trust is grateful to Bishop Graham, Bishop of Norwich, who made an unsuccessful approach on our behalf to relieve the landlord of the premises and take them back into the diocese. The Trust commissioned the services of locally based business consultant Robert Ashton and he undertook a review of our activities funded by a Growth Accelerator grant. Mr Ashton produced a report which identified business opportunities for consideration by the Trustees. This led to a decision to change the trading name of the Centre to Revelation Resource Centre and the name of the café to Revelation at the same time making significant investment in new furniture, equipment and signage using funds loaned by an anonymous investor. In July 2014 we parted company amicably with café manager Lynton Johnson. The investment could only take place once we had certainty of being offered a new lease which eventually came through in mid-August 2014. The re-launch is scheduled to take place in November 2014 and we are grateful to William Armstrong, Sheriff of Norwich and Rev'd Canon Jane Hedges, Dean of Norwich Cathedral for offering words of support at the event. During the year the Trust hosted a comprehensive range of events and bookstalls. Full details are given as an appendix to the Trustees Report.

**Plans for future periods**

The Trust is anxious to see an improvement in its finances. The recent investment is intended to help the Trust to meet this objective.

**Financial review**

**Principal funding sources**

The Trust operates as a Christian shop and café within the redundant church of St Michael at Plea in Norwich. Total turnover including donations amounted to £288,543. A loss of £18,461 has been made in the year largely due to lower donations.

**Reserves policy**

The Trustees have examined the Trust's requirements for reserves in the light of main risks to the organisation. They have established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the Trust should not fall below a minimum of £10,000. At the end of the year, the free reserves amounted to a deficit of £28,137.

**Statement of Trustees Responsibilities**

The Trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Trust and of the incoming resources and application of resources, including its income and expenditure for the year. In preparing these financial statements, the Trustees are required to:

- \* select suitable accounting policies and then apply them consistently;
- \* observe the method and principles of the Charities SORP;
- \* 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 Trust will continue in operation.
- \* state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Trust and to enable them to ensure that the financial statements comply with the Companies Act 2006. 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.

On behalf of the Board of Trustees

  
P Talbot

Chairman of the Trustees

## **Appendix to the Report of the Trustees Year ended 30 September 2014**

### **Summary of activities and events**

#### **October**

An evening with Bishop Graham and Mrs Julie James  
Diocesan reader study/supper in café  
20s/30s bible study group in café  
Bookstall for lecture in Norwich Cathedral  
Manager gave resume of the work of the centre to newcomers to the Diocese at Norwich Cathedral Library  
Book signing by local Christian author Barrie Lawrence in Centre  
Bookstall for Parochial Church Councils in South Norfolk at Harleston, Norfolk  
Manager and Chair of Trustees addressed rural Deans at Norwich Cathedral about the work of the Centre

#### **November**

Bookstall for Parochial Church Councils in Hoveton, near Norwich  
An evening with Salley Vickers - bestselling author  
Eastern Region Ministry Training bookstall at Belsey Bridge conference centre  
20s/30s bible study group in café  
Book launch with local Christian author Joe Lenton

#### **January**

Epiphany supper with Rt Rev'd Rowan Williams  
Eastern Region Ministry Training bookstall at High Leigh conference centre, Hertfordshire  
Diocesan reader study/supper in café (Oct 15th and 22nd and 29th)  
Feast of Fursey supper in café  
Burns Night supper  
Annual General Meeting

#### **February**

Diocesan reader study/supper in café  
20s/30s bible study group in café  
Suicide is painless? Discussion evening with William Armstrong - ex district coroner

#### **March**

Pancake evening café  
Eastern Region Ministry Training bookstall at Belsey Bridge conference centre  
Lent course based around 'Les Misérables' (March 11th, 18th and 25th)  
Addicted to Love? Event with representative from Hebron House - local Christian organisation which deals with addiction  
Bookstall at Diocesan healing day

#### **April**

Lent course based around 'Les Misérables' (April 1st and 8th)  
Manager gave resume of the work of the centre to newcomers to the Diocese at Norwich Cathedral library  
April Amble - fundraising event

#### **May**

Bookstall on Julian of Norwich at Forum in central Norwich  
Bookstall on T S Eliot of Norwich at Forum in central Norwich  
Eastern Region Ministry Training bookstall at Belsey Bridge conference centre  
Bookstall in King's Community Church, Great Yarmouth

#### **June, July and August**

Eastern Region Ministry Training bookstall at Belsey Bridge conference centre  
Bookstall in King's Community Church, Great Yarmouth  
Society of Catholic Priests bookstall at Belsey Bridge conference centre

#### **August and September**

Eastern Region Ministry Training bookstall at Belsey Bridge conference centre (August 19th, 22nd and September 20th)  
Diocesan reader study/supper in café (September 17th and 24th)

# Independent Examiner's report to the Trustees of Norwich Christian Resources

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I report on the accounts of the charity for the year ended 30 September 2014 which are set out on pages 6 to 10.

## Respective responsibilities of Trustees and Examiner

The charity's Trustees (who are also directors for the purposes of company law) are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is required. The charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Chartered Institute of Management Accountants.

It is my responsibility to:

- \* examine the accounts under section 145 of the 2011 Act;
- \* follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- \* to state whether particular matters have come to my attention.

## Basis of Independent Examiner's report

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

## Independent Examiner's statement

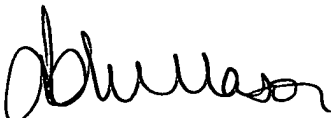
In connection of my examination, no matter has come to my attention:

1) which gives me reasonable cause to believe that in, any material respect, the requirements:

- \* to keep accounting records in accordance with section 130 of the 2011 Act; and
- \* to prepare accounts which accord with the accounting records, comply with the accounting requirements of Sections 394 and 395 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities.

have not been met; or

2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



John Mason ACMA, CGMA  
Mason Williams Limited  
1 Hammond Place  
Lyng  
Norwich  
NR9 5RQ

**Statement of Financial Activities  
and Income and Expenditure Account  
Year ended 30 September 2014**

	<b>Unrestricted funds Total 2014 £</b>	<b>Unrestricted funds Total 2013 £</b>
<b>Incoming resources</b>		
<b>Incoming resources from generated funds</b>		
<i>Voluntary income:</i>		
Donations	20,962	55,782
Subscriptions and membership	2,994	3,642
<i>Activities for generating funds:</i>		
Shop and café income	262,287	269,598
Grants received	2,300	2,000
<b>Total incoming resources</b>	<b>288,543</b>	<b>331,022</b>
<b>Resources expended (note 3)</b>		
Cost of generating funds	847	1,199
Charitable activities	287,317	283,600
Governance costs	18,840	25,467
<b>Total resources expended</b>	<b>307,004</b>	<b>310,266</b>
<b>Net incoming resources</b>	<b>(18,461)</b>	<b>20,756</b>
Total funds brought forward	(9,676)	(30,432)
<b>Total funds carried forward (note 10)</b>	<b>(28,137)</b>	<b>(9,676)</b>

The notes form part of these financial statements.



**Balance Sheet**  
**as at 30 September 2014**


	Notes	2014 £	2013 £
<b>Fixed assets</b>			
Tangible assets	7	3,818	1,609
<b>Current assets</b>			
Stock		51,900	59,431
Prepayments and accrued income		126	420
		<u>52,026</u>	<u>59,851</u>
<b>Creditors:</b>			
Amounts falling due within one year	8	(63,731)	(71,136)
<b>Net current liabilities</b>		<u>(11,705)</u>	<u>(11,285)</u>
<b>Total assets less current liabilities</b>		<u>(7,887)</u>	<u>(9,676)</u>
<b>Creditors:</b>			
Amounts falling due after more than one year	9	(20,250)	-
<b>Net liabilities</b>		<u>(28,137)</u>	<u>(9,676)</u>
<b>General funds</b>			
Unrestricted	10	(28,137)	(9,676)
<b>Total funds</b>		<u>(28,137)</u>	<u>(9,676)</u>

These financial statements have been prepared in accordance with the special provisions in Part 15 of the Companies Act 2006 relating to small companies and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

For the financial period ended 30 September 2014 the company was entitled to exemption from audit under section 477 Companies Act 2006. No member of the company has deposited a notice, pursuant to section 476, requiring an audit of these financial statements under the requirements of the Companies Act 2006.

The Trustees acknowledge their responsibilities for ensuring that the company keeps accounting records which comply with section 386 of the Act and for preparing financial statements which give a true and fair view of the state of the affairs of the company as at the end of the financial period and of its profit or loss for the financial period in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to accounts, so far as applicable to the company.

These financial statements were approved and authorised for issue by the Trustees on 15/10/2015 and are signed on its behalf by:

  
P Talbot  
Chairman

Company registration number 6675645

The notes form part of these financial statements.

**Notes to the financial statements**  
**Year ended 30 September 2014**

**1 Accounting policies**

A summary of the accounting policies, which have been applied consistently, is set out below:

**(a) Basis of accounting**

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' issued in March 2005, the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

**(b) Fund accounting**

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Trust and which have not been designated for other purposes.

**(c) Incoming resources**

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

**(d) Resources expended**

Expenditure is recognised on an accruals basis. Expenditure includes any Value Added Tax which cannot be fully recovered, and is reported as part of the expenditure to which it relates:

- \* Cost of generating funds include the costs associated with the promotion of the Resource Centre.
- \* Charitable expenditure comprises those costs incurred by the Trust in the delivery of its activities. 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 include those costs associated with meeting the constitutional and statutory requirements of the Trust and include the examiner's fees and costs linked to the strategic management of the Trust.

**(e) Tangible fixed assets**

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery etc.	25% on a reducing balance
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**(f) Stocks**

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

**(g) Taxation**

The charity is exempt from corporation tax on its charitable activities.

**(h) Hire purchase and leasing commitments**

Rentals paid under operating leases are charged to the statement of financial activities on a straight line basis over the period of the lease.

**2 Going concern**

The Trustees have reviewed and considered the budget and cash flow of the business over the next twelve months and have concluded that providing the business conforms to the forecasts then the charity will be able to meet its debts and liabilities as they fall due. Consequently the accounts have been prepared on the going concern basis.

**Notes to the financial statements (continued)**  
**Year ended 30 September 2014**

**3 Total resources expended**

	2014 £	2013 £
<b>Cost of generating funds</b>		
Advertising	847	1,199
<b>Charitable activities</b>		
Purchases	158,662	151,782
Property expenses	32,014	42,219
Subscriptions	735	677
Salaries and national insurance	95,906	88,922
	<u>287,317</u>	<u>283,600</u>
<b>Governance costs</b>		
Examiner's fee	2,100	2,752
Professional fees	2,850	1,514
Office costs	8,105	8,434
Website development	-	4,700
Travel and subsistence	1,344	892
Finance charges	3,169	6,638
Depreciation of plant and machinery	1,272	537
	<u>18,840</u>	<u>25,467</u>
<b>Total resources expended</b>	<u><u>307,004</u></u>	<u><u>310,266</u></u>

**4 Net incoming resources**

Net incoming resources are stated after charging:

	2014 £	2013 £
Depreciation of owned assets	1,272	537
Other operating leases	<u>13,860</u>	<u>25,417</u>

**5 Trustees' remuneration and benefits**

The Trustees received no remuneration, benefits or expenses during the year (2013: £nil).

**6 Staff costs**

	2014 £	2013 £
Wages and salaries	93,455	84,868
Social security costs	<u>2,451</u>	<u>4,054</u>
	<u><u>95,906</u></u>	<u><u>88,922</u></u>

**Notes to the financial statements (continued)**  
**Year ended 30 September 2014**

**7 Tangible fixed assets**

	Plant and machinery £
<b>Cost</b>	
At 1 October 2013	6,156
Additions	3,481
At 30 September 2014	<u>9,637</u>
<b>Depreciation</b>	
At 1 October 2013	4,547
Charge for the year	1,272
At 30 September 2014	<u>5,819</u>
<b>Net book value at 30 September 2014</b>	<u><b>3,818</b></u>
Net book value at 30 September 2013	<u><u>1,609</u></u>

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

	2014 £	2013 £
Bank loans and overdrafts	9,082	11,290
Trade creditors	40,419	35,766
Taxation and social security	7,812	10,147
Other creditors	6,418	13,933
	<u><b>63,731</b></u>	<u><b>71,136</b></u>

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

	2014 £	2013 £
Other creditors	<u><b>20,250</b></u>	<u><b>-</b></u>

**10 General fund**

Balance at 1 October 2013	(9,676)
Net movement in funds	(18,461)
<b>Balance at 30 September 2014</b>	<u><b>(28,137)</b></u>

All funds are unrestricted