



# **The Redwoods Caring Foundation Annual Report & Accounts 2013/14**

Charity No: SC013566  
Company No: 125367



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**DIRECTORS**

The directors who served during the year were:

Brian J Hayes A.M.B.C  
Shirley Hayes  
Jeanette C Godward R.G.N., Operations Director  
Rosalind Brown R.G.N., Director of Care Services

**COMPANY  
DETAILS*****Registered Office***

Kirk Farm House, 6 Lasswade Road, Edinburgh EH16 6RZ

***Registered Scottish Charity***

Charity No. SC013566

***Company Registered in Scotland (Limited by Guarantee)***

Company No. 125367

**PROFESSIONAL  
SERVICES****Bankers**

Royal Bank of Scotland, 142-144 Princes Street, Edinburgh EH2 4EQ  
*Bank Manager: Chris Carter*

**Solicitors**

Beveridge, Philp & Ross, 22 Bernard Street, Edinburgh EH6 6PP  
*Contact: Robert McMillan*

**Auditor**

Neil C Andrew, 2 Murieston Road, Edinburgh EH11 2JH

**STRUCTURE,  
GOVERNANCE  
AND  
MANAGEMENT**

The Redwoods Caring Foundation is a charity registered in Scotland, and a registered company, established in 1986, whose aims were stated in its Memorandum & Articles of Association to be the provision of care and support for people with learning disabilities. This document also clearly sets out the charity's Christian ethos.

The charity is governed by a Board of Directors, as set out above. Board meetings are held on a bi-monthly basis. The Board decides matters of strategy and overall policy, sets and monitors budgets, and ensures that the day to day operations of the charity are in line with its stated mission statement, vision and values. It is also served by a Finance Officer from within the organisation, who is available to report and advise as required.

The induction process for newly-appointed Directors includes meetings with the existing Board members as well as the provision of documentation - the founding documents, relevant minutes, a history of the organisation, and recent annual reports and accounts.

**Risk Assessment**

The Redwoods Caring Foundation has undertaken an assessment of the principal risks to which we are exposed, and has taken action to mitigate against such risks.

**Reserves Policy**

The Redwoods Caring Foundation does not have a separate reserve fund, and has no investments other than those required for direct service provision, including the purchase of land and buildings and other capital assets. Cash balances are held in bank accounts as working capital.

Each service (unit) that Redwoods provides is treated separately, but within the overall unrestricted funds of the organisation, unless the conditions of funding require it to be restricted.

The Board of Directors are committed to ensuring that all funds held are used in the most effective way to further the charity's objectives. To this end, transfers may sometimes be approved between units within unrestricted funds.

All land and building owned by Redwoods is also held as part of the unrestricted funds, apart from new developments which must be held as distinct restricted funds for such time as they are the subject of specific fundraising. A major part of the income to unrestricted funds comes from management charges on the service units, and provided that there are sufficient reserves in the service units to cover any client vacancies, this is reasonably predictable. The expenditure from unrestricted funds is, however, subject to a considerable level of uncertainty, since it is necessary to meet, for example, the cost of building repairs, which cannot all be planned in advance.

In order to provide new services, bank or mortgage borrowing will often be necessary to fund part of the cost. It is not considered necessary to retain a positive cash balance in unrestricted funds since these are offset by the capital value of buildings, on which capital could be raised if necessary by mortgage or, should any service be discontinued, by sale.

It is, however, considered prudent to restrict the amount of borrowing by Central Services to 50% of the book value (market value) of assets held as land and buildings.

## MISSION STATEMENT

The Redwoods Caring Foundation is committed to providing a range of sensitive and flexible services for people with learning disabilities, including residential, day services and residential short breaks in the Lothians. Those for whom Redwoods care are encouraged and assisted to reach their maximum potential in terms of their spiritual, emotional and physical wellbeing.

## REVIEW OF THE YEAR

### **THE GREAT REDWOODS TAPESTRY**

The Great Tapestry of Scotland, which so many thousands of people have visited in the last year, is a reflection of the history, experiences and destiny of our nation.

Yet there is another tapestry, which we may not be able to see or touch, and this tapestry displays the history, experiences and destiny of Redwoods: it is being created and displayed in heaven.

The Great Tapestry of Scotland comprises more than 160 individual panels, each stitched by teams of stitchers and depicts amongst other things a wide range of regions, events, people groups and industries that have had an effect on the history of Scotland.

So with the 'great Redwoods tapestry', there is an individual panel being created representing the story of each person Redwoods has supported since it began. Each panel is a display of God's splendour because everyone we have supported is a unique, hand-crafted, treasured possession of God the Father: the fact is they are all made in His image.

He delights in each one as they give and receive love and life each day. We continue as a staff team to be inspired by their uniqueness, tenacity, patience and sometimes their overwhelming zest for life. The tapestry panel for each person is likewise unique, dazzling, real and deeply personal.

Throughout the year staff have often stood back in awe as a painting has been created, a word spoken for the first time, a job done, a table set for the evening meal unaided, a cake baked by someone whose major contribution was adding the flour, or a helping hand extended to a housemate who was distressed - these are among the triumphs which are recorded in the tapestry.

Throughout the year we have seen in the lives of the people we support: confidence grow; health improve; fitness increase; understanding develop. As a result of this several people have experienced a number of new things, such as getting on a plane for the first time, travelling abroad, visiting their place of birth. Many are much more involved in the day to day decisions that directly affect their

lives and affect the community around them. We believe passionately that, as the people we support feel increasingly restored and confident, their contribution to society will increase and significant changes for the benefit of many will emerge.

The tapestry panel of each life is becoming more and more detailed and stunning as their battles, triumphs and miracles are all being recorded and cheered.

As well as the panel crafted to represent an individual's gifts and story, the other significant contributors to the panels are the committed, generous, gifted and loving people who comprise the staff teams. The tapestry began in 1986 and has been added to daily ever since: each day more stitches are added.

On a daily basis the panels are enhanced by the incredible staff teams. Each act of kindness, compassion, grace, mercy and love, all of which are in addition to but not separate from their skills, knowledge and experience, create the stitches that compliment the existing picture story of each person they support. These stitches are fashioned in perfect colours and distinct threads, all hand-picked by our Creator God.

We are wholeheartedly indebted to each person on the staff team in Redwoods, whether they give direct care and support or provide the back up support needed by each of our services. Everyone has a significant and crucial role to play in adding to the tapestry picture of Redwoods as they carry out their daily duties with such commitment, faithfulness, vision and love. We truly appreciate and honour each one for who they are and the ways they seek to represent God the Father in all they do.

All the managers who oversee the work of Redwoods are the most dedicated, resilient, visionary, loving and inspirational leaders one could dream of working alongside. All of who they are is reflected in the teams they lead, and this results in staff who feel supported professionally, cared for personally, valued for who they are and inspired by example. No wonder the tapestry looks brilliant!

In Redwoods over the last year we have seen a great number of operational changes, all of which were designed to improve the quality of the support we offer. The respite service capacity was re-commissioned in order to provide an increased level of support to meet the increasing needs of many of those who come to stay at The Beeches.

We have seen the expansion of the Redwoods Home Support Service to include the gentlemen who previously lived at Oak View when it was a registered care home.

We have seen an increase in awareness of the services Redwoods offers through a redesigned website and strategic plan to engage with others in the community.

We have experienced severe financial challenges, many have faced serious personal challenges, we are all constantly challenged by the need to keep the services we offer relevant in this day - but one thing we know for certain is that God, who created Redwoods, has sustained it since 1986. He is constantly faithful, always present, and always able to do much more than we can ask or imagine.

So as He is instrumental in creating the 'Great Tapestry of Redwoods', His Glory will be seen in the individual panels that tell the stories of the lives of the people Redwoods supports. And that is why we do what we do.

**FINANCIAL  
REVIEW  
&  
FUTURE  
PLANS**

Redwoods has produced accounts in accordance with all current statutory requirements and regulations. We are grateful to all our donors and funders for their continued support.

The organisation's income in 2013/14 was £1,230,659, and total expenditure was £1,307,711. This resulted in an overall loss for the year of £77,052, and therefore a decrease in net assets to £249,657.

In last year's annual report, the Board of Directors acknowledged that another deficit was likely for 2013/14 but that we hoped to see a change in the finances of the organisation from 2014 onwards.

Extensive work has taken place during the year to ensure that this would indeed be the case. A cornerstone of this work has been the re-commissioning of The Beeches with Midlothian Council, that has been agreed and will see a dramatic change in the finances from 1st April 2014. We are grateful to Midlothian Council for their constructive, creative and supportive approach with this.

So although this has been one of the organisation's most challenging years financially, we see changes ahead, that should reverse the pattern of continued deficits. Certainly our budgets for 2014/15 show a much improved position.

And even within 2013/14 we can see a 33% increase in donations, for which we are extremely grateful. We intend to build on this position in future years.

**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.

For these purposes, the Directors have retained the services of William Davidson and Neil Andrew for the auditing of the annual accounts.

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Approved and signed by order of the Board of Directors

  
Jeanette C Godward - Director

28/10/14  
Date

We have audited the financial statements of The Redwoods Caring Foundation for the year ended 31/03/14 which comprise the Statement of Financial Activities, the Summary Income & Expenditure Account, the Balance Sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

***Respective responsibilities of trustees and auditor***

As explained more fully in the Directors' Responsibilities Statement (set out on page 5), the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustees Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

***Scope of the audit of the financial statements***

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

***Opinion on financial statements***

In our opinion the financial statements:

- \* give a true and fair view of the state of the charitable company's affairs as at 31/03/14 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- \* have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- \* have been prepared in accordance with the Charities and Trustees Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts Regulation (Scotland) Act 2006.

***Opinion on other matters prescribed by the Companies Act 2006***

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

***Matters on which we are required to report by exception***

We have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- \* the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- \* the financial statements are not in agreement with the accounting records and returns; or
- \* certain disclosures of trustees' remuneration specified by law are not made; or
- \* we have not received all of the information and explanations we require for our audit.

Signed: 

Date: 28/10/14

Neil Andrew CA, 3 Murieston Road, Edinburgh EH11 2JH  
Senior Statutory Auditor

For and on behalf of Neil C Andrew CA Statutory Auditors

(Neil C Andrew CA is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006)

**THE REDWOODS CARING FOUNDATION**  
Company Limited by Guarantee

**STATEMENT OF FINANCIAL AFFAIRS**  
for the year ended 31 March 2014

		2014			2013
		£	£	£	£
		Unrestricted	Restricted	Total	Total
	Note	Funds	Funds	Funds	Funds
<b>INCOMING RESOURCES</b>	2				
Donations, Legacies and Similar Operating Activities		40,392	14,650	55,042	41,407
<i>In furtherance of the objectives</i>					
Client/SW Income		1,091,607	0	1,091,607	1,107,688
Investment Income					
Interest Receivable		2	0	2	5
Other Incoming Resources					
Rent / Building usage		84,008	0	84,008	84,079
<b>TOTAL INCOMING RESOURCES</b>	14	1,216,009	14,650	1,230,659	1,233,179
<b>RESOURCES EXPENDED</b>					
Costs of generating funds					
Fundraising		199	0	199	811
Charitable Expenditure					
<i>Activities in furtherance of the objectives</i>					
Direct Charitable Expenditure		1,295,857	6,027	1,301,884	1,286,104
<i>Management &amp; Admin</i>					
Interest Payable		2,508	0	2,508	1,032
Audit fees		3,120	0	3,120	3,120
<b>TOTAL RESOURCES EXPENDED</b>	14	1,301,684	6,027	1,307,711	1,291,066
<b>Net Incoming/(Outgoing) Resources</b>		(85,676)	8,623	(77,052)	(57,888)
Fund balances brought forward at 1 April 2013	13	264,094	62,615	326,709	384,597
<b>Fund balances carried forward at 31 March 2014</b>		178,418	71,238	249,657	326,709

The notes on pages 10 to 13 form part of these accounts



**THE REDWOODS CARING FOUNDATION**  
Company Limited by Guarantee

**INCOME AND EXPENDITURE ACCOUNT**  
for the year ended 31 March 2014

		2014 £	2013 £
INCOME	2	1,230,657	1,233,174
OPERATING COSTS		<u>(1,305,203)</u>	<u>(1,290,035)</u>
OPERATING SURPLUS / (DEFICIT)		(74,546)	(56,860)
INTEREST RECEIVABLE	7	2	5
INTEREST PAYABLE	8	<u>(2,508)</u>	<u>(1,032)</u>
SURPLUS / (DEFICIT) FOR THE FINANCIAL YEAR		(77,052)	(57,888)
BALANCE BROUGHT FORWARD	13	<u>326,709</u>	<u>384,597</u>
BALANCE CARRIED FORWARD		<u>249,657</u>	<u>326,709</u>

*All amounts relate to continuing operations.*

*There are no recognised gains or losses other than the profit for the year.*


*The notes on pages 10 to 13 form part of these accounts*

**THE REDWOODS CARING FOUNDATION**  
Company Limited by Guarantee

**BALANCE SHEET**  
as at 31 March 2014

	Notes	2014	2013
		£	£
<b>FIXED ASSETS</b>			
Tangible assets	9	322,649	339,251
<b>CURRENT ASSETS</b>			
Stock		2,422	3,337
Debtors	10	50,775	41,477
Bank current account		0	0
Deposit Accounts		3,749	2,555
Unit imprest accounts		2,416	2,310
Cash in hand		<u>800</u>	<u>780</u>
		<u>60,162</u>	<u>50,459</u>
<b>CURRENT LIABILITIES</b>			
Bank current account		(73,934)	(3,321)
Creditors amounts falling due within one year	11	(44,225)	(39,872)
		<u>(118,158)</u>	<u>(43,192.99)</u>
<b>NET CURRENT ASSETS</b>		<u>(57,996)</u>	<u>7,266</u>
<b>TOTAL NET ASSETS</b>		<u>264,652</u>	<u>346,517</u>
<b>CREDITORS</b>			
Amounts falling due after more than one year	11	(14,996)	(19,808)
<b>NET ASSETS</b>		<u>249,657</u>	<u>326,709</u>
<b>CAPITAL AND RESERVES</b>	13		
Unrestricted funds		178,418	264,094
Restricted funds		<u>71,238</u>	<u>62,615</u>
		<u>249,657</u>	<u>326,709</u>

Approved by the board on (date) 28/10/14  
and signed on its behalf by:

 J.C. Godward

**Jeanette Godward**  
(Director)

*The notes on pages 10 to 13 form part of these accounts*

**THE REDWOODS CARING FOUNDATION**  
Company Limited by Guarantee

**NOTES TO THE FINANCIAL STATEMENTS**  
for the year ended 31 March 2014

**1. ACCOUNTING POLICIES**

The following accounting policies have been used consistently in dealing with items which are considered material to the Company's affairs.

a) Accounting convention

The financial statements are prepared under the historical cost convention.

b) Fixed assets and depreciation

Fixed assets are stated at cost and are written off over their estimated useful lives on a straight line basis at the following rates:

Freehold land and buildings	2%
Leasehold improvements	Over the length of the lease
Furnishings and equipment	25%
Motor Vehicles	25%

c) Income

Income comprises funding from central and local government, plus donations and grants and other income derived from fundraising. All income is credited to the Profit and Loss Account in the year it is received.

d) Taxation

The Redwoods Caring Foundation has been given charitable status and exemption from Income Tax under Section 505 of the Income and Corporation Taxes Act 1988.

**2. INCOME**

The analysis of income by source was as follows:

	2014			2013
	£	£	£	£
	Unrestricted	Restricted	Total	Total
	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>	<u>Funds</u>
Donations & Appeals	40,392	14,650	55,042	41,407
Operating Activities Income (Clients/SW)	1,091,607	0	1,091,607	1,107,688
Other Income (e.g. Building usage)	<u>84,008</u>	<u>0</u>	<u>84,008</u>	84,079
	<u>1,216,007</u>	<u>14,650</u>	<u>1,230,657</u>	<u>1,233,174</u>

	2014	2013
<b>3. SURPLUS ON ORDINARY ACTIVITIES</b>		
	£	£
Surplus on ordinary activities is stated after charging the following:		
Depreciation (incl. gain on disposable assets) (Note 9)	19,409	21,935
Auditors' remuneration	3,120	3,120
Staff costs (Note 4)	1,030,777	1,008,824
<b>4. STAFF PARTICULARS</b>		
	£	£
Staff costs comprised:		
Staff Salaries	731,030	854,598
Agency staff costs	23,160	76,730
Social Security costs	250,510	62,987
Pension costs	<u>26,077</u>	<u>14,509</u>
	<u>1,030,777</u>	<u>1,008,824</u>
The number of employees at the year end (whole time equivalent) was:	<u>42.98</u>	<u>41.61</u>
<b>5. DIRECTORS' EMOLUMENTS</b>		
Two directors are employed in managerial capacities, and are included in Note 4 above. All salaries fall in the lowest £0 - £40,000 band.		
Salaries -	£	£
Operations Director	28,885	35,749
Director of Care Services	27,580	34,134
Social Security costs	5,670	7,578
Pension costs	<u>2,262</u>	<u>2,607</u>
	<u>64,397</u>	<u>80,068</u>
<b>6. PENSION COSTS</b>		
All employees are encouraged to contribute to their own Personal Pension Plan. The company makes an additional contribution, currently 3-4% of salary, after 1 year of continuous employment.		
<b>7. INTEREST RECEIVABLE</b>	<b>2014</b>	<b>2013</b>
	£	£
This represents interest receivable on bank deposits:	2	5
<b>8. INTEREST PAYABLE AND SIMILAR CHARGES</b>	<b>2014</b>	<b>2013</b>
	£	£
Interest payable and similar charges comprised:		
On bank overdraft wholly repayable within five years	1,921	288
Interest on other loans	<u>587</u>	<u>744</u>
	<u>2,508</u>	<u>1,032</u>

**9. TANGIBLE FIXED ASSETS**

	<u>Freehold Land &amp; Buildings</u>	<u>Leasehold Improve- ments</u>	<u>Furnish- ings &amp; Equipment</u>	<u>Motor Vehicles</u>	<u>Total</u>
	£	£	£	£	£
<b>COST</b>					
Opening Balance	545,802	21,590	73,250	22,109	662,751
Additions	0	0	2,807	0	2,807
Disposals	0	0	(3,858)	0	(3,858)
Closing Balance	<u>545,802</u>	<u>21,590</u>	<u>72,198</u>	<u>22,109</u>	<u>661,700</u>
<b>AGGREGATE DEPRECIATION</b>					
Opening Balance	214,903	21,590	68,130	18,878	323,500
Charge for year	13,439	0	2,739	3,231	19,409
Charged on disposal	0	0	(3,858)	0	(3,858)
Closing Balance	<u>228,341</u>	<u>21,590</u>	<u>67,010</u>	<u>22,109</u>	<u>339,051</u>
<b>NET BOOK VALUE</b>					
Opening Balance	<u>330,900</u>	<u>0</u>	<u>5,120</u>	<u>3,231</u>	<u>339,251</u>
Closing Balance	<u>317,461</u>	<u>0</u>	<u>5,188</u>	<u>0</u>	<u>322,649</u>

Freehold Land and Buildings

Freehold land and buildings are included in the accounts at cost (less depreciation) and it is the directors' intention that this should continue. However the estimated market values of the four freehold properties are as follows:

Redwoods House, Newbattle Road, Newtongrange	(valued March 2008)	£1,025,000
Redwoods House - Caretaker's house	(valued March 2008)	£175,000
12 Paisley Drive, Edinburgh	(valued May 2010)	£450,000
19/4 Hazelwood Grove	(valued October 2011)	£130,000

The Royal Bank of Scotland holds a standard security over 12 Paisley Drive, and a bond and floating charge, in connection with the loan taken out in 2004 to purchase 19/4 Hazelwood Grove.

**10. DEBTORS**

	<b>2014</b>	<b>2013</b>
	£	£
Sundry Debtors	2,354	3,600
Accrued income	43,549	33,749
Prepayments	<u>4,872</u>	<u>4,128</u>
	<u>50,775</u>	<u>41,477</u>

The amount of debtors falling due after more than one year was nil.

**11. CREDITORS**

	<u>Amounts falling due within one year</u>		<u>Amounts falling due after more than one year</u>	
	<b>2014</b>	<b>2013</b>	<b>2014</b>	<b>2013</b>
	£	£	£	£
Trade creditors	14,056	10,500	0	0
Other creditors and term loans	14,902	13,260	14,996	19,808
Social Security and other taxes	<u>15,267</u>	<u>16,112</u>	<u>0</u>	<u>0</u>
	<u>44,225</u>	<u>39,872</u>	<u>14,996</u>	<u>19,808</u>

The bank overdraft and term loans are secured by a charge over the company's properties.

"Other creditors and term loans" include:

- Hazelwood Grove: Term Loan of £65,450 taken over 15 years from September 2004

## 12. LEASE COMMITMENTS

The company had operating leases commitments to pay during the next year in respect of property and equipment leases:

	2014	2013
	£	£
Expiring between two and five years	28,220	29,172
Expiring in more than five years	0	0
	<u>28,220</u>	<u>29,172</u>

## 13. CAPITAL AND RESERVES

	2014	2013
	£	£
	Unrestricted Funds	Restricted Funds
Opening Balance	264,094.02	62,615.02
Retained surplus / (deficit) for the year	(85,675.53)	8,623.19
Fund Transfers	0.00	0.00
Closing balance	<u>178,418.49</u>	<u>71,238.21</u>

## 14. RESTRICTED FUNDS

	Balance	Movement in Funds	Balance
	at 1 Apr '13	Incoming Resources	at 31 Mar '14
Fund	£	£	£
Small Project Fund	(0.00)	0.00	(0.00)
Music & Arts Project Fund	49,206.56	0.00	46,474.16
VSD Fund	7,229.62	0.00	4,337.87
Disabled Toilet Fund	0.00	8,450.00	8,450.00
Donations - Day Centre	2,108.19	2,100.00	3,863.35
Donations - Home Support Service	200.00	4,100.00	4,242.18
Donations - Midlothian Units	3,870.65	0.00	3,870.65
	<u>62,615.02</u>	<u>14,650.00</u>	<u>71,238.21</u>

## 15. OPERATIONAL UNIT SUMMARY

	Balance	Movement in Funds	Balance
	at 1 Apr '13	Incoming Resources	at 31 Mar '14
Unit	£	£	£
Telferton	(14,291.69)	170,575.46	(17,247.69)
Paisley Drive	67,990.27	222,931.74	66,832.27
Housing Support	586.04	39,318.85	4,555.38
Ash Lea	(50,547.45)	232,229.08	(72,112.27)
The Beeches	(31,680.04)	337,244.64	(65,879.37)
Oakview	36,759.24	119,091.72	26,851.93

It should be noted that balances carried forward on each unit are not cash balances, but part of the capital funds tied up in the fixed assets required to run the unit.