Charity number: 1063500 Company number: 3256554

Escape Family Support Limited (A company limited by guarantee)

Trustees' report and financial statements

for the year ended 31 March 2013

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Legal and administrative information

Charity number

1063500

Company registration number

3256554

Business address

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Blyth

Northumberland NE24 2JR

Registered office

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Northumberland

NE24 2JR

Trustees

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Secretary

G Murphy

Chief executive

J Murphy

Chair

K Fraser

Accountants

Peter Weldon 87 Station Road Ashington Northumberland NE63 8RS

Bankers

Lloyds TSB Plc 43 Waterloo Road

Blyth

Northumberland

Legal and administrative information

Solicitors

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Barrack Road

Newcastle upon Tyne

NE4 6DB

Cuthbertsons
3 Stanley Street

Blyth

Northumberland NE24 2BS

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

The trustees present their report and the financial statements for the year ended 31 March 2013. The trustees, who are also directors of Escape Family Support Limited for the purposes of company law and who served during the year and up to the date of this report are set out on page 1 - 2.

Structure, governance and management

Escape Family Support is a charitable company limited by guarantee and complies with the Companies Act 2006 and the SORP Incorporated on September 30th 1996 and registered as a Charity on July 18th 1997, the Company was established under a Memorandum of Association, which established the objectives and powers of the Charitable Company and is governed under its Articles of Association. In the event of the company being wound up members are required to contribute an amount not exceeding £1

The directors of the company are also charity trustees for the purposes of Charity law and under the company's Articles are known as members of the Management Committee Under the requirements of the Memorandum and Articles of Association the longest serving members of the Management Committee will retire on rotation at each Annual General Meeting and, being eligible can stand for re-election

The Management Committee seeks to ensure that the groups which the Charity serves are reflected in the make up of the trustee body A bi-annual skills audit is undertaken and training is provided to all new management committee members covering

- a) The obligations of the Management Committee
- b) The main documents which set out the operational framework for the charity including the Memorandums and Articles
- c) Resourcing and the current financial position as set out in the latest published accounts
- d) Future plans and objectives

Monthly full team meetings inform the future planning and strategic thinking of the management committee and are open to staff, volunteers and peer volunteers. In addition, user and carer involvement groups and surveys of stakeholder's inform the work of the charity. The management committee has six members who meet every two months and are responsible for the strategic direction and policy of the charity. At present the Committee has members from a variety of backgrounds relevant to the work of the charity. A scheme of delegation is in place and day-to-day responsibility for the provision of the services rest with the Chief Executive and the Deputy Chief Executive

The Chief Executive is responsible for ensuring that the charity delivers the services specified and that key performance indicators are met. In so far as it is complimentary to the charity's objects, the charity is guided by both local and national policy. At a national level drug treatment is steered by the ten-year strategy.

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

The treatment plan of Northumberland Drug and Alcohol Action Team and service commissioning steers our service delivery The charity is committed to partnership and works closely with and is represented on Northumberland DAAT sub-groups, Crime and Disorder Reduction Partnerships, M A R A C partnership, Carers Strategy Group, Think Family and Hidden Harm Strategy Groups More widely our services work closely with strategies that impact on women's offending, homelessness and recovery from substance misuse through diverting women from custody, provision of stable accommodation and mutual aid to support recovery. We regularly attend steering and special interest groups where the charity impacts on health & crime-related programmes and strategies are discussed, analysed, & learning disseminated We provide keynote speakers for conferences & seminars locally & nationally. We share knowledge, experience, best practice, assisting communities & organisations with identified need, who have heard of our work and wish to replicate it in some form. We have circulated external evaluations of our work, to partners and funders to share findings. Other close working partnerships have been developed with Addiction Service Northumberland, Cramlington Medical Group, National Probation Service, Community Mental Health Teams, Adult and Children's Social Services, Relate, Women's Health and Advice Centre, Community Groups, Drug Intervention Programme, and Integrated Drug Treatment System partners within HMP Northumberland and Durham These agencies are key members of a multi-agency partnership who with the charity deliver Drug Rehabilitation Requirement and Alcohol Treatment Requirement Orders to offenders within the community and treatment to those confined within prisons. Further to the charity's achievement of Investor in people Gold Standard in January 2010, the charity received an Investor in People Good Practice Award for Health & Wellbeing in March 2011

Objectives and activities

Purposes and Aims

Our aims and Objectives as set out in the objects contained in the company's memorandum of association are to

To provide support, counselling and mediation to relieve the poverty, sickness and distress of carers and those related to or dependent on persons who are or have been suffering from the misuse of drugs being any substance which is misused to the detriment of the health of the individual in the community of Northumberland and elsewhere as the association may determine

To advance education and training of the community in the problems resulting from non-medical use and abuse of drugs and associated problems

Ensuring our work delivers our aims

Our aims, objectives and activities are reviewed annually. This involves evaluating what we have achieved and the outputs and outcomes of our work in the aforementioned 12 months. The success of key activities and benefits these bring to our beneficiaries are appraised. This ensures that that our aims, objectives and activities continue to focus on our specified purposes, facilitates continuous service improvement and prevents mission drift. The trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Trust's aims and objectives and in planning future activities and setting the grant making policy for the year

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

The focus of our work

The National Strategy for the next ten years (2008-2018) aims to restrict the supply of illegal drugs and reduce the demand for them. It focuses on protecting families and strengthening communities

The four strands of work within the strategy are

- a) Protecting communities through tackling drug supply, drug-related crime and anti-social behaviour
- b) Preventing harm to children, young people and families affected by drug misuse
- c) Delivering new approaches to drug treatment and social re-integration
- d) Public information campaigns, communications and community engagement

Our main objectives for the year continued to be to relieve the poverty, sickness and distress of substance users, their carers and families and to advance education and training within communities, our activity contributes towards the four strands of work outlined within the aforementioned National Strategy Strategies we utilise to fulfil these objectives include

- * Providing a range of services which comply with appropriate quality standards and address problems associated with substance misuse
- * Concentrating upon restricting the harm correlated to substance misuse for the individuals, their family, carers and friends and the wider community of Northumberland and beyond
- * Working in partnership with other organisations to establish and secure a holistic range of services corresponding to the needs of all service beneficiaries

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Achievements and performance

The attached Financial Statements provides a summary of achievements and performance over this financial period

How our activities deliver public benefit

Our main activities and people we try to assist are outlined below. All our charitable activities are focused on relieving poverty, sickness and distress, the provision of support to families, treatment and prevention of substance misuse are undertaken to advance our charitable purposes for the public benefit

Who needs, used and benefited from our services?

Our funding and resources in the aforementioned 12 months limited our main service provision to residents of Northumberland Northumberland has a population of over 300,000 people, many scattered thinly in relatively isolated towns and settlements across expanses of countryside, whilst a significant concentration live in the south east of the county in declining economic circumstances. People in Northumberland suffer extremes of poverty with low average incomes in three of the county's six district areas and demonstrable inequalities of income.

In common with other areas of the U K, Northumberland continues to experience drug taking along with an increase in alcohol use amongst its population, reports from professional staff working in various agencies reinforce this view, which together with police intelligence and Drug and Alcohol Team Needs Assessment documents, indicate 'hot spots' of drug related activity, alcohol related crime and disorder across the county

There has been no Adult Community and Prison Substance Misuse Needs Assessment carried out by Northumberland Drug and Alcohol Action Team since 2011. The Prevalence data suggests that there are around 1,200 opiate users in Northumberland. There were 908 clients in community drug treatment, 517 in alcohol treatment as of March 2011. In the community, alcohol related violence has increased from 3.9 to 5 per 1,000. There were 8,174 stays in hospital for alcohol related harm and high rates of mortality from liver disease, particularly women. It is estimated that nearly one third, 32%, of Northumberland's aged over 16 drinking population is binge drinking. Between Jan and June 2011, there were 98 attendances at A- in Northumberland for alcohol/drug related harm for young people aged 18 - 24. Synthetic estimates produced by the National Drug Treatment Monitoring System for the needs assessment suggest that 32% of the 16+ drinking population in Northumberland are binge drinkers, compared to an average of 20% in England overall

In community drug treatment 28% were female and 72% were male, whereas in alcohol treatment services 44% were female and 56% were male, 98% were White British. Due to the high proportion of men in treatment it is important to ensure that treatment services are sensitive to the needs of women, women are more likely to be looking after children, or be victims of sexual or physical abuse. When looking at treatment demographics. Women account for only 28% of those in community drug treatment, but 44% of those in community alcohol treatment.

In both community drug and alcohol services there was an increase in the older age groups, with 6 over 60s in drug treatment and 28 over 60s in alcohol treatment. The main drug for community drug treatment was opiates at 82%, Self-referral was a large part of both community alcohol and drug services with 41% for drugs and 50% for alcohol.

Alcohol services had a higher rate of planned discharge than community drug services, 71% to 41%, and a higher proportion of parents in treatment, 36% to 21% Proportionately, the South East of Northumberland (former Blyth Valley and Wansbeck districts) have 74% of the clients in treatment, whereas the whole of Northumberland's population in the South East accounts for only 46% of the over 18 population

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

The government's Drug Strategy emphasises the importance of tackling accommodation problems for those who are drug and/or alcohol users. Northumberland has a much higher rate of housing problems than either the North East or nationally, this is partly to do with the very small amount of specialised housing available in Northumberland, compared with nearby Tyneside which has a much denser urban population and a larger housing stock 12% of new treatment journeys in 2010/11 were No Fixed abode compared to 8% nationally, 20% had a housing problem compared to 14% nationally Barriers to housing include rent deposit, criminal record, lost previous tenancy through drugs/alcohol, not enough supported housing. Getting the right accommodation is one of the most important issues which need to be addressed at the beginning of treatment.

National Drug Strategy also emphasises the need for supporting clients into work, and that employment is the best way of keeping people in recovery, and similarly, with regards to the prison system, the government is still very keen to ensure that as many prisoners have the opportunity to work full-time during their sentence as possible. In the current economic climate, it may be unrealistic to expect that all individuals in treatment will have the same opportunities to be employed as everyone else, however, in order to prepare people for employment it is important to prepare them for the job market through education and volunteering. Treatment Outcome Profile reporting indicates that people who in 2010/11 were in treatment for between 1 and 4 years, 18% were in paid work, and 2.3% were in education.

In addition, it is very important to ensure that families and carer's, partners and friends are included in a client's treatment journey as this support can make all the difference to a successful outcome 27% of individuals who came into treatment in the first half of 2011/12 were living with children, and so it is very important that appropriate working practices are in place to safeguard those at risk from hidden harm. An important part of the individual's treatment journey is to ensure that they and their families, friends and children are supported in building and maintaining effective relationships with each other.

(Data obtained from Northumberland Drug And Alcohol Action Team Needs Assessment 2011)

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

24/7 / Helpline Service

ESCAPE have continued to deliver the 24/7 Helpline service and in period. April 2012 to March 2013 we received 787 calls. People generally call the helpline for advice and information and to self-refer into service. The staff team provide harm reduction and relapse prevention support. However, many of the calls received out of office are made by those who are in crisis, to safeguard and assist these people our helpline staff involve the Crisis Team, Ambulance, Police and other relevant services as appropriate. This service is now provided solely in Northumberland due to withdrawal of statutory funding for the provision of service in South of Tyne.

Family and Carer Services

The Family Team deliver a range of services to the families and carer's of substance user who include parents, grandparents, partners, siblings and children including telephone support, advice, information, advocacy, comprehensive carer assessments, personalised care plans, 1-1 support, counselling, support groups, personal learning opportunities, respite opportunities and support to help family members work together. The team also provides specific support for kinship carer's, for those with a family member involved in the criminal justice system and for those bereaved by substance use. The team continue to work with family members whether their loved one is in treatment or not

We continue to deliver Community Reinforcement and Family Training (CRAFT) This is an evidence-based, motivational programme of support for family members who have frequent contact with a loved one (i.e. partner or adult son / daughter) who is using alcohol or drugs problematically but who refuse to enter treatment. It is also proven to be very effective with families whose loved ones are in treatment. The three main aims of CRAFT are to improve the life of the "Concerned Significant Other", reduce the users' substance misuse and encourage a loved one into treatment Family members who have participated in CRAFT report significant benefits for themselves and the substance user

The Family Team received 114 Referrals from 1 April 2012 to 31 March 2013 Of these, 47 first assessments and individualised care plans were completed and 57 brief interventions consisting of telephone support or 'one-off' face to face appointments were provided. The Family Team have offered a range of support where multiple issues occur, including children's safeguarding, domestic violence and offending etc.

The Family Team continue to utilise the Carer Support Outcome Profile (CSOP) developed by The Bridge Project in Bradford This tool tracks carer treatment and outcomes and an end of year monitoring report has recently been received and this shows that overall our service achieves an improvement across all areas measured for its carer's and family members, both in the initial stages of support and across their entire period of support. This includes their relationship with the user, relationship with family, psychological health and quality of life therefore demonstrating the positive impact our family services have on the lives of family members and carer's

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

In 2011, ESCAPE Family Team was invited by Adfam and AVA to be involved in a research project regarding the experiences of parents who have children who use substances and have perpetrated abuse against their parents. There were 88 carers nationally who participated in this research which included a focus group of 11 carers working with ESCAPE who were recruited and significantly contributed to this research. The research document is entitled "Between a rock and a hard place - How parents deal with children who use substances and perpetrate abuse" and was launched at The House of Commons on 12 September 2012. We have undertaken awareness-raising of this issue at a local level by attending Northumberland's Adult Safeguarding Board which is a multi-agency group of professional including Probation, Health, Adult and Children's Services and the Northumberland Carer's Strategy Group. This has helped to promote the issue at a local issue and ensure that carer work is promoted. The report is available to download at http://www.adfam.org.uk/news/265Structured Services for Drug and Alcohol Users.

Service User Team - Structured Day Care - This service offers Tier 2 (information, advice, support, and advocacy) and Tier 3 services (counselling, therapeutic and structured interventions) to substance users - drugs and alcohol SMART recovery groups, breakfast drop ins, 24-hour helpline, brief interventions, structured programmes, complementary therapies, diversionary activities - gardening, sport, visits, art etc - respite opportunities and social events. This includes provision of Support for Substance Users subject to Drug Rehabilitation Requirement Orders and Alcohol Treatment Orders through the Criminal Justice System

ESCAPE With Cramlington Medical Group (as REGAIN) provide provision of community detoxification support for alcohol users in South East Northumberland and support to those identified from the Hospital Episode Statistics as regular users of hospital admissions due to alcohol use. We have an NHS health trainer on secondment who works across this team and the Family Team 2 days per week, offering health checks, dietary advice, group work and training to clients.

ESCAPE incorporates Every Child Matters, the Hidden Harm Agenda, Think Family, Diverting Women from Custody Programme, Offender Health, Dual Diagnosis, Harm Reduction in its work and works through LMAPS, MARACs, MAPPA meetings to support the work of partners to build confidence and challenge perceptions in communities

ESCAPE worked with 436 substance using individuals across the year, offering a range of tier 2 services drop-in services, advice, advocacy, information, and signposting to support for substitute prescribing, debt advice, legal, housing and other problems and Tier 3 services including Brief Interventions, Counselling, Cognitive Behaviour Therapy, Structured Day Care Programmes, and a range of complementary therapies including Auricular Acupuncture, Indian Head Massage, Aromatherapy Massage, Relaxation Techniques and Reiki With the support of volunteers and peer mentors we have been able to compliment these activities with a fuller range of diversionary activities including access to gym, sports, walks, fishing, arts and crafts etc

The most significant change to the structure of the organisation has been the loss of the Structured Day Care and REGAIN Contracts commissioned through the Northumberland Drug and Alcohol Action Team (DAAT) The 2012 tender specification for delivery in Northumberland to provide a comprehensive community adult drug and alcohol treatment system saw all treatment modalities combined into a single large comprehensive system. This in effect meant that ESCAPE was unable to bid for separate modalities as in previous years in our own right. The contract value was 2.2 million per annum over three years, starting 01/04/2013, total value £6 6million. Therefore ESCAPE bid for this contract with a national and regional partner and were second in the procurement process losing the contract by a tiny 0.8% margin.

Delivery of this contract ceased on March 31st 2013 and the CEO and Trustee Board have had to lead the organisation through a difficult time including the TUPE of staff, redundancies etc. Whilst this loss was a disappointment the realignment of services, development of a new facility and trading organisations bring huge opportunities for generated income, further advocacy for our clients, as we now sit outside the commissioned treatment service and the this gives the CEO greater scope to challenge and promote a wider think family agenda

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

SWAN Project

SWAN is a partnership project - SWAN (Supporting Women Around Northumberland) delivered by ESCAPE (lead agency), Relate, Women's Health Advice Centre and Fourth Action. The project, operational from February 2010, initially funded by the MOJ, has been funded by the National Offender management Service. The service was subject to an external Social Return on investment (SROI) analysis which was detailed in our last audited accounts. In short this concluded that the project has a social benefit to communities reducing re-offending & anti-social behaviour, reducing the risk of harm to communities, the individual & children, keeping families together & linking these women into the wider community, strengthening their social networks.

During the period April 1st 2012 and March 31st 2013, the SWAN Team worked with 110 women, focusing on rural access for vulnerable women, the prevention of reoffending and meeting the needs and risks presented by women offenders in their community setting rather than in custody. Offering positive change opportunities so women can, acquire new skills and patterns of behaviour, take control, create clear goals and solutions for themselves and their families, eliminate substance use, reduce the prevalence and impact of domestic violence, increase mental well-being, confidence and skills for progression into learning opportunities or employment

The SWAN service which was so successful in its delivery ceased operating on March 31st 2013. This was due to devolvement of the Ministry of Justice funding to Northumbria Probation Trust who changed their commissioning priorities. ESCAPE were invited to take part in a select committee chaired by Alan Beith in London because the SWAN project had demonstrated fantastic SROI outputs when evaluated by the New Economics Foundation, ESCAPE was represented at this by Sharon Spurling along with representatives for 3 other women's projects. Despite support at this level and a local level, all women's services were retendered in different form. The model adopted now will be women's hubs that operate 2 days per week in South East Northumberland probation offices with only 1 worker. This leaves a lack of service provision for women in the rural north and west of the county and ESCAPE has continued to support a group of ex clients (women) who wanted to continue to meet each other regularly and provide peer support. Despite misgivings about the effectiveness of the new model, ESCAPE did go through PPQ and ITT stages but were eventually unsuccessful in the bid following interview. The commissioning process did not take place before the SWAN contract ended hence we had to issue redundancies to the team in advance of ITT.

ESCAPE continue to support women's activities and run support groups in the West and South East of the county, we are supported by peer mentors in the delivery of this service since its decommission

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Education, Training and Employability

In 2009, we introduced ETE provision to support clients in a number of ways, by offering Information Advice Guidance (IAG), vocational training, literacy and numeracy support, workshops around confidence, self-esteem, time management and boundaries, support with CV writing and job applications, goal setting, job placements and volunteering opportunities. The project has built up effective working relationships with partners including, Job Centre Plus and Northumbria Probation Service (NPS) which ensures continuity of service for the client. The ETE coordinator represents our cohort on a number of strategic groups, including the NPS ETE Focus Group, NLEAP and the Mental Health and Wellbeing Group for Northumberland. We are also part of the Northumberland Drug Alcohol Action Team (DAAT) which also allows us to share good practice. We are also a partner within the MARAC and LMAPS

In July 2012, ESCAPE's ETE department was recognised for its successful work as a community project and in the Howard League for Penal Reform Award where we were runner's up in the ETE category for our work with offenders

The project has two full time workers who operate across the county and in partnership with Northumbria Probation Trust to help support clients with personal development by encouraging those with few life chances to enter education volunteering or employment. It has significantly increased and improved opportunities for service users and their families to have options beyond their treatment journey by improving basic life skills. The ETE provision support clients in a number of ways, by offering Information, Advice and Guidance (AIG), vocational training, literacy and numeracy support, workshops around confidence, self esteem, time management and boundaries, support with CV writing and job applications, goal setting, job placements and volunteering opportunities. The ETE project offers various types of IAG support to clients including offenders and ex offenders and those with dual diagnosis for who steps to employability can be complex and exacerbated by anxieties, low self esteem, and lack of motivation in combination with drug/alcohol misuse issues.

During the period April 1st 2012 - March 31st 2013 ETE received 116 referrals and were able to engage with and support 77 individuals. Of these 30 individuals achieved accredited training, 7 were successful in achieving employment and 224 soft outcomes (CV preparation, job search, confidence building etc.) were achieved

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Rent Deposit Guarantee Scheme

ESCAPE has provided a Rent Deposit Guarantee Scheme for three years, the original Service Level Agreement (SLA) in place with Northumberland County Council has been rolled on, following regular review and consistent performance against all indicators set. The project has met and exceeded the expectations and outcomes in place in the SLA and subsequent roll-on's. The project set up 21 new tenancies in the period April 1st 2012 - March 31st 2013 and currently has 45 tenancies in place across the project. The nature of our work means that many of these tenants are from the most hard to reach communities and with a chaotic past life, it is to their credit that with our support they are maintaining stable tenancies. Our work with landlords and the support we offer to both them and the tenants (through a floating housing support worker) has meant that issues with tenancies can be addressed promptly at tenancy support visits and clients who may otherwise have been evicted have been able to remain in their accommodation. The project has enabled housing support for ESCAPE clients who require assistance in securing suitable private accommodation.

The service is well established in Northumberland and has recently been subject to an Social Return On Investment (SROI) analysis A (SROI) seeks to provide an informed estimate of the monetary value of the interventions and support offered to clients, and the lifestyle and behavioural changes which result

In estimating the SROI of the Rent Deposit Guarantee Scheme (RDGS), ESCAPE worked with Philip Angier and Dr Arthur Affleck of Angier Griffin Their advice and support has been made possible as part of a Community Right to Challenge programme funded by the Social Investment Business

The question of attribution for the RDGS is complicated. Securing a tenancy may be the 'tipping point' for significant change in the life of a client - from a chaotic lifestyle with bouts of substance abuse, children at risk and occasional brushes with the justice system to a more settled lifestyle, children attending school and engagement with education or training for employment

Clearly the whole effect of that transformation cannot be attributed to the RDGS - it is the cumulative product of support from statutory agencies, from family and friends, and (often) from Escape both before and during their participation in the Scheme

Nevertheless, without RDGS or its equivalent to help secure a tenancy, some of the other fruits of support will not be realised

Informed by the case studies, Dr Arthur Affleck researched a range of financial proxies which illustrate the saving to the public purse of supporting individuals to adopt a more stable and economically active lifestyle. Given the care with which clients are accepted onto to the RDGS, judgement must also be used in the use of these financial proxies. For instance the costs of drug related crime will be weighted by the (higher) costs of repeat offenders. Those deemed to be ready to engage with the RDGS are likely to be less frequently involved with the police. By the same token those ready to take on a tenancy are more likely also to be ready to access support into employment or training - thus some element of 'dead weight' (this would have happened anyway) should be assumed

In the light of all of the considerations above, it is appropriate to suggest a range of social return. Dependent on level of attribution given savings to the public purse could have been as high as £357,648 00 over three years or at the most conservative estimate £169,405 00

If a strong view of attribution is taken, giving weighting to the wider contribution of ESCAPE Family Support in preparing clients for and supporting them through their tenancy, then the social return may be as high as £3 16 for every £1 invested*

If a weaker view of attribution is taken, giving more weighting to the support of outside agencies, family and friends, and recognising the implicit deadweight (some clients would have succeeded anyway) then the social return may be closer to £1 50 for every £1 invested*

*Over 3 years the Local Authority has invested £113,291 00 in the scheme

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Volunteering and Peer Mentoring Project

In 2010 we successfully applied to the Coalfield Regeneration Trust (CRT) to fund a Peer Mentor/Volunteer Coordinator for one year, this funding ceased in July 2011 and the post is currently funded by the TUDOR Trust. This project currently engages with 50 plus volunteers/mentors and their feedback tells us that volunteering has greatly enhanced their quality of life, particularly in the case of our peer volunteers who have come through our service, maintained abstinence and support SMART alcohol recovery groups

Volunteers support staff across many functions of our work, counselling, therapies, activities - art, gardening, sport, breakfast club and drop ins etc volunteers are drawn form all walks of life and add immense value to our work, all volunteers go through a recruitment process followed by a 10 week induction programme. Volunteers are offered and can access relevant training for example - Drug and Alcohol Training, Hidden Harm, Case Recording, Risk Assessment and Loss and Bereavement Training.

This project is currently setting up a befriending service and working towards APS accreditation (http://www.mandbf.org/training-and-events/training) which is the national quality standard that has been designed specifically for mentoring and befriending projects If a project has achieved APS accreditation it means it is running safely and effectively, and can demonstrate this to volunteers, beneficiaries and stakeholders, and can benchmark them selves within the mentoring and befriending sector

Achievements -

Investor in People GOLD Standard retained in January 2013 despite the challenging operating environment

- * 2012 Shortlisted for Centre for Social Justice Awards in Addiction category
- * 2012 Two projects shortlisted for Howard League Penal Reform Awards ESCAPE Education,

Training and Employability (ETE) Project received Runner-up Award, and SWAN - Supporting Women Around Northumberland

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Financial review

The charity continues to work in an area of limited resources and insecurities over funding, nevertheless the charity has secured its core funding until 31st March 2013. The loss of the Northumberland Drug and Alcohol contracts will result in the loss of staff and the need to re-structure remaining staffing in 2013/14. The organisation will continue to plan, develop and sustain remaining services and will continue to provide support services to drug and alcohol users in Northumberland despite being de-commissioned with the support of its remaining staff, volunteers and peer mentors. A very positive financial outcome for this period has been achieved with an income of £1,000,304 against expenditure of £931,085 reflects a surplus of £69,219.

Principal Funding Sources

The principal funding sources for the charity are currently by way of commissioned services by the Northumberland DAAT and grant funding from Northumberland Care Trust, Ministry of Justice, support from Charitable Trusts and Foundations

Foundations include the Tudor Trust, Lloyds TSB Foundation, Northern Rock Foundation, The Pilgrim Trust and through donations and small grants. As a result of the loss of statutory funding from the Local Authority Pooled Treatment Budgets the charity will continue to access funding from Charitable Trusts and Foundations to provide new projects and ensure it meets demand for services and has plans to further diversify its income streams in coming years and will develop a Trading Arm to raise funds through Social Enterprises

Investment Policy

The charity holds reserves on deposit Most of the charity's funds are to be spent in the short term but the charity has always had a contingency budget

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Reserves Policy

The Trustees have considered the charity's requirement for reserves in relation to the principal risks to the organisation

It has established a policy whereby the unrestricted funds including those invested in tangible fixed assets held by the charity should be between 3 and 6 months of the expenditure. The budget for 2013/14 is £600,000 and therefore the target is £150,000 to £300,000 to be retained in reserves and tangible fixed assets. Unrestricted funds of £470,481 (including unrestricted tangible assets £213,099), designated unrestricted funds of £6,869 and £123,712 of restricted funds apply at 31st March 2013.

Risk Management

The management committee has conducted a review of the major risks to which the charity is exposed

The charity is clear that unless there is any unexpected reduction in funding or cuts to existing funds then the charity is in a position to continue to develop and deliver its restructured services. Where appropriate, systems and procedures have been established to mitigate the risks the charity faces. The loss of statutory funding has led to the development of a strategic plan and whole service review, which will allow for the diversification of funding activities and business development. This strategic review has been supported by external consultants. This work was enabled by an investment from the Social Investment Business. Internal control risks are minimised by the implementation of procedures for authorisation of all transactions and projects. Procedures are in place to ensure compliance with health and safety of staff, volunteers, service users and visitors to the charity.

The continuing implementation and compliance with the Drugs and Alcohol National Standards and Quality Assurance for Drug and Alcohol Services ensure a consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed to ensure that they meet the needs of the charity

Future Plans

As detailed in the last audited accounts, NUM Hall in Ashington was purchased at auction in 2011. The building is in need of total renovation but when fit for purpose will enable ESCAPE to expand service delivery in the South East of the county. During this financial year we have successfully secured the majority of the capital funding required to develop this building. This has been from local and national funders and we expect to commence construction work in December 2013, with completion and opening of the new facility in April 2014.

We have also been supported in the development of social enterprise ideas and have agreed to develop a wholly owned trading subsidiary that will generate income for the charity through a range of associated services and activities appropriate to ESCAPE's charitable aims

Report of the trustees (incorporating the directors' report) for the year ended 31 March 2013

Statement of trustees' responsibilities

The trustees (who are also directors of Escape Family Support Limited for the purpose of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgements and estimates that are reasonable and prudent,
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and which enable them to ensure that 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.

Small company provisions

NES

This report has been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006

On behalf of the board

K Fraser

10-12-13

Chairman

Independent auditor's report to the trustees of Escape Family Support Limited

We have audited the financial statements of Escape Family Support Limited for the year ended 31 March 2013 which comprise the Statement of Financial Activities, the Balance Sheet and the related notes. 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 charity's trustees, as a body, in accordance with 144 of the charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed

Respective responsibilities of the trustees and auditors

The trustees' (who are also directors 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) 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 2011 rather than the Companies Act 2006. Accordingly we have been appointed as auditors under section 144 of the Charities Act 2011 and report in accordance with regulations made under section 154 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 give a true and fair view and are properly prepared in accordance with the Companies Act 2006, and whether the information given in the Trustees' Annual Report is not consistent with the financial statements. We also report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit

We read other information contained in the Annual Report, and consider whether it is consistent with the audited financial statements. This other information comprises only the Trustees' Annual Report. We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

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 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 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.

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 charity's affairs as at 31 March 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended and have been properly prepared in accordance with the Companies Act 2006

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion, the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements, sufficient accounting records have not been kept, the financial statements are not in agreement with the accounting records and returns, or we have not received all of the information and explanations we require for our audit

Palawardon BA CHONS) ACA

Peter Weldon BA (Hons) ACA (Senior Statutory Auditor)

For and on behalf of Peter Weldon & Co Ltd

Chartered Accountants and

Statutory Auditor

87 Station Road

Ashington

Northumberland

NE63 8RS

Date 10th December 2013

Statement of financial activities (incorporating the income and expenditure account)

For the year ended 31 March 2013

		Unrestricted	Restricted	Designated	2013	2012
	Notes	funds £	funds £	funds £	Total £	Total £
Incoming resources						
Incoming resources from generating funds						
Voluntary income	2	296,841	686,947	4,850	988,638	803,139
Activities for generating funds	3	8,231	, <u>-</u>	· -	8,231	8,350
Investment income	4	33	-	-	33	89
Other incoming resources	5	3,402	-	-	3,402	1,793
Total incoming resources		308,507	686,947	4,850	1,000,304	813,371
Resources expended						
Costs of Charitable Activities	6	157,692	750,521	8,326	916,539	864,493
Governance costs	7	3,507	11,039	-	14,546	10,658
Total resources expended		161,199	761,560	8,326	931,085	875,151
Net incoming/(outgoing) resources				(2. 4 2. 6)		(54 = 50)
before transfers		147,308	(74,613)	(3,476)	69,219	(61,780)
Transfer between funds		(3,125)	2,955	170		
Net movement in funds/Net income/(expenditure) for the year		144,183	(71,658)	(3,306)	69,219	(61,780)
Total funds brought forward		326,298	195,370	10,175	531,843	593,618
Total funds carried forward		470,481	123,712	6,869	601,062	531,838

Balance sheet as at 31 March 2013

			2013		2012
	Notes	£	£	£	£
Fixed assets					
Tangible assets	13		213,099		215,988
Current assets					
Debtors	14	2,407		1,237	
Cash at bank and in hand		387,598		316,660	
		390,005		317,897	
Creditors: amounts falling					
due within one year	15	(2,042)		(2,042)	
Net current assets			387,963		315,855
Net assets			601,062		531,843
Funds	16				
Designated funds			6,869		10,175
Restricted income funds			123,712		195,370
Unrestricted income funds			470,481		326,298
Total funds			601,062		531,843
			=		

Company Number 3256554

The Balance Sheet continues on the following page

Balance sheet (continued)

Trustees statements required by the Companies Act 2006 for the year ended 31 March 2013

In approving these financial statements as trustees of the company we hereby confirm

- (a) that for the year stated above the company was entitled to the exemption conferred by section 477 of the Companies Act 2006,
- (b) that no notice has been deposited at the registered office of the company pursuant to section 476 of the Companies Act 2006 requesting that an audit be conducted for the year ended 31 March 2013. However it is required to have a statutory audit under the Charities Act 1993
- (c) that we acknowledge our responsibilities for
- (1) ensuring that the company keeps proper accounting records which comply with section 386 of the Companies Act 2006, and
- (2) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the year then ended in accordance with the requirements of sections 394 and 395, and which otherwise comply with the provisions of the Companies Act relating to financial statements, so far as applicable to the company

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

The financial statements were approved by the board on 10-12-13

and signed on its behalf by

Trustee

Notes to financial statements for the year ended 31 March 2013

1. Accounting policies

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and the preceding year.

1.1. Basis of accounting

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

1.2. Incoming resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income.

Voluntary income is received by way of grants, donations and gifts and is included in full in the statement of financial activities when receivable. Grants where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included

Gifts donated for resale are included as incoming resources within activities for generating funds when they are sold

Income from investments is included in the year in which it is receivable

1.3. Resources expended

Expenditure is recognised on an accrual basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is reported as part of the expenditure to which it relates

Costs of generating funds comprise the costs associated with attracting voluntary income

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 include the direct costs associated with the constitutional and statutory requirements of the charity. It also includes certain other support costs as set out in the notes to the accounts not specifically allocated to charitable expenditure.

Notes to financial statements for the year ended 31 March 2013

1.4. Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is provided at rates calculated to write off the cost less residual value of each asset over its expected useful life, as follows

Land and buildings - Depreciation is not provided on freehold land and buildings as the directors are

of the opinion that market value exceeds historic cost

Caravan - 25% reducing balance per annum
Fixtures, fittings and equipment - 15% reducing balance per annum
Motor vehicles - 25% reducing balance per annum

2. Voluntary income

	Unrestricted funds £	Restricted funds £	Designated funds £	2013 Total £	2012 Total £
Grants & Donations	296,841	686,947	4,850	988,639	803,139
	296,841	686,947	4,850	988,639	803,139

3. Activities for generating funds

	Unrestricted	2013	2012
	funds	Total	Total
	ı	£	ı
Other activities for generating funds income	8,231	8,231	8,350
	8,231	8,231	8,350

4. Investment income

	funds £	Total £	Total £
Bank interest receivable	33	33	89
	33	33	89

Unrestricted

2013

2012

5. Other incoming resources

ū	Unrestricted funds £	2013 Total £	2012 Total £
Other income	3,402	3,402	1,793
	3,402	3,402	1,793

Notes to financial statements for the year ended 31 March 2013

6.	Costs of Charitable Activities	Time and a second	Dantaland	D!4-d	2012	2012
		Unrestricted funds	Restricted funds	Designated funds	2013 Total	2012
		runus £	runus £	funds £	1 Otal £	Total £
		*	~	*	L	£
	Direct Charitable Expenses	155,586	750,521	8,326	914,432	861,925
	Support costs	2,106	_	-	2,106	2,568
		157,692	750,521	8,326	916,538	864,493
				===	=====	
7.	Analysis of support costs					
			Cost of			
			generating			
			•	Governance	2013	2012
			income	costs	Total	Total
			£	£	£	£
	Repairs and maintenance		870	-	870	759
	Insurance		-	9,515	9,515	5,023
	Auditors' remuneration		-	2,142	2,142	2,040
	Other office expenses		7	-	7	2
	Depreciation and impairment		-	2,889	2,889	3,595
	Other costs		626	-	626	405
	Refreshments and meeting costs		603		603	1,402
			2,106	<u>14,546</u>	16,652	13,226
8.	Net incoming/(outgoing) resources	for the year				
	_ : 0 0,	•			2013	2012
					£	£
	Net incoming/(outgoing) resources is sta	ated after charging				

2,889

2,142

3,595

2,040

Depreciation and other amounts written off tangible fixed assets

Auditors' remuneration

Notes to financial statements for the year ended 31 March 2013

9. Employees

2013	2012
£	£
582,864	531,142
54,035	48,737
8,547	9,274
645,446	589,153
	\$ 582,864 54,035 8,547

No employee received emoluments of more than £60,000 (2012 None)

Number of employees

The average monthly numbers of employees during the year, calculated on the basis of full time equivalents, was as follows

	2013 Number	2012 Number
Full time employees	21	21
Part time employees	7	9
		30

10. Trustees' emoluments

No trustees received any remuneration or expenses during the year (2012 - Nil)

No trustee or other person related to the charity had any personal interest in any contract or transaction entered into by the charity during the year (2012 - Nil)

11. Pension costs

The company operates a defined contribution pension scheme in respect of the staff. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the company and amounted to £8,547 (2011 £9,274).

12. Taxation

The charity's activities fall within the exemptions afforded by the provisions of 466 to 493 of the Corporation Tax Act 2010 Accordingly, there is no taxation charge in these accounts

Notes to financial statements for the year ended 31 March 2013

13.	Tangible fixed assets	Land and buildings freehold £	Plant and		Caravan	Total £
	Cost At 1 April 2012 and At 31 March 2013	201,508	21,829	9 4,399	25,033	252,769
	Depreciation At 1 April 2012 Charge for the year	-	17,488			36,781 2,889
	At 31 March 2013	-	18,140	1,832	19,698	39,670
	Net book values At 31 March 2013 At 31 March 2012	201,508	3,689	3,025		213,099
14.	Debtors				2013 £	2012 £
	Other debtors				2,407	1,237
15.	Creditors: amounts falling due within one year				2013 £	2012 £
	Accruals and deferred income				2,042	2,042
16.	Analysis of net assets between funds	Uni	restricted	Restricted	Designated	Total
			funds £	funds £	funds £	funds £
	Fund balances at 31 March 2013 as represented	l by		*	*	•
	Tangible fixed assets		213,008	100 510	-	213,008
	Current labilities		259,515 (2,042)	123,712	6,869	390,096 (2,042)
	Current naonnies					
			470,481	123,712	6,869	601,062

Notes to financial statements for the year ended 31 March 2013

17.	Unrestricted funds	At			At		
		1st April 2012 £	Incoming resources	Outgoing resources	Transfers £	31st March 2013 £	
	Unrestricted Funds	326,298	308,507	(161,199)	(3,125)	470,481	

Notes to financial statements for the year ended 31 March 2013

18. Restricted funds	At			At
	1st April	Incoming	31st March	
	2012	resources	Transfers	2013
	£	£	£	£
Diversionary Projects	1,054	0	0	1,054
Respite Fund	5,391	4370	190	5,383
Helpline & Outreach	6,572	12,813	29	900
Lloyds TSB Foundation	12,500	74,293	29,765	(100,767)
Family Development	34,056	34,977	0	27,564
Alcohol Project	2 622	108,259	(474)	0
Stanley Street Costs	5,792	300	4,170	1,409
Volunteer Training	2,008	180	100	0
Wansbeck ETE	16	44,432	0	(4,050)
Health Trainers	7,446	0	(7,446)	0
Young Offenders Family Worker (Lloyds TSB Foundation and	23,949	37,000	(22,059)	5,827
Sherburn Trust)				
Peer Mentor Co-ordinator (The Tudor Trust)	1,636	30,195	0	6,144
Family Link Worker (Pilgrim Trust and Sir James Knott Trust)	11,391	0	0	0
Carer/User Involvement	1,090	0	0	627
Safeguarding Children's Officer (Northern Rock Foundation)	48,108	44,000	0	49,195
Rent Deposit Scheme (Northumberland County Council)	6,262	35,178	0	1,622
Floating Support Worker (Northern Rock Foundation)	20,198	15,857	0	23,516
Family Work Monitoring	2,697	0	0	1,247
Legal and Professional	866	21,000	1,550	72
Equipment	133	0	0	133
Client Travel	784	1,000	70	7
Stationery	470	5,300	299	2
Utilities	212	14,500	30	1
Rents	50	10,140	1710	5
Client Activities	71	3,934	20	3
Social Investment Business Fund	0	104,450	(5,000)	45,463
Skills For Care	0	4,460	0	3,557
Balcony Fund	0	310	0	310
Susan Kennedy Centre	0	80,000	0	55,992
Lottery Budget	0	0	0	(1,500)
	195,374 ———	686,948 	<u>2,954</u>	123,716

Notes to financial statements for the year ended 31 March 2013

20.	Designated funds	At				At
		1st Aprıl 2012	Incoming resources	Outgoing resources	Transfers	31st March 2013
		£	£	£	£	£
	Designated funds	10,175	4,850	(8,326)	170	6,869

19. Company limited by guarantee

Escape Family Support Limited is a company limited by guarantee and accordingly does not have a share capital

Every member of the company undertakes to contribute such amount as may be required not exceeding £1 to the assets of the charitable company in the event of its being wound up while he or she is a member, or within one year after he or she ceases to be a member

The following pages do not form part of the statutory accounts.

Detailed statement of financial activities

For the year ended 31 March 2013

	2013		2012	
	£ :	£	£	
Incoming resources				
Incoming resources from generating funds:				
Voluntary income				
Grants & Donations	988,63	9	803,139	
	988,63	9	803,139	
Activities for generating funds		-		
Other activities for generating funds income	8,23	1	8,350	
	8,23	1	8,350	
Investment income		_		
Bank interest receivable	3:	3	89	
	3:	3	89	
Total incoming resources from generating funds	996,90	3	811,578	
		_		
Other incoming resources				
Other income	3,40	2	1,793	
	3,40	2	1,793	
Total incoming resources	1,000,30	5	813,371	
		=		

Detailed statement of financial activities

For the year ended 31 March 2013

Resources expended

		2013	2012		
	£	£	£	£	
Direct Charitable Expenses					
Training Costs	5,130		8,971		
Respite	4,568		4,785		
Helpline & Outreach	18,515		61,021		
Publicity & Information	3,196		177		
Travelling	13,058		14,451		
Salaries	217,326		211,842		
Building Update DAT	264		2,591		
Alcohol Project	110,407		102,794		
Caravan Upgrade	3,047		1,988		
Family Development	41,469		48,621		
Contingency Budget	- -		3,640		
Great North Run Activities	6,011		2,692		
Wansbeck Employability Project	48,498		46,512		
Young Person Offending Family	33,063		26,808		
SWAN/Ministry of Justice	130,589		127,059		
Peer Mentor Co-ordinator	25,686		22,623		
Family Link Worker	11,391		17,857		
Carer/User Involvement	463		564		
Safeguarding Children's Officer	42,913		39,561		
Rent Deposit Scheme	39,818		29,148		
Floating Support Worker	12,540		12,320		
Family Work Mentoring	1,450		1,603		
Legal & Professional	12,304		9,319		
Equipment	· •		1,367		
Gateshead Carers/Helpline	109		8,986		
Client Travel	1,847		1,916		
Volunteer Training	2,288		1,987		
Stationery	6,066		9,347		
Utilities	14,741		10,490		
Rents	11,895		22,235		
Client Activities	4,029		1,179		
Community Rights	53,987		· -		
Skills For Care	903		_		
Migration Matters	2,500		_		
Susan Kennedy Centre	24,008		_		
Lottery Budget	1,500		-		
Stanley Street Costs	8,853		7,471		
•		914,432		861,925	
Support costs		,		001,020	
Support - Establishment - Repairs & maintenance	870		759		
Support - Postage, printing and stationery	7		2		
Support - Other costs	626		405		
Support - Refreshments & meeting costs	603		1,402		

Detailed statement of financial activities

For the year ended 31 March 2013

 Total costs of generating funds
 2,106
 2,568

 864,493
 916,538
 864,493

Detailed statement of financial activities

For the year ended 31 March 2013

	2013 £		2012 £
Charitable activities			
Governance costs			
Support costs			
Insurance	9,515	5,023	
Auditor remuneration	2,142	2,040	
Depreciation & impairment	2,889	3,595	
	14,5	546	10,658
Total governance costs	14,5	546 ===	10,658
Net incoming/(outgoing) resources for the year	69,2	221	(61,780)