

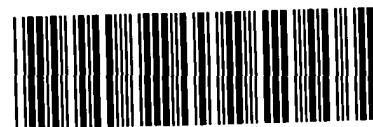
**Norwich Christian Resources**  
(a company limited by guarantee)

**Annual Report and Financial Statements**

**Year ended 30 September 2016**

|                |         |
|----------------|---------|
| Company number | 6675645 |
| Charity number | 1135412 |

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

**Annual Report and Financial Statements**  
**Year ended 30 September 2016**

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**Annual Report and Financial Statements  
Year ended 30 September 2016**

**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<br>Redwell Street<br>Norwich<br>NR2 4SN |

**Trustees**

Revd. Philip Butcher  
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 2016**

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 2016.

**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. 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 2016****Achievements and performance****Review of activities, performance and future plans**

As I reported last year, the Trustees' ongoing objective is to achieve financial stability for the Centre. Trading income from the shop and café is projected to be insufficient on its own to cover our costs. An amount of donation from individuals and fund raising events will be necessary if we are to bridge the gap. Since the charity was formed we have been largely funded by loan money from various sources and whilst we have been grateful for the funding, it has placed additional pressure on already stretched finances. Thanks to the generosity of our principal funder, the remaining loan money was capitalised in the previous financial year. Subsequently an appeal was launched to raise £25,000 by way of a capital injection which has been largely successful and together with our regular donations, I am delighted to report, has seen the deficit in our accounts expunged. Total income for the year amounted to £290,330 and total expenditure £273,635 resulting in a surplus of £16,695. This surplus leaves us, for the first time, with a positive balance of £4,274 in our General Fund. We continue to monitor our expenses closely and are always open to ideas that will strengthen our profile in the local faith communities and to the community as a whole. Huge pressures remain for independent bookshops with online competition and the café is surrounded too, by a proliferation of tea shops and similar establishments. We are grateful for the many donations of good quality second hand books which we continue to receive and we know our customers appreciate and enjoy the welcoming presence of the café. A summary of our in house and outreach events that have taken place during the year is attached as an appendix to the Trustees Report.

Work continues to be done at Revelation aiming to raise awareness of mental health issues. Steve Foyster has a particular passion for either arranging events or supporting individuals who are trying to cope with difficulties of this nature. We believe that offering work opportunities of this kind is fundamental to our ethos and we look to explore other ways in which we may be able to develop this strand.

**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 surplus of £4,274.

**Statement of Trustees Responsibilities**

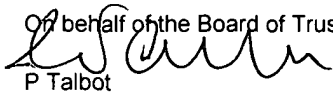
The Trustees are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice). Company law requires the Trustees to prepare financial statements for each 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.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the accounts and comply with the charity's governing document, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014.

On behalf of the Board of Trustees



P Talbot

Chairman of the Trustees

## Appendix to the Report of the Trustees Year ended 30 September 2016

### In house and outreach events

- 08 Oct 2015 Cringleford Singer's concert at St Michael-at-Plea - proceeds to *Revelation*
- 10 Oct 2015 Churchwarden's Day Bookstall - outreach event
- 13 Oct 2015 Presentation by Steve Foyster, Manager of *Revelation* to newcomers to Norwich Diocese at Norwich Cathedral library.
- 28 Nov 2015 Ministry training bookstall at Belsey Bridge Conference Centre for readers in training and ordinands.
- 06 Jan 2016 Epiphany supper for St George's Tombland congregation - *Revelation* café.
- 15 Jan 2016 Ministry training bookstall at High Leigh Conference Centre, Hoddeson, Hertfordshire for readers in training and ordinands.
- 08 Mar 2016 Bookstall for 8th annual science lecture at Norwich Cathedral.
- 12 Mar 2016 Ministry training bookstall at Belsey Bridge Conference Centre for readers in training and ordinands.
- 09 Apr 2016 Bookstall for Bishop's Day for readers at Norwich Cathedral.
- 17 Apr 2016 Sponsored April Amble to raise funds for Norwich Christian Resources, starting and finishing at *Revelation* café.
- 11 Jun 2016 Ministry training bookstall at Belsey Bridge Conference Centre for readers in training and ordinands.
- 18 Jun 2016 *Revelation* café, part of free taster trail around Norwich City centre.
- 29 Jun 2016 Stall at Royal Norfolk Showground, Costessey, Near Norwich.
- 30 Jun 2016 Stall at Royal Norfolk Showground, Costessey, Near Norwich.
- 05 Jul 2016 Meeting of Friends of Norwich Historic Churches Trust in *Revelation* café.
- 22 Aug 2016 Bookstalls at Ministry training summer school, Belsey Bridge Conference Centre for readers in training and ordinands.
- 26 Aug 2016 Bookstalls at Ministry training summer school, Belsey Bridge Conference Centre for readers in training and ordinands.
- 08 Sep 2016 *Revelation* open for Heritage Open Days (8-10 Sep 2016) visitors and Churches Together for Norfolk sponsored cyclists and walkers (on 10 Sep 2016)
- 22 Sep 2016 Resources evening at *Revelation*.

In addition to the above events, Diocesan readers suppers were held in *Revelation* café on the following dates:

|             |             |             |             |
|-------------|-------------|-------------|-------------|
| 13 Apr 2016 | 20 Apr 2016 | 11 May 2016 | 18 May 2016 |
| 25 May 2016 | 08 Jun 2016 | 22 Jun 2016 | 20 Sep 2016 |
| 27 Sep 2016 |             |             |             |

**Independent Examiner's report  
For the year ended 30 September 2016**

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

I report on the accounts of the charity for the year ended 30 September 2016 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 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 386 of the Companies Act 2006 and
- \* to prepare accounts which accord with the accounting records, comply with the accounting requirements of Sections 396 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 2016**

|                                                | <b>Unrestricted<br/>funds<br/>Total<br/>2016<br/>£</b> | <b>Unrestricted<br/>funds<br/>Total<br/>2015<br/>£</b> |
|------------------------------------------------|--------------------------------------------------------|--------------------------------------------------------|
| <b>Incoming resources</b>                      |                                                        |                                                        |
| <b>Incoming resources from generated funds</b> |                                                        |                                                        |
| <i>Voluntary income:</i>                       |                                                        |                                                        |
| Donations                                      | <b>36,136</b>                                          | 72,734                                                 |
| Subscriptions and membership                   | <b>17,606</b>                                          | 5,351                                                  |
| <i>Activities for generating funds:</i>        |                                                        |                                                        |
| Shop and café income                           | <b>236,588</b>                                         | 243,828                                                |
| Grants received                                | -                                                      | 2,000                                                  |
| <b>Total incoming resources</b>                | <b>290,330</b>                                         | 323,913                                                |
| <b>Resources expended (note 3)</b>             |                                                        |                                                        |
| Cost of generating funds                       | <b>722</b>                                             | 5,250                                                  |
| Charitable activities                          | <b>261,844</b>                                         | 285,830                                                |
| Governance costs                               | <b>11,069</b>                                          | 17,117                                                 |
| <b>Total resources expended</b>                | <b>273,635</b>                                         | 308,197                                                |
| <b>Net incoming resources</b>                  | <b>16,695</b>                                          | 15,716                                                 |
| Total funds brought forward                    | <b>(12,421)</b>                                        | (28,137)                                               |
| <b>Total funds carried forward (note 9)</b>    | <b>4,274</b>                                           | (12,421)                                               |

The notes form part of these financial statements.



**Balance Sheet**  
**as at 30 September 2016**

|                                         | Notes | 2016<br>£     | 2015<br>£ |
|-----------------------------------------|-------|---------------|-----------|
| <b>Fixed assets</b>                     |       |               |           |
| Tangible assets                         | 7     | 3,609         | 4,812     |
| <b>Current assets</b>                   |       |               |           |
| Stock                                   |       | 45,354        | 47,762    |
| Cash in hand                            |       | 108           | 143       |
|                                         |       | <b>45,462</b> | 47,905    |
| <b>Creditors:</b>                       |       |               |           |
| Amounts falling due within one year     | 8     | (44,797)      | (65,138)  |
| <b>Net current assets/(liabilities)</b> |       | <b>665</b>    | (17,233)  |
| <b>Net assets/(liabilities)</b>         |       | <b>4,274</b>  | (12,421)  |
| <b>General funds</b>                    |       |               |           |
| Unrestricted                            | 9     | 4,274         | (12,421)  |
| <b>Total funds</b>                      |       | <b>4,274</b>  | (12,421)  |

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 January 2015).

For the financial period ended 30 September 2016 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 27 March 2017. and are signed on its behalf by:



P Talbot  
Chairman

Company registration number 6675645

**Notes to the financial statements**  
**Year ended 30 September 2016****1 Accounting policies**

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

**(a) Basis of preparation of financial statements**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16 July 2014, the Financial Reporting Standard for Smaller Entities (effective January 2015) and the Charities Act 2011 and applicable regulations.

**(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 |
|--------------------------|---------------------------|

**(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) 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 2016**

**3 Total resources expended**

|                                     | 2016<br>£      | 2015<br>£      |
|-------------------------------------|----------------|----------------|
| <b>Cost of generating funds</b>     |                |                |
| Advertising                         | 722            | 5,250          |
| <b>Charitable activities</b>        |                |                |
| Purchases                           | 132,144        | 142,174        |
| Property expenses                   | 38,326         | 42,756         |
| Subscriptions                       | 660            | 735            |
| Salaries and national insurance     | 90,714         | 100,165        |
|                                     | <u>261,844</u> | <u>285,830</u> |
| <b>Governance costs</b>             |                |                |
| Examiner's fee                      | 800            | 1,100          |
| Professional fees                   | -              | 2,707          |
| Office costs                        | 7,921          | 8,369          |
| Travel and subsistence              | 225            | 930            |
| Finance charges                     | 920            | 2,409          |
| Depreciation of plant and machinery | 1,203          | 1,602          |
|                                     | <u>11,069</u>  | <u>17,117</u>  |
| <b>Total resources expended</b>     | <u>273,635</u> | <u>308,197</u> |

**4 Net incoming resources**

Net incoming resources are stated after charging:

|                              | 2016<br>£     | 2015<br>£     |
|------------------------------|---------------|---------------|
| Depreciation of owned assets | 1,602         | 1,602         |
| Other operating leases       | <u>20,000</u> | <u>20,000</u> |

**5 Trustees' remuneration and benefits**

The Trustees received no remuneration, benefits or expenses during the year (2015: £nil).

**6 Staff costs**

|                       | 2016<br>£     | 2015<br>£      |
|-----------------------|---------------|----------------|
| Wages and salaries    | 88,422        | 96,751         |
| Social security costs | 2,292         | 3,414          |
|                       | <u>90,714</u> | <u>100,165</u> |

**Notes to the financial statements (continued)**  
**Year ended 30 September 2016**

**7 Tangible fixed assets**

|                                            | Plant and<br>machinery<br>£ |
|--------------------------------------------|-----------------------------|
| <b>Cost</b>                                |                             |
| At 1 October 2015                          | 12,233                      |
| Additions                                  | -                           |
| At 30 September 2016                       | <u>12,233</u>               |
| <b>Depreciation</b>                        |                             |
| At 1 October 2015                          | 7,421                       |
| Charge for the year                        | <u>1,203</u>                |
| At 30 September 2016                       | <u>8,624</u>                |
| <b>Net book value at 30 September 2016</b> | <u><b>3,609</b></u>         |
| Net book value at 30 September 2015        | <u><u>4,812</u></u>         |

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

|                              | 2016<br>£            | 2015<br>£     |
|------------------------------|----------------------|---------------|
| Bank loans and overdrafts    | 7,337                | 12,402        |
| Trade creditors              | <b>33,487</b>        | 39,760        |
| Taxation and social security | <b>2,850</b>         | 9,441         |
| Other creditors              | <u><b>1,123</b></u>  | <u>3,535</u>  |
|                              | <u><b>44,797</b></u> | <u>65,138</u> |

**9 General fund**

|                                     | £                   |
|-------------------------------------|---------------------|
| Balance at 1 October 2015           | (12,421)            |
| Net movement in funds               | <u>16,695</u>       |
| <b>Balance at 30 September 2016</b> | <u><b>4,274</b></u> |

All funds are unrestricted