



Changing lives, reducing crime

**Report and financial statements
year ended 31 March 2009**

Company number 203583. Charity number 226171



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Nacro

Council members and professional advisers for the year ended 31 March 2009

President

Lord Dholakia, OBE, JP

Vice President

Her Honour Judge Linda Dobbs QC

Councillors

The members of the Council during the year are listed below:

M Litobarski, *Chair (appointed November 2008)*

Ms A Mace, OBE, *Chair (resigned November 2008)*

M V John*, *Vice Chair*

D Pocock*, *Treasurer (appointed November 2008)*

P H Blagbrough*, *Treasurer (resigned November 2008)*

Ms F Anderson *(resigned November 2008)*

Mrs A Camber JP ^ *(resigned November 2008)*

Ms A C Connolly* ^ *(resigned November 2008)*

J Darley*^, *(appointed November 2008)*

Ms L Harker

Ms C Leigh ^

Miss L McHugh* ^

W Saleem *(appointed November 2008)*

D Sandiford *(appointed November 2008)*

M J Stephenson *(resigned November 2008)*

M Whyham *(appointed November 2008)*

*Denotes members of the Finance and Resources Committee

^Denotes members of the Audit and Risk Committee

Chief Executive

P Cavadino

Bankers

National Westminster Bank plc
Cavell House
P O Box 113
2A Charing Cross Road
London WC2H 0PD

Auditors

BDO Stoy Hayward LLP
Emerald House
East Street
Epsom
Surrey KT17 1HS

Solicitors

Gateley Waring
One Eleven Edmund Street
Birmingham
B3 2HJ

Pension consultants

Bluefin Group
Castlemead
Lower Castle Street
Bristol BS1 3AG

Secretary and Registered Office

E Walker
Park Place, 10-12 Lawn Lane
London
SW8 1UD

Company number: 203583

Charity number: 226171

Report of the Council for the year ended 31 March 2009

The Council presents its report and the financial statements for the year ended 31 March 2009.

Legal and Administrative Information

Nacro is a company limited by guarantee and a registered charity.

The members of the Council act as directors of the company and trustees of this charity. The names of Council members are listed on page 4.

Statement of Councillors' Responsibilities

The Councillors are responsible for preparing the Annual Report and Financial Statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice. In preparing those financial statements, which give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period, the Board are required to:

- Select suitable accounting policies and apply them consistently;
- Make judgements and estimates that are reasonable and prudent;
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

Council is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 1985. It is 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.

In accordance with company law, as the trustee directors of the charitable company, we certify that:

- So far as we are aware, there is no relevant audit information of which the charity's auditors are unaware; and
- We have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Structure, Governance and Management

The governing body is the Council. The governing document is the Memorandum and Articles of Association.

Changes to the Memorandum and Articles for Nacro will be proposed to the Annual General Meeting which:

- Extends the objects to include establishing, managing, improving and constructing accommodation and other facilities through Nacro Community Enterprises
- Expands powers in line with Charity Commission Model Rules
- Includes a Members section in line with Charity Commission Model Rules including detail on the representation of parent members on the subsidiary board
- A voting procedure is added
- Expanded sections on Council members including composition, recruitment, removal and powers including delegation.

Report of the Council for the year ended 31 March 2009 (*continued*)

Council members are appointed from Nacro members or by open recruitment to ensure that, as a group, Council possesses the appropriate experience and required competencies. The induction and training programme for new Councillors includes briefing sessions with the Chief Executive, Chair and existing Councillors, meetings with senior managers and visits to Nacro projects and staff events.

The Council meets at least four times a year to review and monitor performance as well as to plan for the future and determine and approve strategy and business plans. In addition, Councillors participate in a minimum of one residential meeting and one non-residential away day each year, which incorporate training and briefing on key matters relating to Councillors' responsibilities.

The Council is assisted by the Finance and Resources Committee and its remit covers finance, remuneration and human resources. During the current year Council established an Audit and Risk Committee to consider all matters relating to the activities of the charity and in particular the duties and responsibilities set out by the Charity Commission. Members of both committees are appointed by the Council. They meet at least four times a year and report back to the Council. Other sub committees are constituted from time to time to discuss specific strategic and performance issues.

Nacro has a wholly owned subsidiary, Nacro Community Enterprises (NCE). This company is incorporated in England and is limited by guarantee. It is both a Registered Provider of Social Housing and a registered charity. Under the terms of its Memorandum and Articles of Association, its income and property are not available either directly or indirectly for distribution to members. The results of NCE are consolidated within the group accounts. Changes have also been made to its Memorandum and Articles which includes the right to remunerate its Trustees.

Management Board

The Council appoints a Chief Executive who, with the Management Board, is responsible for the day to day work of the charity. The Management Board meets monthly and reports regularly to Council.

The current Chief Executive, Paul Cavadino, has announced his intention to retire. The Council has appointed his successor, Paul McDowell, who will commence on 1 October 2009 and take over the role after a short hand over period. The Management Board includes the Chief Executive of NCE. This was Tim Bell throughout the financial year ended 31 March 2009 at which point he retired.

Risks

Nacro has a formal risk management process to assess business risks and implement risk management strategies. The risk register is aligned to the corporate plan and identifies the risks around achieving the objectives. This involves identifying the type of risks the charity faces, prioritising them in terms of potential impact and likelihood of occurrence and identifying mitigating actions. The key business risks that Nacro faces are:

- Economic – In the current economic climate there is much anticipation about possible public sector cuts. With an election in the next year this is likely to be a high profile matter for all parties and it is difficult to predict how hard the services which we provide will be hit by cuts. We continue to seek to diversify income sources to mitigate this risk.
- Changes in funding models – A principal funding source is the LSC which is being restructured in the current financial year with the intention that related monies are controlled locally. The changes are still subject to parliamentary approvals. Internally we have addressed this by structuring the charity on an area basis so that we are able to develop relationships and influence the agenda for our service user group.
- IT Infrastructure – We have made a considerable investment in IT in the last 12 months but will need to continue with this investment to support and sustain the services we deliver.

Report of the Council for the year ended 31 March 2009 (*continued*)

The Audit and Risk Committee meets quarterly, on behalf of Council, to review the current audit and risk assessments and provide guidance as appropriate.

Objectives and Activities

Nacro's mission is to reduce offending and so create a safer, more inclusive society. Our practical services give offenders and those at risk of offending the skills, support and motivation they need to change their lives for the better. We combine our services to individuals and communities with campaigning, lobbying for better ways to reduce offending, while demonstrating how this can be done in practice. These activities are managed and developed in order to advance the objectives and priorities outlined in our Corporate Plan.

We advance our mission by providing:

- Activities for young people living in deprived and disadvantaged areas or excluded from school, designed to divert them from crime and antisocial behaviour and rekindle their interest in learning;
- Work-based learning and job search services for offenders and people at risk, creating new opportunities to participate in society;
- Services for defendants and offenders in the community to prevent reoffending, such as intensive supervision and surveillance programmes, restorative justice and community remand projects;
- Accommodation for ex-offenders and others to give them a stable foundation for building a new life;
- Resettlement services for people in prison and on release to enable them to make a fresh start;
- Consultancy, training and research designed to assess and promote effective approaches to reducing offending;
- A prominent and constructive voice in the political and media debate on crime and disorder.

More information about Nacro's activities is contained in Nacro's annual review, copies of which can be obtained from Nacro Publications on 020 7840 7219, publications@nacro.org.uk or via Nacro's website www.nacro.org.uk

Achievements and Performance

The total number of people directly helped by Nacro's services last year was nearly 90,000.

We have achieved a good balance in our work between prevention and resettlement and around half of our current work involves the resettlement of offenders with just under half involving work with people at risk.

Specifically our key achievements are:

- During the last year we housed over 3,300 people in projects providing accommodation and gave floating support to a further 1300.
- Our pioneering bail support programme helped 740 people avoid being remanded in custody and they were found accommodation and support.
- We worked with 1,900 young offenders and young people at risk in ISSPs, YIPs and YISPs.
- Over 11,350 people – from school age to adult – were provided with learning and skills support to get them into education, training or work.
- Nacro staff working in prisons provided resettlement help to nearly 16,000 prisoners.
- We worked with nearly 14,700 young people in preventive youth activity programmes.

Report of the Council for the year ended 31 March 2009 (*continued*)

- We advised 38,700 people with resettlement problems through our Resettlement Plus Helpline – an increase of 31% over the previous year.
- Other programmes reached a further 1,500 people.
- We continue to have a diverse work force with 13% of staff and 15% of managers being black and minority ethnic people. 12% of our learners and 28% of our housing service users are of BME origin.
- We have 4 staff networks from minority groups helping Nacro to promote equality for both staff and service users.

Public Benefit

The Councillors have considered their duties in ensuring that the Charity's aims meet public benefit requirements and are satisfied that there are identifiable benefits to a section of the public and that these are not unreasonably restricted. In seeking to reduce offending there are non quantifiable benefits to a broader section of the public.

Specifically, the Councillors have considered the achievements shown above and consider that the benefits delivered to 82,000 beneficiaries meet the objectives of the charity. During the year they received reports which give qualitative and quantitative information about beneficiaries on the programmes. They also visited a number of the training centres and homes to receive first hand feedback on how the needs of the service users are being met and how Nacro is making a difference to the lives of the service users. Relevant staff receive appropriate training on the safeguarding of children and vulnerable adults.

Financial Review

The results for the year are shown in the Statement of Financial Activities on page 13.

Income for the year was £59.6m compared with £60.4m in the previous year.

There is a small operating surplus of £0.2m compared with £2.5m in 2008. Whilst the underlying operational performance continued to be strong the year end result was adversely affected by the need to make a provision of £0.6m in respect of LSC contracts where there is considerable uncertainty about whether we will be paid for the delivery of training in some areas of the country. We were promised contract variations which have yet to be received for a contract year which has now ended. We are in discussion with the LSC at the highest levels to resolve the matter.

In the current climate and following the triennial review of the pension fund we have recorded an actuarial loss of £4.9m. As a result the total unrestricted funds are now negative by £10.5m, albeit the unrestricted general fund still has a positive balance of £1.6m.

Reserves policy

There is an annual review of the reserves policy in the context of the business environment, the operational base of Nacro and the demands of funding the pension deficit.

Previously a target level of £5m of free reserves by 2010 had been set which approximated to one month's group operational cost. The impact of the LSC contract in both the 2009 and 2010 financial years combined with pending and probable public sector cuts means that the target of free reserves has been revised to adopt a more realistic time frame for achieving the target.

Report of the Council for the year ended 31 March 2009 (*continued*)

The subsidiary has free reserves in its own right of £5.5m which equates to 2.9 months of costs. These reserves are not available for use by Nacro and are shown as restricted funds in the Group accounts. To achieve one month's free reserves for the operational costs of the parent company requires a target of £3.2m. In the present economic climate and based on current free reserves of £1.5m, before the pension deficit, councillors are seeking to achieve the target by 2012.

Based on a recent actuarial valuation the pension deficit is now £12.1m. The scheme is closed to both new members and future accruals. A revised repayment plan has been agreed and details of the scheme are disclosed in Note 21 to these accounts.

Financial Instruments

Nacro holds or issues financial instruments to finance its operations.

Nacro meets its working capital requirements from retained surpluses. In addition, various financial instruments such as trade debtors and trade creditors arise directly from the charity's activities. Nacro does not enter into any hedging arrangements.

Nacro is mainly exposed to credit risk from credit sales. Many of the parties with which it transacts are government owned or backed statutory bodies. Where applicable, the credit risk of new customers is assessed, the results of which are factored into future dealings with the customers. At the balance sheet date there were no significant concentrations of credit risk. The maximum exposure to credit risk is represented by the carrying amount of each financial asset in the balance sheet.

The Management Board monitors the liquidity and cash flow risk of the charity carefully and makes regular reports to Council.

Plans for future periods

There continues to be ongoing uncertainty for all those delivering public sector services and these are highlighted as key business risks for Nacro. With a general election due in 2010 and much talk of public spending cuts it is difficult to predict how funds for our work will be affected.

We have a broad range of contract types and funders with many contracts continuing into subsequent financial years. In addition we have established a localised infrastructure to enable us to take advantage of the situation as more funding is devolved from central government. We continue to look internally at opportunities to improve our efficiency in delivering front and back office services. We have regular conversations with Councillors about both short and long term strategies.

The key will be demonstrating the impact of our work on the life choices of our end users, being innovative in our approach to delivering services to the end user and a strong financial management, particularly of cash resources. We will continue to keep our management and delivery methods under review to minimise our cost base whilst ensuring that we retain the ability deliver quality services with measurable outcomes.

Equality and Diversity

Nacro values the diverse nature of its staff and of those using our services. We aim to ensure that this is reflected in all our practices, policies and services. Our commitment to equality involves much more than positive action to promote equality of opportunity and eradicate discrimination: it means that we are actively committed to encouraging and promoting the richness brought to the organisation by the diverse nature of our staff and service users. A commitment to this policy is required of all Nacro staff, trustees and service users. The detailed requirements of the policy are set out in Nacro's Equality and Diversity Policy and Equality and Diversity Scheme.

Where existing employees become disabled, it is the group's policy wherever practicable to provide continuing employment under normal terms and conditions and to provide training and career development wherever appropriate.

Employee involvement

Nacro continues to provide an induction pack, distributed to new staff as they join. The induction pack aims to give staff a better understanding of Nacro's aims and activities and of the organisation's responsibilities to staff and their responsibilities to the organisation. It contains extensive references to other sources of material and contacts for all key services. There is a monthly Chief Executive bulletin which provides updates about developments in the organisation. Staff are encouraged to feed in their suggestions and views.

Staff networks have now been established for black and minority ethnic staff; lesbian, gay, bisexual and transgender staff; for staff with disabilities and ex-offender staff. The networks aim to provide support for their peers, and contribute their views on equality issues via the Equality and Diversity Group.

This report was approved by the Council and authorised for issue on 24 September 2009.

M Litobarski
Chair
Park Place
10-12 Lawn Lane
London
SW8 1UD

Report of the independent auditors to the Members of Nacro on the financial statements for the year ended 31 March 2009

We have audited the financial statements of Nacro for the year ended 31 March 2009 which comprise the Consolidated Statement of Financial Activities, the Consolidated Summary Income and Expenditure Account, the Consolidated and Charity Balance Sheets, the Consolidated Cash Flow Statement and the related notes. The financial statements have been prepared under the accounting policies set out therein.

Respective responsibilities of trustees and auditors

The trustees (who are also the directors of the company for the purposes of company law) responsibilities for preparing the 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 Councillors' Responsibilities.

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 1985 and whether the information given in the Report of the Council is consistent with those financial statements.

We also report to you if, in our opinion, the charity has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding trustees' remuneration and transactions with the charity and other members of the group is not disclosed.

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

Our report has been prepared pursuant to the requirements of the Companies Act 1985 and for no other purpose. No person is entitled to rely on this report unless such a person is a person entitled to rely upon this report by virtue of and for the purpose of the Companies Act 1985 or has been expressly authorised to do so by our prior written consent. Save as above, we do not accept responsibility for this report to any other person or for any other purpose and we hereby expressly disclaim any and all such liability.

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 group's and the charitable parent company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Report of the independent auditors to the Members of Nacro on the financial statements for the year ended 31 March 2009

Opinion

In our opinion:

- the group financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the group's affairs as at 31 March 2009, and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- the parent charitable company financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice, of the state of the parent charitable company's affairs as at 31 March 2009;
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the Report of the Council is consistent with the financial statements.

BDO STOY HAYWARD LLP

Chartered Accountants and Registered Auditors

Epsom, Surrey

Date:

Nacro

Consolidated Income and Expenditure Account /Statement of Financial Activities for the year ended 31 March 2009

	Note	Unrestricted Funds	Restricted Funds	Endowment Funds	Total 2009	Total 2008
	£'000	£'000	£'000	£'000	£'000	
Incoming resources						
Voluntary income		1,725	-	-	1,725	1,779
Incoming resources from charitable activities		26,831	29,703	-	56,534	57,820
Other incoming resources		1,038	-	-	1,038	481
Interest and investment income		83	225	-	308	274
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total incoming resources	3	29,677	29,928	-	59,605	60,354
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Resources expended						
Costs of generating voluntary income		(48)	-	-	(48)	(171)
Charitable activities	4 / 5	(29,307)	(29,473)	-	(58,780)	(57,104)
Governance costs	6	(357)	(244)	-	(601)	(553)
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Total resources expended		(29,712)	(29,717)	-	(59,429)	(57,828)
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Net incoming resources for year before other recognised gains and losses		(35)	211	-	176	2,526
Other recognised gains and losses						
Gains on fixed assets for own use		-	-	-	-	-
Net investment loss	11	-	(96)	(32)	(128)	(129)
Actuarial loss/gain on defined benefit pension scheme	21	(4,942)	-	-	(4,942)	1,876
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Net movements in funds		(4,977)	115	(32)	(4,894)	4,273
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
Fund balances brought forward at 31 March 2008		(5,536)	14,477	224	9,165	4,892
		<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
Fund balances carried forward at 31 March 2009	15	(10,513)	14,592	192	4,271	9,165
		<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

All amounts relate to continuing activities.

All recognised gains and losses are included in the Statement of Financial Activities for the year.

The notes on pages 17 to 33 form part of these financial statements.

Nacro

Consolidated balance sheet at 31 March 2009

	Note	2009	2008
		£'000	£'000
Fixed assets			
Tangible assets	10	9,502	9,167
Investments	12	417	544
		<u>9,919</u>	<u>9,711</u>
Current assets			
Debtors	13	8,019	11,303
Cash at bank and in hand		6,679	5,465
		<u>14,698</u>	<u>16,768</u>
Creditors: amounts falling due within one year	14	(8,220)	(9,361)
Net current assets		<u>6,478</u>	<u>7,407</u>
Total assets less current liabilities		<u>16,397</u>	<u>17,118</u>
Creditors: amounts falling due after one year	15	(18)	(103)
Net assets before pension deficit		<u>16,379</u>	<u>17,015</u>
Pension scheme funding deficit	21	(12,108)	(7,850)
		<u>4,271</u>	<u>9,165</u>
Unrestricted funds:			
General funds		1,595	2,314
Restricted funds		14,592	14,477
Endowment funds		192	224
Total funds excluding pension reserve		<u>16,379</u>	<u>17,015</u>
Pension Reserve		(12,108)	(7,850)
Total funds	16	<u>4,271</u>	<u>9,165</u>

The financial statements were approved by the Council and authorised for issue on 24 September 2009.

M Litobarski
Chair

D Pocock
Treasurer

The notes on pages 17 to 33 form part of these financial statements.

Nacro

Company balance sheet at 31 March 2009

	Note	2009	2008
		£'000	£'000
Fixed assets			
Tangible assets	10	485	542
Investments	12	417	544
		<u>902</u>	<u>1,086</u>
Current assets			
Debtors	13	6,793	9,849
Cash at bank and in hand		1,227	696
		<u>8,020</u>	<u>10,545</u>
Creditors: amounts falling due within one year	14	(5,509)	(6,902)
Net current assets		<u>2,511</u>	<u>3,643</u>
Total assets less current liabilities		<u>3,413</u>	<u>4,729</u>
Creditors: amounts falling due after one year	15	-	(84)
Net assets before pension deficit		<u>3,413</u>	<u>4,645</u>
Pension scheme funding deficit	21	(12,108)	(7,850)
		<u>(8,695)</u>	<u>(3,205)</u>
Unrestricted funds:			
General funds		1,495	2,213
Restricted funds		1,726	2,208
Endowment funds		192	224
Total funds excluding pension reserve		<u>3,413</u>	<u>4,645</u>
Pension reserve		(12,108)	(7,850)
Total funds		<u>(8,695)</u>	<u>(3,205)</u>

The financial statements were approved by the Council and authorised for issue on 24 September 2009.

M Litobarski
Chair

D Pocock
Treasurer

The notes on pages 17 to 33 form part of these financial statements.

Consolidated cash flow statement for the year ended 31 March 2009

Reconciliation of net incoming resources to net cash inflow from operating activities:	Note	2009 £'000	2008 £'000
Net incoming resources for the year before other recognised gains and losses		176	2,526
Depreciation charges		635	597
Loss/(gain) on disposal of fixed assets		33	(481)
Impairment provision for fixed assets		25	-
Income from listed investments		(308)	(274)
Interest payable		55	140
Pension actuarial (loss)/gain	11	(4,942)	1,876
Decrease in stocks		-	10
Decrease/(increase) in debtors		3,284	(4,198)
(Decrease)/increase in creditors		(1,141)	1,816
Net cash inflow from operating activities		<u>(2,183)</u>	<u>2,012</u>
 Cash Flow Statement			
Net cash inflow from operating activities		(2,183)	2,012
Returns on investments and servicing of finance	19	253	134
Capital expenditure	10	(1,094)	(548)
Net proceeds from sale of fixed assets	10	66	1,897
Financing			
(Decrease)/increase in creditors due after one year		(85)	84
Net decrease in debt financing		(1)	(630)
Net increase/(decrease) in pension reserve		4,258	(2,084)
Increase in cash in the year		<u>1,214</u>	<u>865</u>
 Reconciliation of net cash flow to movement in net funds			
Increase in cash in the year		1,214	865
Cash inflow from decrease in net debt financing		1	630
Movement in net funds in the year		<u>1,215</u>	<u>1,495</u>
Net funds at 1 April 2008		5,445	3,950
Net funds at 31 March 2009	20	<u>6,660</u>	<u>5,445</u>

The notes on pages 17 to 33 form part of these financial statements.

**Notes forming part of the financial statements for the year ended
31 March 2009**

1 Accounting policies

Basis of accounting

The financial statements have been prepared under the historical cost convention and on an accruals basis, as modified by the revaluation of fixed asset investments, and are in accordance with applicable accounting standards and the “Statement of Recommended Practice Accounting and Reporting by Charities 2005 (SORP 2005)” and the Companies Act 1985, except as set out below.

The charitable company has taken advantage of the exemption allowed under Section 230 of the Companies Act 1985 and paragraph 397 of SORP 2005 and has not presented its own statement of financial activities in these financial statements. The Group accounts include £36.2m (2008: £37.2m) of gross income and £0.42m of net outgoing resources (2008 £1.7m of net incoming resources) which is dealt with in the financial statements of the parent company.

Basis of consolidation

The group financial statements include the results of Nacro and its wholly owned subsidiary, Nacro Community Enterprises Limited (‘NCE’). The results and balance sheet of NCE are included on a line by line basis.

Income Recognition

All income arises in the United Kingdom and is stated net of VAT. All incoming resources are included in the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. Specifically:

- Incoming resources from charitable activities includes income and fees from grants, performance related grants and contracts.
- Income arising from performance related grants is treated as restricted income and income from contracts is recognised as unrestricted income.
- Revenue from performance related grants and contracts is recognised only when funds have been utilised to carry out the activity stipulated in the agreement. This is generally equivalent to the sum of the relevant expenditure incurred during the year and any related contributions towards overhead costs. Deferred income amounts received under these grants and contracts represents the amount of cash received in advance of earning revenue.
- Interest is credited on the basis of the amounts earned in the year and dividends on the basis of the dates when payments are due.
- Voluntary income comprises public donations and is included when it is received.

Resources Expended

Costs of generating funds:

Costs of generating funds comprise the cost of the fundraising department of Nacro including staff, communications, office and accommodation. Any other incidental costs associated with raising funds, contract negotiation or grant application which are incurred by staff who are principally engaged in the provision of services or supporting or monitoring those services, are included in activities in furtherance of the charity’s objectives.

1 Accounting policies (continued)

Activities in furtherance of the charity's objectives:

The objectives of the charity are principally met by the delivery of services. The costs of carrying out the direct charitable objectives consist therefore mainly of staff, communications, office and accommodation.

Allocation of costs:

The majority of costs incurred are specific to a particular project or activity and are allocated on that basis and in accordance with contractual agreements. Some costs are shared by projects and are allocated by appropriate means which include an allocation of space utilised, an allotment of time and headcount.

Governance costs:

Governance costs relate to the statutory and strategic running of the charity, as opposed to direct management of charitable activities.

VAT

Irrecoverable VAT is included with the items of expense to which it relates.

Tangible fixed assets and depreciation

Housing properties:

Properties are stated at cost which includes the following:

- the cost of acquiring the property;
- development expenditure; and
- interest charged on the development loans raised to finance the scheme up to the date of practical completion of each development.

It is the group's policy to depreciate housing properties by writing off the difference between the net cost of the property, excluding land, and the residual value over the expected useful life. However, it is considered that the lives of the property are so long, the net costs after capital grant are so low and the residual values, based on prices prevailing at the date of acquisition, so high that the depreciation is immaterial. Any permanent diminution in value is charged to the Statement of Financial Activities as appropriate.

Donated assets

Donated assets are included at their current value. The value of the donation is recognised in the Statement of Financial Activities.

Other fixed assets

Fixed assets with a value in excess of £500 are capitalised and included with the relevant category at original cost.

Depreciation

Depreciation is provided to write off the cost, less estimated residual values, of all other fixed assets except freehold land, over their expected useful lives. It is calculated at the following rates:

Freehold properties (other than Housing properties)	2%
Leasehold improvements	over the period of the lease
Equipment	20% - 25%
Vehicles	10% - 25%

Accounting policies (continued)

Social housing grants

The consolidated accounts include those of NCE, a Registered Provider of Social Housing. In following the disclosure requirements of the Accounting Requirements for Registered Social Landlords General Determination 2006 and the Statement of Recommended Practice "Accounting by Registered Social Landlords 2008" by showing Social housing grants as a deduction from cost of tangible fixed assets, NCE does not follow the requirements of Schedule 4 of the Companies Act 1985. Normally the Act would require the grant to be treated as deferred income, which would be released to the statement of financial activities over the useful economic lives of the properties. The treatment adopted in these financial statements is consistent with requirements of the Charities SORP (2005). Grants relating to costs which are not capitalised are credited to the income and expenditure account.

Investments

All investments are stated at market value. It is the group's policy to keep valuations up to date such that when investments are sold there is no gain or loss arising. As a result the Statement of Financial Activities only includes those unrealised gains and losses arising from the revaluation of the investment portfolio throughout the year. A disclosure is made in the notes to the financial statements if applicable, of the difference between the historical cost and the sale proceeds of the investments sold during the year.

Funds

General funds comprise the accumulated surplus or deficit on the Statement of Financial Activities. They are available for use at the discretion of Council in furtherance of the general objectives of Nacro.

Where funds are received for specific purposes set out by the donor these are shown as restricted income in the statement of financial activities. Expenditure for the purposes specified is applied against the income and any amounts unexpended at the balance sheet date are shown within restricted funds. Restricted funds, which the donor has stated are to be held as capital, are shown as permanent endowment funds. Transfers are made between funds where there is a release of restricted funds or where charges are made between funds.

Operating leases

Rentals in respect of operating leases are charged to the Statement of Financial Activities as incurred.

Pension costs

The Nacro Staff Benefits Plan, which closed to new entrants from 1 December 1998, and for future accruals from 31 March 2006 was a group scheme for employees of all group members. The plan is a defined benefit scheme.

The scheme is accounted for in accordance with FRS17 'Retirement Benefits'. The difference between the market value of the assets held in the scheme and the scheme's present value of accrued pension liabilities are recognised in the charity's balance sheet as a pension asset or liability as appropriate.

Changes in the defined benefit asset or liability arising from factors other than cash contributions by the charitable company are charged to the Statement of Financial Activities in accordance with FRS17 'Retirement Benefits'.

The charity also contributes to a stakeholder pension scheme. The contributions are charged to the Statement of Financial Activities in the year in which they become payable.

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

2 Constitution

Nacro is a company limited by guarantee, not having a share capital. It is also a registered charity. In the event of the winding up of the company each member is liable to contribute to the assets of the company up to a maximum of fifty pence.

3 Incoming resources

	2009	2008
	£'000	£'000
<i>Voluntary income</i>	1,725	1,779
<i>Incoming Resources from charitable activities</i>		
Unrestricted funds:		
Operations	26,831	26,873
Restricted funds:		
Operations	6,520	8,052
Housing	23,183	22,895
	<hr/>	<hr/>
	56,534	57,820
<i>Other incoming resources</i>	1,038	481
<i>Interest and investment income</i>	308	274
	<hr/>	<hr/>
Total incoming resources	59,605	60,354
	<hr/> <hr/>	<hr/> <hr/>

Voluntary income includes a Home Office grant of £1,400,000 (2008: £1,400,000) and donations received.

4 Resources expended – charitable activities funding category

	2009	2008
	£'000	£'000
Unrestricted funds:		
Operations	29,280	26,884
Restricted funds:		
Operations	6,708	7,928
Housing	22,792	22,292
	<hr/>	<hr/>
	58,780	57,104
	<hr/> <hr/>	<hr/> <hr/>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

5 Resources expended - charitable activities by nature of service

	Service delivery £'000	Trainee payments £'000	Grant and other costs £'000	Support costs £'000	2009 Total £'000	2008 Total £'000
Operations	30,134	1,365	1,236	3,253	35,988	34,812
Housing	20,624	-	-	2,168	22,792	22,292
	<u>50,758</u>	<u>1,365</u>	<u>1,236</u>	<u>5,421</u>	<u>58,780</u>	<u>57,104</u>

Analysis of support costs by activity

	HR £'000	IT £'000	Finance £'000	Communications £'000	2009 Total £'000	2008 Total £'000
Operations	713	1,087	1,251	202	3,253	2,393
Housing	475	724	834	135	2,168	1,219
	<u>1,188</u>	<u>1,811</u>	<u>2,085</u>	<u>337</u>	<u>5,421</u>	<u>3,612</u>

The basis of allocation is disclosed in note 1, Accounting policies.

6 Costs of governance

	2009 £'000	2008 £'000
Staff costs	442	264
Trustee costs	9	5
Audit costs (note 7)	77	197
Other costs	73	87
	<u>601</u>	<u>553</u>

Staff costs include an allocation of the Chief Executive, Company Secretary, as well as corporate and internal audit staff.

7 Net incoming resources

	2009 £'000	2008 £'000
Net incoming resources are stated after charging:		
Auditors' remuneration:		
-Statutory audit	65	197
-Other audit certificates	12	-
Lease costs	2,566	3,103
Interest expense	55	140
	<u></u>	<u></u>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

8 Staff costs

	2009	2008
	£'000	£'000
Wages and salaries	30,506	29,829
Social security	2,855	2,836
Other pension costs	1,698	452
Agency/temporary staff	2,678	2,811
	<u>36,333</u>	<u>34,133</u>

The above costs include £368,775 (2008: £93,000) relating to redundancy payments made to employees either as a result of a restructure or the end of a funding agreement..

Members of staff who were also members of the group's defined benefit pension scheme were eligible for a salary sacrifice scheme in exchange for higher employer pension contributions.

The number of senior staff who received annual emoluments of over £60,000 during the year (salary plus taxable benefits excluding pension contributions) was:

	2009	2008
	Number	Number
£60,001 - £70,000	1	2
£70,001 - £80,000	2	2
£80,001 - £90,000	1	1
£90,001 - £95,000	-	1
£125,001 - £130,000	1	-
£210,001 - £215,000	1	-
	<u> </u>	<u> </u>

The six senior staff were members of the group's defined benefit pension scheme. Contributions paid into the scheme during year on their behalf totalled £11,670 (2008: £13,405). Emoluments in 2009 include payments due to two senior staff upon their retirement of £172,600.

The average number of full time equivalent employees employed by the group during the year, which excludes agency staff, was as follows:

	2009	2008
	Number	Number
Operations	774	788
Housing	408	433
Management and administration	60	71
	<u>1,242</u>	<u>1,292</u>

9 Trustees

No Council member or person related or connected to them received any remuneration from Nacro during the year.

During the year expenses relating to travel were paid to 11 Council members and amounted to £9,432 (2008: £4,992 to 9 members).

Nacro**Notes forming part of the financial statements for the year ended 31 March 2009 (continued)****10 Tangible fixed assets**

Group	Leasehold improvements £'000	Freehold properties £'000	Equipment £'000	Motor vehicles £'000	Total £'000
<i>Cost or valuation</i>					
At 1 April 2008	206	8,358	1,616	757	10,937
Additions	136	519	417	22	1,094
Disposals	-	(27)	(163)	(125)	(315)
Impairment	-	(25)	-	-	(25)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
31 March 2009	342	8,825	1,870	654	11,691
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 1 April 2008	92	31	1,200	447	1,770
Charge for the year	46	8	513	68	635
Eliminated on disposal	-	-	(141)	(75)	(216)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2009	138	39	1,572	440	2,189
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
<i>Net book value</i>					
At 31 March 2009	204	8,786	298	214	9,502
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2008	114	8,327	416	310	9,167
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

10 Tangible fixed assets (continued)

Company	Leasehold improvements £'000	Freehold properties £'000	Equipment £'000	Motor vehicles £'000	Total £'000
<i>Cost or valuation</i>					
At 1 April 2008	206	2	617	748	1,573
Additions	-	-	387	22	409
Disposals	-	(2)	-	(125)	(127)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
31 March 2009	206	-	1,004	645	1,855
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<i>Depreciation</i>					
At 1 April 2008	92	-	492	447	1,031
Charge for the year	29	-	317	68	414
Eliminated on disposal	-	-	-	(75)	(75)
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2009	121	-	809	440	1,370
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
<i>Net book value</i>					
At 31 March 2009	85	-	195	205	485
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>
At 31 March 2008	114	2	125	301	542
	<hr/>	<hr/>	<hr/>	<hr/>	<hr/>

11 Capital Commitments

As at 31 March 2009 the Trustees had authorised and committed to spend £90,000 in respect of computer equipment (2008: £320,000).

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 *(continued)*

12 Fixed asset investments

	2009	2008
	£'000	£'000
Group		
Market value at 1 April	544	673
Unrealised investment losses /gains	(127)	(129)
	<hr/>	<hr/>
Investment assets in the UK at market value at 31 March	417	544
	<hr/>	<hr/>
Historic cost at 31 March	376	376
	<hr/>	<hr/>
Historical investment gains at 31 March	41	168
	<hr/>	<hr/>
Realised gain on current asset investment	-	-
	<hr/>	<hr/>

All investments are listed on a recognised Stock Exchange. There were no additions to listed investments during the year.

Company

Company investments at 31 March 2009 are the same as those for the Group.

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

12 Fixed asset investments (continued)

Nacro Community Enterprises Limited ('NCE')

By virtue of Nacro being the sole member of NCE and having the power to control the composition of its Council, NCE is a subsidiary undertaking of Nacro. NCE, a company limited by guarantee and incorporated in England, is a Registered Provider of Social Housing and registered charity. Under the terms of its Memorandum of Association, its income and property are not available either directly or indirectly for distribution to members. Nacro is a registered charity but not a Registered Provider of Social Housing. The results of NCE and the reconciliation of those results to the group accounts were as follows:

2009 £'000	2008 £'000	
Turnover	22,785	22,894
Operating costs	(22,766)	(22,246)
	<hr/>	<hr/>
Operating surplus	19	648
Other income/(costs)	178	208
	<hr/>	<hr/>
Surplus for the year	197	856
	<hr/> <hr/>	<hr/> <hr/>
Total assets less total liabilities	5,492	5,295
	<hr/> <hr/>	<hr/> <hr/>
Capital and reserves	5,492	5,295
	<hr/> <hr/>	<hr/> <hr/>

Nacro**Notes forming part of the financial statements for the year ended 31 March 2009 (continued)****13 Debtors**

	Group		Company	
	2009	2008	2009	2008
	£'000	£'000	£'000	£'000
Trade debtors	5,311	8,292	5,055	8,075
Prepayments and accrued income	2,174	734	1,231	663
Other debtors	534	2,277	507	1,111
	<u>8,019</u>	<u>11,303</u>	<u>6,793</u>	<u>9,849</u>

14 Creditors: amounts falling due within one year

	Group		Company	
	2009	2008	2009	2008
	£'000	£'000	£'000	£'000
Bank loan	1	1	-	-
Trade creditors	2,275	3,418	1,717	2,713
Amounts owed to subsidiary undertakings	-	-	26	246
Other creditors	1,701	789	1,048	431
Other taxes and social security	958	1,438	708	1,179
Accruals	1,547	837	1,059	458
Deferred grants and grants repayable	1,738	2,878	951	1,875
	<u>8,220</u>	<u>9,361</u>	<u>5,509</u>	<u>6,902</u>
Deferred income and grants repayable:				
Balance at beginning of year	2,878		1,875	
Amount released to incoming resources	(2,878)		(1,875)	
Amount deferred during the year 2009	1,738		951	
	<u>1,738</u>		<u>951</u>	

Deferred income includes amounts in relation to performance related grants for which qualifying expenses have not been incurred yet.

Nacro**Notes forming part of the financial statements for the year ended 31 March 2009 (continued)****15 Creditors: amounts falling due after one year**

	Group		Company	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Loans: amounts payable:				
Between one and two years	1	1	-	-
Between two and five years	5	4	-	-
After five years	12	14	-	-
	<u>18</u>	<u>19</u>	<u>-</u>	<u>-</u>
Other taxes and social security	-	84	-	84
	<u>18</u>	<u>103</u>	<u>-</u>	<u>84</u>

16 Statement of funds**Movement in funds**

	31 March 2008 £'000	Incoming resources £'000	Resources expended £'000	Gains, losses, transfers £'000	31 March 2009 £'000
Unrestricted funds:					
General funds	2,314	29,677	(30,396)	-	1,595
Pension reserve	(7,850)	-	684	(4,942)	(12,108)
	<u>(5,536)</u>	<u>29,677</u>	<u>(29,712)</u>	<u>(4,942)</u>	<u>(10,513)</u>
Permanent endowment funds	224	-	-	(32)	192
Restricted funds:					
Housing	12,118	23,408	(23,009)	-	12,517
Other projects	2,359	6,520	(6,708)	(96)	2,075
	<u>14,477</u>	<u>29,928</u>	<u>(29,717)</u>	<u>(96)</u>	<u>14,592</u>
Total funds	<u>9,165</u>	<u>59,605</u>	<u>(59,429)</u>	<u>(5,070)</u>	<u>4,271</u>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

Restricted funds

Housing

Housing funds represent the reserves of NCE.

Other projects

In any one year Nacro runs in excess of 100 individual projects. Each may be funded from a variety of sources. The purpose of all projects is to create a safer society and help in the re-integration of marginalised or excluded individuals.

Any funding source may specifically restrict the use to which its funds are put, either within a project or across a range of projects. Due to the complex inter-relationship of funds, Council consider it impractical to disclose their movements separately.

17 Analysis of group net assets between funds

	Unrestricted funds £'000	Restricted funds £'000	Endowment funds £'000	Total funds £'000
Fund balances at 31 March 2009 are represented by				
Tangible fixed assets	485	9,017	-	9,502
Investments	35	190	192	417
Current assets	6,689	8,009	-	14,698
Creditors	(5,614)	(2,624)	-	(8,238)
	<hr/>	<hr/>	<hr/>	<hr/>
Net assets before pension deficit	1,595	14,592	192	16,379
	<hr/>	<hr/>	<hr/>	<hr/>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

18 Operating leases

As at 31 March 2009, the group had annual commitments under non-cancellable operating leases as set out below:

	Land and buildings		Office equipment	
	2009 £'000	2008 £'000	2009 £'000	2008 £'000
Leases expiring:				
Within one year	1,070	833	41	31
Within two to five years	521	990	100	121
After five years	112	201	-	-
	<u>1,703</u>	<u>2,024</u>	<u>141</u>	<u>152</u>

19 Returns on investments and servicing of finance

	2009 £'000	2008 £'000
Interest paid	(55)	(140)
Investment income	308	274
	<u>253</u>	<u>134</u>

20 Analysis of changes in net funds

	At 1 April 2008 £'000	Cash flow £'000	At 31 March 2009 £'000
Cash in hand, at bank	5,465	1,214	6,679
Debt due after one year	(19)	1	(18)
Debt due within one year	(1)	-	(1)
	<u>5,445</u>	<u>1,215</u>	<u>6,660</u>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

21 Pension commitments

The Nacro Staff Benefits Plan is of the defined benefit type, providing benefits based on final pensionable salary. The plan is a group plan. The disclosures here refer to the whole scheme not to the company. The latest valuation carried out by the plan's actuaries was at 1 April 2008. For the purpose of disclosure in these accounts the actuaries have based their calculation on the 2008 valuation and then estimated the plan liability at 31 March 2009 by allowing for interest earnings, further benefit accruals, benefit payments and membership movements over the year since the last valuation. The actuaries also had regard to guidance note GN36. The plan was closed to new entrants from 1 December 1998 and to future accruals from 31 March 2006. A revised repayment plan, effective from March 2010, has been agreed with the Trustees of the Plan and the actuaries to clear the deficit in 12 years.

The main assumptions adopted by the Trustees of the Plan as advised by the Actuary are as follows:

Principal assumptions

	31 March 2009	31 March 2008	31 March 2007
	%	%	%
Rate of increase in pensionable salaries	n/a	n/a	n/a
Rate of increase in pensions in payment (5% LPI)	2.95	3.40	3.05
Rate of increase in pensions in payment (2.5% LPI)	2.15	2.30	2.20
Rate of discretionary pension increases	Nil	Nil	Nil
Discount rate	6.80	6.60	5.40
Inflation assumption	3.00	3.50	3.10

	Long term rate of return expected			Value		
	31 March 2009	31 March 2008	31 March 2007	31 March 2009	31 March 2008	31 March 2007
	%	%	%	£'000	£'000	£'000
Equities and property	6.44	7.15	7.30	16,824	19,953	20,994
Gilts	3.94	4.65	4.80	2,832	3,292	3,618
Bonds	6.80	6.60	5.50	8,244	9,843	10,368
Cash	0.00	4.75	4.75	141	267	336
Total market value of assets				28,041	33,355	35,316
Present value of plan liabilities				(40,149)	(41,205)	(45,250)
Deficit in plan				(12,108)	(7,850)	(9,934)

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

Analysis of amount charged to operating profit:

	31 March 2009 £'000	31 March 2008 £'000
Current service (net of member contributions and age-related rebates of NI contributions)*	-	57
Past service cost	-	-
Total operating charge	<u>-</u>	<u>57</u>

*Service cost represents the cost of one year's accrual of benefits for the active members, plus the cost of Group Life benefits for the year.

Movement in deficit during the year:

	31 March 2009 £'000	31 March 2008 £'000
Deficit in scheme at beginning of year	(7,850)	(9,934)
Movement:		
Current service cost	-	(57)
Employer contributions (less admin costs)	1,125	423
Past service cost	-	-
Other financial income	(441)	(158)
Actuarial gain	(4,942)	1,876
Deficit in scheme at the end of year	<u>(12,108)</u>	<u>(7,850)</u>

Analysis of amount credited to other financial income:

	31 March 2009 £'000	31 March 2008 £'000
Expected return on pension plan assets	2,228	2,251
Interest on pension plan liabilities	(2,669)	(2,409)
Net return	<u>(441)</u>	<u>(158)</u>

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

Analysis of amount in statement of funds

	31 March 2009 £'000	31 March 2008 £'000
Actual return less expected return on plan assets	(7,138)	(3,252)
Experience gains and losses arising on liabilities	-	-
Change in assumptions underlying present value of liabilities	2,196	5,128
Actuarial (loss)/gain recognised in statement of total Recognised gains and losses	<u>(4,942)</u>	<u>1,876</u>

History of experience gains and losses

	31 March 2009	31 March 2008	31 March 2007	31 March 2006
Difference between actual and expected return on plan assets:				
Amount (£'000)	(7,138)	(3,252)	(723)	4,288
Percentage of plan assets	(25.5)%	(9.7)%	(2.0)%	12.4%
Experience gains and losses on liabilities:				
Amount (£'000)	-	-	-	-
Percentage of plan liabilities	0%	0%	0%	0%
Total amount recognised in statement of funds:				
Amount (£'000)	(4,942)	1,876	2,038	(1,594)
Percentage of plan liabilities	(12.3)%	4.6%	4.5%	(3.4)%

22 Related party transactions

There were no related party transactions in 2009.

Nacro

Notes forming part of the financial statements for the year ended 31 March 2009 (continued)

23 Sources of funds

The activities of Nacro are funded by broad range of organisations including governmental and statutory bodies, such as Ministry of Justice, Department of Health, the Learning and Skills Council, Local Authorities and Primary Care Trusts. It recognises the value of these monies but also wishes to recognise the contributions of other organisations which have supported our work at a local level during 2009. These include:

	£000
4 Communities Together	29
Aldwyck Housing Group	5
Barclays Spaces for Sport	15
BBC Children in Need	20
Big Lottery	240
Big Lottery Young People's Fund	51
Braunstone Community Association	69
Brookway High School	28
BwD Community Voluntary Service	5
Catch 22	154
Childrens Fund	553
Community Action Increases Awareness	50
Community Alcohol Intervention Service	110
Crime & Disorder Reduction Partnership	6
Crime Concern	70
Football Foundation	834
Greenham Common Trust	10
Merseyside Connexions	47
Metropolitan Housing Trust	1
Monument Trust	20
National Lottery (via Crime Concern)	42
NYC Roamers	2
Paradigm Housing Group	5
Parkway Green Housing Trust	27
Pupil Learning Centre	54
Rathbone Training	23
Respect	55
Sport England	96
Sport Relief YMCA	55
Tudor Trust	24
V Match Funding	157
V Russell Commission	39
Vodafone	60
WCVA Bethesda Bakers	64
Youth Bank	2
Zochonis Charitable Trust	8