

**Company no: 5990592**  
**Charity no: 1117645**

**SIGNPOSTS MULTI AGENCY RESOURCE  
CENTRE LIMITED**

**TRUSTEES' REPORT AND ACCOUNTS**

**FOR THE YEAR ENDED**

**31 MARCH 2011**

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

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# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## REFERENCE AND ADMINISTRATION DETAILS

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<b>Trustees</b>	Robert Raby Julia Swarbrick Mark Levine Clare Long	Chair Deputy Chair - resigned 27 July 2010 Deputy Chair - appointed 27 July 2010 Treasurer
	Eric Stead Rona Forsyth Noreen Haselden Amanda McKnight Melanie Evans Melody Treasure Terry Graham Sally Pidd Hayley Johnson Peter Vreede Jean Withers Carol Fawcett	resigned 13 December 2010 resigned 27 July 2010  resigned 8 February 2011 resigned 27 July 2010  appointed 27 July 2010 appointed 27 July 2010
<b>Chief Executive</b>	Pamela Beswick	
<b>Company number</b>	5990592	
<b>Charity number</b>	1117645	
<b>Registered Office</b>	58 Regent Road Morecambe LA3 1TE	
<b>Accountants</b>	Scott and Wilkinson Dalton House 9 Dalton Square Lancaster, LA1 1WD	
<b>Auditor</b>	Moore and Smalley LLP Chartered Accountants & Statutory Auditors Richard House 9 Winckley Square Preston PR1 3HP	
<b>Bankers</b>	The Royal Bank of Scotland plc 2 New Street Lancaster LA1 1EG	
	CafBank Limited Kings Hill West Malling Kent ME19 4TA	
	The Cooperative Bank PO Box 101 1 Balloon Street Manchester M60 4EP	
<b>Solicitors</b>	Wright and Lord Solicitors Victoria Street Morecambe, LA4 4AF	

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## ANNUAL REPORT

### FOR THE YEAR ENDED 31 MARCH 2011

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The trustees present the annual report and the audited accounts for the year ended 31 March 2011.

#### Reference and administrative details

Details of the charity trustees and advisors are shown on page 1.

The registered name of the charity is Signposts Multi Agency Resource Centre Limited, also known as Signposts MARC Limited and Signposts (Charity registration number 1117645, Company Registration 05990592). Signposts is registered in England and Wales.

#### Structure, governance and management

As agreed at its EGM on 22 March 2007, at 31 March 2007 Signposts (*Registered Charity 1076393*) transferred its assets and undertaking to Signposts MARC Limited, a Company Limited by Guarantee and registered Charity which is governed by Memorandum and Articles of Association agreed on 4 April 2006 as amended on 24 September 2007. The company was incorporated on 7 November 2006.

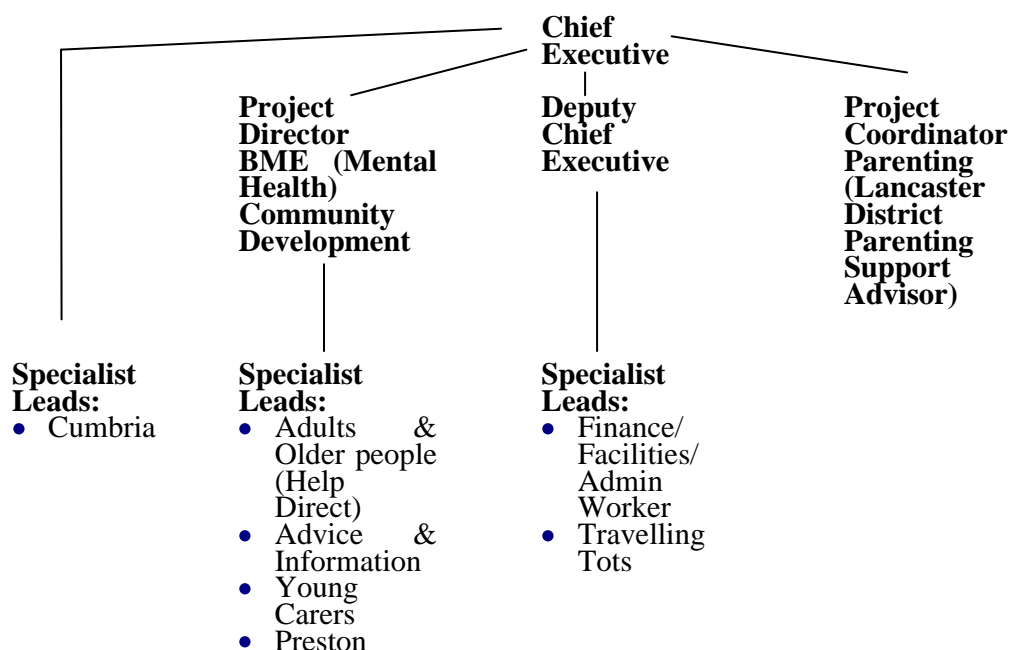
Directors are elected each year at the Annual General Meeting by the members of the charity and can be appointed at Board Meetings as and when required.

#### Induction and training of trustees

Directors have access to a variety of information about the project, including documents relating to policy and history, which are available to them with a passworded section of the website along with access to a minute book and a buddying system where requested. They are offered opportunities to access training on governance and related issues and are given Charity Commission documentation on "Being a Trustee".

#### Organisational structure

Lines of management are shown in the following table, with effect from 1 April 2011. The Chief Executive, Deputy Chief Executive, Project Directors and Specialist Leads have day to day management responsibility for the project. Decisions are made within this management team and by the Executive Committee.



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Work is supported by a team of substantive delivery and admin staff, Sessional workers, CYS & Social Work students and Volunteer staff

### *Risk management*

The Directors have carried out an assessment of the financial risks to which the project is exposed and regular monitoring is carried out in order to mitigate these risks. The charity has also carried out an assessment of other risks within the project.

### **Objectives and activities**

Mission statement: "Signposts – working to empower the community".

### *The aims of the service*

Extract from Signposts Memorandum and Articles of Association

"To relieve the poverty and promote the benefits of the inhabitants of Lancashire and Cumbria with particular reference to those in the area known as the West End of Morecambe, without distinction of sex, sexual orientation, age, race or political, religious or other opinions."

### *Objectives*

To provide services which relieve, support, help and advise those who are:

- Poor
- Unemployed
- Elderly
- Physically or mentally ill or convalescing
- Disabled
- Dependent on alcohol and drugs
- Victims of abuse, violence or crime
- Families or carers of the above

### *Vision*

To provide services which relieve, support, help and advise:

- **Those who are poor:** by working in the most disadvantaged parts of Lancashire and Cumbria including the rural areas, providing a service that is locally based, accessible and accountable.
- **Unemployed:** by providing information and advice services, access to volunteering, gateways to employment including the opportunity to join the Signposts' team and the provision of high quality training and the development of social enterprise models.
- **Elderly:** by working in partnership with statutory services and others to enable older people to live independent fulfilled lives in their communities via volunteering, information and advice, alternatives to daycare and health drop-ins and clinic provision.
- **Physically or mentally ill or convalescing:** by the provision of specialist services and encouraging health and wellbeing within the project, within the team and within the community by the provision of groups, access to information, healthy eating, work with carers and respite provision.

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- **People with a disability:** by working within equal opportunities and inclusive practice which seeks to involve everyone in services and at all levels of the organisation, together with specialist provision around access to activities and leisure and young carers.
- **People who are dependent on alcohol and drugs:** by working in a non-judgemental and inclusive environment which sees the individual rather than their drug or alcohol use and which seeks to make a difference, and by working co-operatively with statutory services to offer community based provision.
- **Victims of abuse, violence or crime:** by working with communities to address the causes and the fear of crime, by working with those who are the victims of crime, particularly domestic violence, by providing diversionary activities for young people and recognising that young people are often the victims of crime rather than the perpetrators. By seeking to enable people to have control of their lives and circumstances so they can make positive choices around living in harmony with their family, neighbours and community.
- **Families or carers of the above:** by the provision of specialist family support services, childcare, mobile crèche provision, practical help, advice and information, work with young people and young carers in a non-judgemental way which encourages those who are hard to reach to access services to feel valued and to gain control over their lives and circumstances and for their voices to be heard.

#### *Signposts – a historical perspective*

Signposts was conceived as a collaborative project to meet the needs of the West End of Morecambe. The area had been identified as having particular difficulties in terms of health, housing and poverty and it was recognised that the area lacked a focus for statutory and voluntary agencies who wished to address those needs.

A lot of research has been undertaken by various agencies which included an assessment of the issues affecting the West End (formerly Alexandra Ward). These reports include:

- Lancaster District Poverty Profile (April 1994) City of Lancaster Economic Development Service
- Public Health in Lancaster (1993) Morecambe Bay Health Consortium
- Morecambe West End Renewal: A Strategy for Change (October 1993) Lancaster City Council
- Turning the Tide: The Renaissance of a Resort (September 1994) Lancaster City Council
- Homeless on Sea: An Investigation into the plight of the Single Homeless in Seaside Towns (July 1993) Crisis
- Crime and Disorder Strategy (1999) Lancaster City Council
- Lancaster District Employment Trends and Prospects (1996 update) Lancaster City Council Economic Development Service
- Winning Back the West End (2001)
- Morecambe Action Plan (2002)

The planning of the Centre was undertaken by a small steering group comprising representatives of the Private Housing Services (City Council), Priority Services NHS Trust, Youth and Community Service (County Council), Council for Voluntary Service (CVS) and Morecambe and Heysham Citizens Advice Bureau (CAB) and this Steering Group evolved into a multi-agency management committee, which was a subcommittee of the Council for Voluntary Service. The project opened in 1994 and was managed by the sub-committee of CVS until 1 July 1999 when the project became an independent charity managed by an Executive Committee of 12 Directors. Signposts became a Company Limited by Guarantee with Charitable Registration on 1 April 2008 and has a board comprising of up to 15 members.

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Funding for Signposts came initially from Joint Finance for three years for running costs (and setting up costs) and for the full-time Centre Co-ordinator, together with 80% of the Assistant Co-ordinator's salary (the other 20% being met by project work monies) to develop information and advice services at the Centre. Signposts was reviewed in 1997 led by LCC Social Services and a partnership funding package was agreed between Morecambe Bay Health Authority, Lancaster City Council, The Single Regeneration Budget and Lancashire County Council Social services for the year-on-year funding for 1998/1999, 1999/2000 and 2000/2001. SRB ended in 2000/2001 and a tripartite SLA continued with Lancaster County Council, Morecambe Bay Primary Care Trust and Lancashire County Council Social Services.

The tripartite SLA ceased in March 2009 when Lancaster City Council tendered separately for its Homelessness Prevention services, however North Lancashire Teaching Primary Care Trust and Lancashire County Council Adult Social Care continued to fund Signposts until June 2010.

The capital costs of converting the ground floor of the building into a centre were met by North British Housing Association as part of their development of the whole building. NBHA (now Places for People) continues to own the building and has converted the upper floors into flats and Signposts separately leases the ground floor from them. The Centre has been furnished to a very high standard and this has been appreciated by all who work there and by those who use the services contained therein. The original building remains the base for the Information and Advice Service and the Management Base.

As the project expanded, new premises and projects were identified.

Signposts is now offering services in Lancashire and Cumbria.

Signposts:

- is a Member of Advice UK (formerly FIAC)
- was awarded the Quality Mark at General Help level by the Legal Services Commission in November 2000, reviewed in September 2009 and extended to include Casework
- was awarded the Investor In People award in July 2004 (renewed in July 2007 and July 2010)

The agreed values on which the service is based are:

- Everyone should be seen as unique and individual and accorded dignity, respect and status
- Service users should be given opportunities to develop skills and capabilities that enable them to make choices and take decisions about their lives
- Comments or complaints about services can be used positively to highlight or remedy service deficiencies
- Relationships with service users should be conducted in an open manner
- Confidentiality is a major right

#### ***Current position (at 1 April 2011)***

Signposts works in a variety of ways (see diagram A) to meet the needs identified by statistical analysis and agency responses. It particularly targets those who are most vulnerable in the community for a variety of reasons which include mental health, physical and learning difficulties, older people, women and single parents, isolated single men (young and old), young people, families, the unemployed, homeless and roofless people.

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It maintains close links with relevant agencies in its area of benefit.

From the beginning it was envisaged that Signposts would have a multiplicity of roles and would respond to the needs of the community as they evolve.

#### ***Policies***

To support this work it has developed a range of policies to underpin its practice and to manage its team. These can be categorised as practice related, staff and volunteer related and health and safety policies.

Policy documents can be found on the Signposts website [www.signposts.org.uk/policies.htm](http://www.signposts.org.uk/policies.htm)

#### ***Methods***

The project is delivered via:

- Prevention, effective signposting to other services and the reduction of inappropriate referrals to other agencies
- Intervention at a low level to identify the correct route into services
- Partnership work with others around casework and ongoing support and intervention
- Empowerment of people beyond crisis
- Empowerment of communities to meet their own needs
- Provision of intervention and support work at a level appropriate to need, providing services below the threshold criteria and on behalf of local statutory service providers

#### ***Gateway/access route***

Via information and advice, family support, housing support, floating support, work in the community, events and activities.

#### ***Access/resources***

Within the whole project the following practical steps have been taken to ensure the project is accessible to all. Individual guidance booklets outline provision at each base:

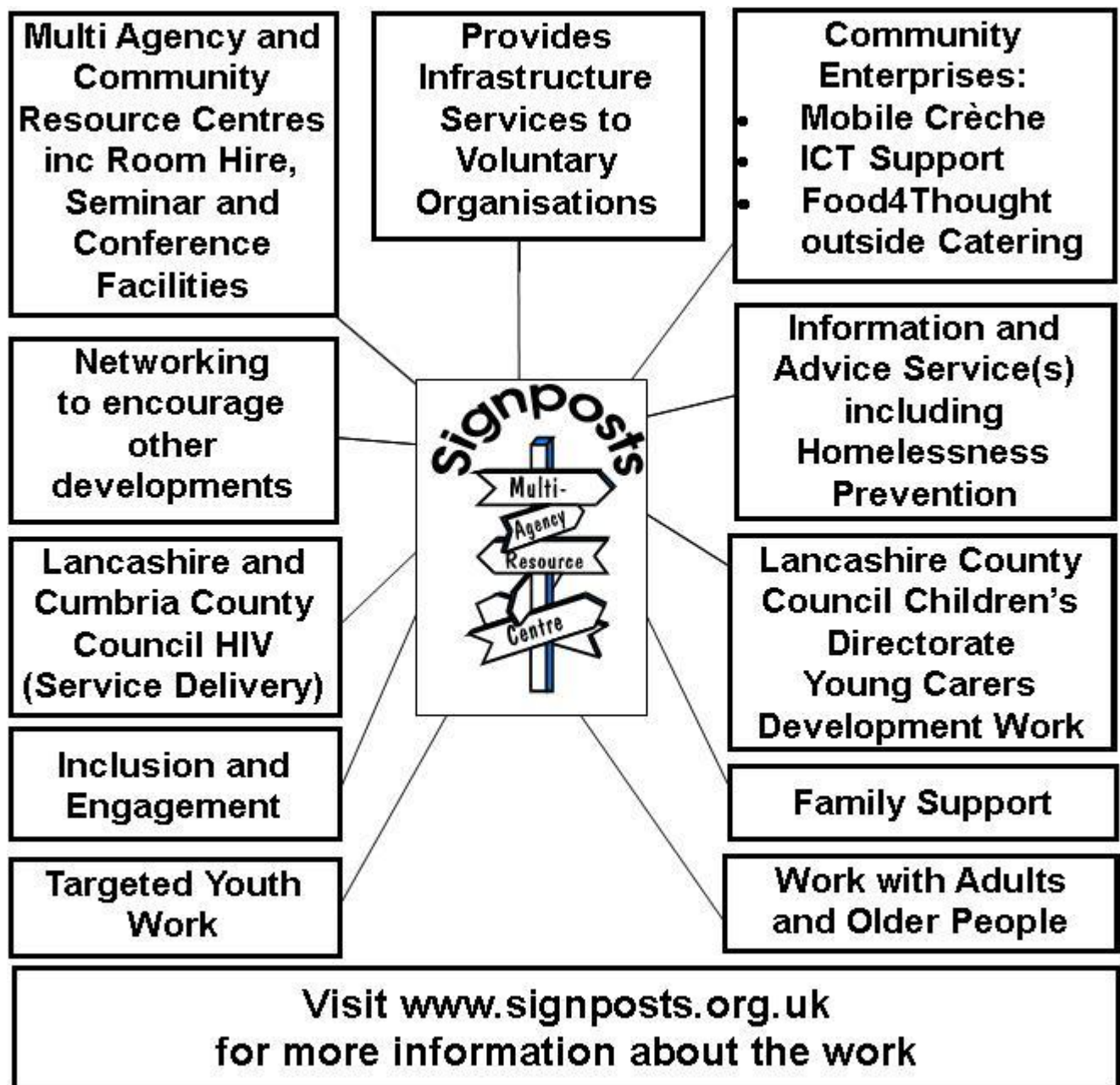
- Facilities and equipment for people with physical and sensory impairment
- Information in large print, on video, in different languages
- Availability of Internet and a loop hearing system
- Men's and women's sessions with childcare (as needed)
- Shower and washing facilities for homeless people
- Information appropriate for people with learning difficulties
- Services for parents – including teenagers and other targeted work including Young Carers work
- Providing a local base for specialist agencies

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*Diagram A - Signposts Roles*



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### *Premises*

	<b>Main Office</b> 58 Regent Road, Morecambe, LA3 1TE Tel: 01524 419021 Fax: 01524 411541 signpostsmarc@signposts.org.uk
	<b>Information and Advice Service</b> 93 Westminster Road, Morecambe Tel: 01524 419597 info.and.advice@signposts.org.uk
<b>ICT Support Service</b> Tel: 01524 732807 Email: support@vcfs-icts.org.uk Web: <a href="http://www.vcfs-icts.org.uk">www.vcfs-icts.org.uk</a>	<b>Farrington Park Community Centre</b> 18-24 Thirlmere Road, Preston, PR1 5TR Tel: 01772 759413
<b>Grange Park Community Centre</b> 2-4 Hazel Grove, Ribbleton Preston, PR2 6PT Tel: 01772 653539	<b>Tanterton Community Centre</b> Kidsgrove, Tanterton Preston, PR2 7BX Tel: 01772 723329
<b>Signposts at The Rainbow Centre</b> (Closed 30 <sup>th</sup> June 2010)	<b>Food4Thought</b> (café closed 3 <sup>rd</sup> December 2010)
<b>Signposts at West End Community Enterprise Centre</b> (closed 31 <sup>st</sup> March 2011)	

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### **Activities, achievements and performance for the year**

This list provides an extensive but not exhaustive list of what we have been doing in the past 12 months which relates directly to Public Benefit analysis and our Aims and Objectives. A separate more detailed Annual Report detailing activity is available and can be read in conjunction with this synopsis.

### **During the last 12 months Signposts has achieved many things including:**

- Continued to work closely to the aspirations of Every Child Matters and Youth Matters throughout our work with Children, Young People and Families – to include work with Young Carers, Juice Bars x 2, Youth Café and Family Support Work to young people and their families in partnership with a range of Children’s Centres in Lancaster and Preston
- Continued to develop the programmes of the three Community Centres in Preston to meet the needs of the local communities
- Delivered services to Adults and Older People via Help Direct for the Lancaster District which includes reaching out to Adults and Older People who may be the most disadvantaged and hard to reach - also work with Homeless Prevention and Entrenched Homelessness via The Doorstep Project and the Information and Advice Service in Morecambe
- Delivered Sexual Health Drop-In and Detached Work for the Lancaster, Skerton and Heysham areas. Co-delivered with NHS Personnel Sexual Health Clinics and Detached Work in Morecambe West End. This work reaches young people to offer advice and information and access to resources including condoms and wider Sexual Health Clinic Services. Achieved the “Your Welcome” Quality Mark for this provision.
- Continued to host the Parenting Co-ordinator post for Lancaster District where the Parenting Strategy was recognised as an exemplar of good practice by Lancashire County Council. A parenting website has also been developed for Lancaster District.
- Delivered Dads Work and self-development courses for parents in Partnership with Preston West and Riverbank Children’s Centres in Preston. Also looked at Engagement Work and Community Cohesion linked to access.
- Development of Travelling Tots
- Continued to develop the Working Together Strategy for Cumbria for People 50+ with particular emphasis on seldom heard voices
- Consolidated and expanded the Farming and Rural Health Project – its remit is to reach isolated farming and sparse rural communities and to meet the needs of those who do not easily access services
- Made a renewed commitment to Equal Opportunities and Anti-oppressive Practice fuelled by the work of the BME Mental CDW funded by North Lancashire Teaching PCT and its associated Focus Group and links to Out in the Bay LGBT Group
- Delivered the Young Inspector programme for Lancashire in partnership with YPS and the Children’s Society
- Strengthened our commitment to Volunteers and Volunteering
- Continued to deliver HIV Services in the North Lancashire PCT Area and extension of the role into Cumbria
- Continued to deliver with HMP Lancaster Castle and Partners a Visitor Centre service – which was extremely well received and only ended with the closure of the prison
- Achieved renewal of our Investor in People Accreditation in July 2010

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- Delivered an extensive Weekend, Half Term and Summer Trips and Activity Programme for Children with Additional Needs in partnership with Poulton Children's Centre and Schools within the Aiming High for Disabled Children agenda
- Renewed all our Policy Documents and developed new ones
- Upgraded our Health and Safety Policy and Practice

#### **Strategic overview**

The year has been one which has seen Signposts working very hard and congratulations must be the first thing that the Board would like to offer to the team in that they have achieved exacting targets and outcomes within a framework of an ever changing environment and a very uncertain financial position both internally and externally. 2010/11 has been the highest level of income that the organisation has achieved to date, and this is ironic in view of the economic downturn and the new government's attempts to curtail public spending which has meant that, although Signposts has been perhaps the busiest in its history and has achieved enormous amounts of work, it is likely that this level of funding will not continue and that the organisation will downsize in 2011/12 in order to adjust to new and ever changing patterns of working. Some of this had been anticipated and the strategic targets set for last year reflected this.

One of the hardest things within the year was to say goodbye to some members of the team who had been with us for a long time. This was due to people finding new work but also to an "at risk" process whereby some people took Voluntary Redundancy or moved to new posts within the organisation. This inevitably meant some disruption and again it is to the credit of the team that they weathered these changes and were very supportive of the decisions that the Board and Management Team had to make.

The quality and delivery is highlighted in the Achievements as listed in this report.

We also made some efficiency savings in terms of the closure of the Food4Thought Café (although we retained the outside catering social enterprise) and also the closure of our offices at West End Community Enterprise Centre – both these premises whilst providing some additionality were not economic and our services could be adapted and delivered in different ways.

#### **The Strategic Targets set for 2010/11 were:**

- Finalise the Strategic Plan with stakeholder engagement

The Strategic Plan was finalised during the period and provides an overview of our aspirations for the Service going forward, although there is scope for this to be further developed to provide an even clearer vision depending very much on the outcome of transitional work that the organisation is undertaking and the development of a clear, concise delivery methodology which embraces the concepts of localism and The Big Society and change agendas.

- Respond to new ways of working within Collaboration, Partnership and Merger

This has been a major piece of work throughout the year and Signposts has explored all these options and continues to do so.

- Support the Organisation through a period of Change

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Once again this has been a major piece of work throughout the year and Signposts has attempted to communicate effectively with the team and also with key stakeholders and partners.

We have continued to renew our commitment to new and innovative ways of working within our practice (Young Inspectors) and we have also kept to tried and tested methods and have been clear that our main core purpose is to work with those who are most disadvantaged and difficult to engage and work with.

We have had regard to the Guidance from the Charity Commission on Government Guidance around new legislation for charities which, amongst other provisions, highlighted the requirement for all charities' aims to be, demonstrably, for the public benefit.

It remains of huge importance that the organisation is forward looking and optimistic whilst willing to embrace difficult ideas and challenges - effective strategic planning is important because:

- It helps the organisation to focus on or renew its purpose and vision
- It enables the organisation to develop priorities and plans that enable it to respond to changes, opportunities and threats in the outside world
- It should build commitment amongst key people in the organisation to the organisation's future direction and priorities

This is once again very relevant in what we all acknowledge has been unprecedented challenge and change both internally and externally.

In order to move the organisation forward we have set the following strategic targets for the financial year 2011/12 based on an analysis of risk:

- Respond to new ways of working within Collaboration, Partnership and Merger (repeated from 2010/11)
- Support the Organisation through a period of Change (repeated from 2010/11)
- Consider the appropriate focus for our work within the localism agenda and our core mission which is to deliver services which are appropriate and accessible within an analysis of need
- Maintain Quality and Value for Money within Service Delivery

#### ***Reserves policy***

It is the policy of the charity to maintain unrestricted funds, which are the free reserves of the charity, at a level which equates to approximately three months unrestricted expenditure. This provides sufficient funds to cover management and administration and support costs and to respond to emergency applications for grants which arise from time to time. At the balance sheet date the free reserves of the charity amounted to £20,245 which is above the target set by the Directors.

#### ***Principal funding sources***

Funding was received from the following main sources during the year:

- Lancashire County Council: SSD Adult and Community Services, Young Peoples Service, Children's Centres in Lancaster District and Preston, Carers Grant, Childrens Trusts, Extended Services, Teenage Pregnancy, Future Jobs Fund, Help Direct, Aiming High
- Cumbria County Council: Working Together and HIV Service Delivery
- North Lancashire Teaching PCT (including BME Community Development Worker)

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- Lancaster City Council (via Lancaster District YMCA)
- Preston City Council
- NCB Young Inspectors
- FC Scott Charitable Trust
- The Tudor Trust and The Hadfield Trust
- Lloyds TSB Foundation
- Earned Income – Services including work with Morecambe Homeless Action, VCFS ICTS Support Service, Travelling Tots Mobile Crèche provision and Food4Thought catering enterprise.

Signposts commits expenditure against the projects it is funded to deliver, as outlined above in order to support the key objectives of the charity.

#### **Plans for future periods**

The current funding strategy for Signposts is based on the realisation that we continue to operate in a transition period between traditional grant making and the move towards commissioning of services and competitive tendering. The realities of the situation is that organisations like ours need to configure their work so it can either be (a) funded via grants or loans or (b) spot purchased or block purchased on a unit cost basis or (c) via competitive tendering. It could also mean in the short to medium term that funding will remain on a dual basis – several funders have indicated that they intend to retain an element of grant funding particularly for smaller amounts designed specifically to support small to medium voluntary sector organisations. A new addition to the thinking will be the introduction of Personalised Budgets.

A further change is where funding is aimed at national, regional and sub-regional targets and the expectation is that organisations will form consortia to maximise opportunities within this new funding regime and will work together to achieve strategic delivery and economies of scale. There has been significant change particularly within the political environment with a change of national government with the new coalition government and the significant economic downturn and public spending cuts which have affected statutory partners and also the introduction of ideas such as the big society, liberating the NHS and the localism agenda.

Signposts has not been immune from the impacts of this and it has meant that we have had to make significant adjustments to our delivery levels which has impacted on staffing and resources. We have implemented an at risk process during the financial year to match the projected resources available for 2011/12 in order to achieve financial viability. As with other partners the massive public spending cuts and changes in public sector staffing particularly at a strategic level has impacted on the ability to forward plan however we continue to look for new opportunities but are mindful of mission drift and making sure that we can comply with the public benefit test and that we maximise our efforts into agendas that most closely fit with our capacity, competitiveness and locating the organisation appropriately.

There is an ongoing debate in the sector whereby it is acknowledged that the larger organisations are more suited to tender opportunities for significantly larger work programmes and geography, and smaller organisations are able to draw down small pots of funding. Small to Medium Enterprises seem particularly disadvantaged.

In order to respond to this analysis Signposts has done the following things:

- Worked in partnership with other organisations
- Bid collaboratively with other organisations
- Joined informal consortia
- Considered joining formal consortia in both Lancashire and Cumbria

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- Actively considered merger with smaller and larger partners
- Considered the formation of special purposes vehicles
- Developed Social Enterprise initiatives and opportunities

Signposts has achieved some financial stability due to the increasing possibility of income generation via room rental, services and student and other placements which are beginning to represent considerable sums of money that can then be reinvested in the Organisation to support existing work and to seed fund new developments.

The Organisation currently has a decreasing asset base and is finding it difficult to achieve the funding levels it has previously enjoyed however it continues to have a good relationship with funders and every effort is made to continue to maintain these good relationships with partners and funders and to communicate effectively with them both formally and informally. There is an increasing burden on accountability with the consequent need to increase financial and administrative support and the introduction of increased competition is adding an inevitable level of stress between organisations.

The Board is taking a very realistic and pragmatic view of the constantly changing financial climate and is actively keeping abreast of national, regional and local funding intentions and horizon scanning. It has not shied away from the need to consider Small, Medium and Large positions and has therefore considered whether the organisation can operate independently, increase its collaboration, merge or close. At this moment in time the board is behaving in a prudent manner where risk is constantly assessed.

It is also still necessary to undertake change management and to maintain levels of training and support. The emphasis will be on consolidation and working to the tendering and commissioning model addressing the public service delivery agenda whilst retaining the emphasis and difference that a voluntary sector service can bring.

It is the intention currently to:

- Maintain current work and quality where possible and develop relationships with partners
- Redefine and develop a Development Plan – a Strategic Plan has been written in this financial year
- Maintain contract compliance
- Maintain quality marks and quality assurance
- Support the team
- Achieve efficiency savings
- Respond to the commissioning and procurement agenda
- Prepare an Action Plan for each area of work
- Consider the asset base of the Project and to make increased capital investment in buildings and resources

In acknowledgement of the constantly changing environment the "Cost Centred" and full cost recovery approach to financial accounting continues to be essential but the competitive climate is driving pricing down placing pressure on infrastructure and management – more is wanted for less. In order to be competitive, organisations need to actively consider overheads, economies of scale, and how much they pay their workforce. New cost centres are added as required and/or amalgamated within existing ones.

The Board has set up a Programme and Practice Committee in order to connect as closely as possible and to be aware of operational issues.

To conclude funding is a constant challenge and is an ongoing process however following a detailed analysis of projected budgets for 2011/12 and 12/13 whilst the organisation acknowledges it could be significantly smaller than it is now, it nevertheless can match income and expenditure and meet its commitments.

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### **Trustees' responsibilities**

The trustees, who are also directors of Signposts Multi Agency Resource Centre Limited for the purpose of company law, are responsible for preparing the 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 income and expenditure, of the charitable company for the year. In preparing the 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;
- prepare the financial statements on the ongoing 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 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 regularities.

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant information and to establish that the auditor is aware of that information.

### **Auditor**

A resolution proposing that the Board should be provided delegated responsibility to tender for and appoint an auditor for the company will be put to the Annual General Meeting.

### **Small company provisions**

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

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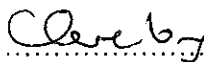
FOR THE YEAR ENDED 31 MARCH 2011


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## Compliance with accounting standards

The directors confirm that the accounts comply with current statutory requirements (including the requirements of the Charity Commission and Companies House recognising the dual registration of the organisation), the requirements of the charity's governing document and the requirements of the Statement of Recommended Practice.

The directors' report was approved on 5 July 2011 and was signed on behalf of the directors by:

  
.....  
Ms Clare Long  
Honorary Treasurer

  
.....  
Mr Robert Raby  
Chair of Trustees

# **SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED**

## **INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS**

### **FOR THE YEAR ENDED 31 MARCH 2011**

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We have audited the financial statements of Signposts Multi Agency Resource Centre Limited for the year ended 31 March 2011 which comprise the statement of financial activities, the income and expenditure account, the statement of total recognised gains and losses, the balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of the trustees and auditors**

As described in the Statement of Trustees' Responsibilities set out on pages 14 and 15, the trustees, who are also the directors of Signposts Multi Agency Resource Centre for the purposes of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed auditor under the Companies Act 2006 and section 43 of the Charities Act 1993 and report in accordance with those Acts. Our responsibility is to audit and express an opinion of the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

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

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

#### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2011 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

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

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS

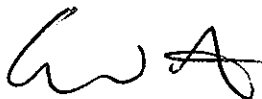
FOR THE YEAR ENDED 31 MARCH 2011

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

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Trustees' Annual Report.



**Christine Wilson (Senior Statutory Auditor)**  
**For and on behalf of**  
**Moore and Smalley LLP**  
**Chartered Accountants**  
**and Statutory Auditor**  
**Preston**

5/7/11.....

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2011

	Note	Unrestricted funds £	Restricted funds £	Total funds 2011 £	Total funds 2010 £
<b>Incoming resources</b>					
Incoming resources from generated funds					
<i>Voluntary income</i>					
Donations		-	600	<b>600</b>	-
<i>Activities for generating funds</i>					
Other income	3	52,214	46,511	<b>98,725</b>	98,331
<i>Investment income</i>					
Bank interest receivable		97	-	<b>97</b>	158
<i>Incoming resources from charitable activities</i>					
Grants	2a	8,285	820,044	<b>828,329</b>	674,293
Other income	2b	12,057	20,763	<b>32,820</b>	42,773
<i>Other income</i>		<u>157</u>	<u>-</u>	<u><b>157</b></u>	<u>-</u>
<b>Total incoming resources</b>		<u>72,810</u>	<u>887,918</u>	<u><b>960,728</b></u>	<u>815,555</u>
<b>Resources expended</b>					
Charitable activities 6					
Information, advice and casework		88,787	205,787	<b>294,574</b>	302,098
Family support		47,964	447,196	<b>495,160</b>	383,458
Community projects		-	175,471	<b>175,471</b>	197,807
<b>Governance costs</b>	6	<u>2,144</u>	<u>33,304</u>	<u><b>35,448</b></u>	<u>33,470</u>
<b>Total resources expended</b>		<u>138,895</u>	<u>861,758</u>	<u><b>1,000,653</b></u>	<u>916,833</u>
<b>Net (outgoing)/incoming resources before transfers</b>					
		(66,085)	26,160	<b>(39,925)</b>	(101,278)
Transfers between funds		<u>25,985</u>	<u>(25,985)</u>	<u>-</u>	<u>-</u>
<b>Net movement in funds</b>		(40,100)	175	<b>(39,925)</b>	(101,278)
<b>Balance brought forward</b>		<u>60,345</u>	<u>16,820</u>	<u><b>77,165</b></u>	<u>178,443</u>
<b>Fund balances carried forward at 31 March 2011</b>		<u>20,245</u>	<u>16,955</u>	<u><b>37,240</b></u>	<u>77,165</u>

The statement of financial activities includes all gains and losses recognised in the year.

All incoming resources expended derive from continuing activities.

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## BALANCE SHEET

AS AT 31 MARCH 2011

	Note	Unrestricted Funds £	Restricted funds £	Total 2011 £	Total 2010 £
<b>Current assets</b>					
Debtors	7	5,830	34,733	<b>40,563</b>	72,010
Cash at bank and in hand		<u>34,282</u>	<u>15,802</u>	<u><b>50,084</b></u>	<u>116,584</u>
		40,112	50,535	<b>90,647</b>	188,594
Creditors: Amounts falling due within one year	8	<u>(19,867)</u>	<u>(33,540)</u>	<u><b>(53,407)</b></u>	<u>(111,429)</u>
<b>Net current assets</b>		<u>20,245</u>	<u>16,995</u>	<u><b>37,240</b></u>	<u>77,165</u>
<b>Net assets</b>		<u>20,245</u>	<u>16,995</u>	<u><b>37,240</b></u>	<u>77,165</u>
<b>Funds</b>					
Designated	13	8,622	-	<b>8,622</b>	15,635
Unrestricted		11,623	-	<b>11,623</b>	44,710
Restricted	12	<u>-</u>	<u>16,995</u>	<u><b>16,995</b></u>	<u>16,820</u>
		<u>20,245</u>	<u>16,995</u>	<u><b>37,240</b></u>	<u>77,165</u>

The financial statements have been prepared in accordance with the special provisions for small companies under Part 15 of the Companies Act 2006.

The financial statements on pages 19 to 30 were approved by the Board of Trustees on 5 July 2011 and signed on its behalf by:

  
 Ms Clare Long – Honorary Treasurer

  
 Mr Robert Raby – Chair of Trustees

Company registration number: 5990592

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

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### 1 Accounting policies

#### Basis of accounting

The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards, the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005 and the Companies Act 2006.

Any changes in accounting policy resulting from the implementation of new accounting standards, which have a material effect on the accounts, are disclosed separately within the relevant note to the accounts.

#### Fixed assets

Office equipment is capitalised where the value of individual items exceeds £2,000.

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

- Office equipment - 33% straight line

#### Incoming resources

All incoming resources are included in the SOFA when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Grants are included in the SOFA on a receivable basis and are allocated to incoming resources from generated funds or incoming resources from charitable activities according to the purpose of the grant.

Grants which are receivable in the year but relate partly to a future period are apportioned on a time basis and the proportion relating to future periods is treated as a deferred grant.

Other income is included in the SOFA on a receivable basis.

Investment income is included when receivable.

#### Resources expended

All expenditure is included on an accruals basis.

Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services. 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 charity and include the audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly, others are apportioned on an appropriate basis, eg floor area, per capita, or estimated usage as set out in note 6.

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

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### 1 Accounting policies (continued)

#### Capital expenditure funded by grants

Capital expenditure which is funded by grants is treated as an addition to fixed assets. The associated grant is credited to a restricted fund or designated fund account, depending on the terms of the grant, and is released to the income and expenditure account over the expected useful life of the relevant assets.

#### Pension costs

The charity operated two pension schemes during the year:

1. The charity participated in a multi-employer defined benefit scheme for one employee, operated through Lancashire County Council. The assets of the scheme are held separately from those of the company, being invested in separate trustee administered funds. Contributions to the scheme are charged to the statement of financial activities so as to spread the cost of pensions over employees' average working lives. The scheme operates as a pooled arrangement, with contributions paid at a centrally agreed rate for each member of the scheme. As a consequence, no share of the underlying assets and liabilities can be directly attributed to the charity.

The latest report by the LCC actuary has been prepared as at 31 March 2007. The report showed that the market value of the scheme's assets was £3,689 million and that the actuarial value of those assets represented 84% of the benefits that had accrued to members, after allowing for expected future increases in earnings. For the purposes of assessing the funding and contributions, the principal actuarial assumptions of the LCC scheme are based upon investment returns between 6.5% and 6.9% per annum and growth of 4.50% and 4.85% per annum.

2. The charity operates a defined contribution pension scheme. The assets of this scheme are held separately from those of the charity, being invested with an insurance company. Pension contributions charges in the financial statements represent the contributions payable during the year.

#### Operating leases

Rentals payable under operating leases are charged to the Statement of Financial Activities as incurred.

#### Fund accounting

Details of the nature and purpose of each restricted fund, which can be used only for the purpose stated by the donor, is set out in note 11 to the financial statements.

Unrestricted funds are those which can be used in accordance with the charitable objectives at the discretion of the trustees.

#### Company status

The company is a company limited by guarantee. The members of the company are the trustees named on page 1. In the event of the company being wound up, the liability in respect of the guarantee is limited to £1 per member of the company.

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

### 2 Incoming resources from charitable activities

(a) Grants	Unrestricted funds £	Restricted funds £	Total funds 2011 £	Total funds 2010 £
<b>Information, advice and casework</b>				
North Lancashire Primary Care Trust	4,221	-	4,221	16,882
Lancaster City Council via YMCA	-	30,000	30,000	30,000
Lancashire County Council	4,064	12,255	16,319	24,460
Cumbria County Council	-	20,000	20,000	-
Lloyds TSB	-	19,683	19,683	16,067
Help Direct (via Age Concern Lancashire)	-	21,935	21,935	20,246
Digital Outreach	-	-	-	500
<b>Development work</b>				
North Lancashire Primary Care Trust	-	32,906	32,906	32,618
Cumbria County Council	-	49,695	49,695	48,720
Lancaster CVS LTSC Mental Health Support	-	-	-	493
LTSC Service Users	-	3,053	3,053	-
<b>Rural project</b>				
Tudor Trust	-	17,500	17,500	35,000
Hadfield Trust	-	-	-	4,212
<b>Capacity building</b>				
Future Jobs Fund	-	26,538	26,538	-
<b>Family support</b>				
<b>Family support work</b>				
Lancashire County Council	-	256,319	256,319	116,668
<b>Parenting</b>				
Lancashire County Council	-	56,363	56,363	62,500
Early Intervention	-	5,000	5,000	-
<b>Work with young people</b>				
Lancashire County Council	-	146,421	146,421	151,875
Lancaster City Council	-	4,278	4,278	-
Young Lancashire	-	3,320	3,320	16,960
Lankelly Chase	-	-	-	500
Preston City Council - IMPACT	-	-	-	9,532
National Children's Bureau	-	34,218	34,218	1,500
<b>Community Projects</b>				
The FC Scott Charitable Trust	-	5,000	5,000	10,000
<b>Preston community centres</b>				
Preston City Council	-	75,560	75,560	75,560
	8,285	820,044	828,329	674,293

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

(b) Other income	Unrestricted funds £	Restricted funds £	Total funds 2011 £	Total funds 2010 £
<b>Information, advice and casework</b>				
PCT Chlamydia screening	-	100	<b>100</b>	-
<i>Development work</i>				
Other sundry income	-	358	<b>358</b>	92
<i>Capacity building</i>				
Other sundry income	12,057	-	<b>12,057</b>	22,632
<b>Community projects</b>				
Other sundry income	-	-	-	453
Preston Community Centres	-	19,242	<b>19,242</b>	19,596
World Mental Health Day	-	<u>1,063</u>	<u><b>1,063</b></u>	<u>-</u>
	<u>12,057</u>	<u>20,763</u>	<u><b>32,820</b></u>	<u>42,773</u>
<b>3 Activities for generating funds</b>	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>Total funds 2011 £</b>	<b>Total funds 2010 £</b>
<b>Other income</b>				
<i>Family support and work with young people</i>				
Student placement fees	-	-	-	7,022
Travelling Tots crèche	52,141	-	<b>52,141</b>	49,858
Other sundry income	-	738	<b>738</b>	1,373
<i>Community projects</i>				
Food4Thought sales	5	15,878	<b>15,883</b>	13,736
Student placement fees	-	23,530	<b>23,530</b>	20,000
Refreshment sales - Preston	<u>68</u>	<u>6,365</u>	<u><b>6,433</b></u>	<u>6,342</u>
	<u>52,214</u>	<u>46,511</u>	<u><b>98,725</b></u>	<u>98,331</u>

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

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### 4 Staff costs

	2011 £	2010 £
Wages and salaries	605,297	531,020
Social security costs	44,207	39,276
Pension costs	6,501	5,928
Redundancy costs	2,219	-
	<u>658,224</u>	<u>576,224</u>
The average number of full and part-time employees during the year was as follows:	<b>Number</b>	<b>Number</b>
<b>Full-time</b>		
Provision of services	13	12
Management and administration of the charity	3	4
<b>Part-time</b>		
Provision of services	41	34
Management and administration of the charity	<u>1</u>	<u>1</u>
	<u>58</u>	<u>51</u>

No employee earned £60,000 or more.

No trustee received any remuneration in the period.

Four trustees claimed out of pocket expenses totalling £514 for travel expenses.

The charity makes defined contribution payments to certain employees' personal pension plans. The assets of the schemes are held in independently administered funds. The pension costs charge represents contributions payable by the charity and amounted to £5,701 (2010: £5,186). All amounts were paid during the year.

The charity also made defined benefit contributions to the Lancashire County Council Pension Scheme. The pension costs charge includes contributions payable by the charity and amounted to £800 (2010: £742). All amounts were paid during the year.

### 5 Net incoming resources

	2011 £	2010 £
Net incoming resources are stated after charging:		
Auditor's remuneration – audit services	6,300	6,175
Operating lease rentals – land and buildings	25,440	12,500
	<u>31,740</u>	<u>18,675</u>

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

### 6 Total resources expended

	Basis of allocation	Information, advice and casework £	Family support £	Community projects £	Governance £	Total 2011 £	Total 2010 £
<b>Costs directly allocated to activities</b>							
Staff costs	Direct	139,459	369,713	70,680	-	<b>579,852</b>	480,534
Rent	Direct	22,059	444	18,376	-	<b>40,879</b>	32,918
Rates and water	Direct	882	277	2,787	-	<b>3,946</b>	5,180
Heat and light	Direct	7,126	-	10,070	-	<b>17,196</b>	16,055
Training and books	Direct	4,074	2,869	337	-	<b>7,280</b>	3,926
Materials, activities and events	Direct	16,143	27,819	14,612	-	<b>58,574</b>	70,896
Bank charges	Direct	625	-	-	-	<b>625</b>	564
Welfare	Direct	645	4,230	-	-	<b>4,875</b>	6,484
Bad debt write off	Direct	3,439	-	-	-	<b>3,439</b>	-
Audit	Direct	-	-	-	6,306	<b>6,306</b>	5,120
Book-keeping, accountancy and payroll	Direct	-	-	-	19,251	<b>19,251</b>	17,770
HR consultancy	Direct	-	-	-	8,718	<b>8,718</b>	8,533
Legal expenses	Direct	-	-	-	1,173	<b>1,173</b>	2,047
<b>Total direct costs</b>		194,452	405,352	116,862	35,448	<b>752,114</b>	650,027

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2011

### 6 Total resources expended (continued)

	Basis of allocation	Information, advice and casework £	Family support £	Community projects £	Governance £	Total 2011 £	Total 2010 £
<b>Support costs allocated to activities</b>							
Staff costs	Staff time	30,094	41,229	7,736	-	<b>79,059</b>	95,688
Stationery, printing and postage	Usage	14,945	7,961	4,115	-	<b>27,021</b>	28,480
Telephone and internet costs	Usage	9,659	6,348	4,916	-	<b>20,923</b>	21,436
Travel	Usage	15,503	21,070	2,557	-	<b>39,130</b>	38,204
Repairs and replacements	Usage	9,762	4,323	15,682	-	<b>29,767</b>	42,538
Office equipment, advertising and sundries	Usage	7,155	2,099	1,530	-	<b>10,784</b>	12,955
Insurance	Usage	3,506	6,290	3,035	-	<b>12,831</b>	9,961
Cleaning and hygiene	Usage	8,433	143	18,997	-	<b>27,573</b>	15,299
Membership subscriptions	Usage	1,065	345	41	-	<b>1,451</b>	2,245
<b>Total support costs</b>		100,122	89,808	58,609	-	<b>248,539</b>	266,806
<b>Total costs</b>		294,574	495,160	175,471	35,448	<b>1,000,653</b>	916,833
<b>Analysis of</b>						<b>2011</b>	<b>2010</b>
<b>Costs directly allocated to activities</b>		<b>66%</b>	<b>82%</b>	<b>67%</b>	<b>100%</b>	<b>75%</b>	71%
<b>Support costs allocated to activities</b>		<b>34%</b>	<b>18%</b>	<b>33%</b>	<b>0%</b>	<b>25%</b>	29%

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2011

### 7 Debtors

	2011 £	2010 £
Trade debtors	20,207	49,911
Prepayments	<u>20,356</u>	<u>22,099</u>
	<u>40,563</u>	<u>72,010</u>

### 8 Creditors: Amounts falling due within one year

	2011 £	2010 £
Accruals	25,509	52,864
Deferred income (note 9)	15,152	44,833
Other taxes and social security	<u>12,746</u>	<u>13,732</u>
	<u>53,407</u>	<u>111,429</u>

### 9 Deferred income

	2011 £	2010 £
Balance brought forward	44,833	42,800
Released to statement of financial activities	(44,833)	(42,800)
Tudor Trust	-	17,500
Francis C Scott Charitable Trust	-	5,000
Lancashire County Council	-	6,000
Lloyds TSB	-	16,333
Lune Park Caretaker	3,834	-
Lune Park Outreach SLA's	9,631	-
Lancaster Help Direct	<u>1,687</u>	<u>-</u>
<b>Balance at 31 March 2010</b>	<u>15,152</u>	<u>44,833</u>

### 10 Commitments under operating leases

At 31 March 2011 the company had annual commitments under non-cancellable operating leases as set out below:

	2011 Land and buildings £	2010 Land and buildings £
Operating leases which expire:		
Within one year	1,800	1,800
Within two to five years	-	-
After more than five years	<u>23,640</u>	<u>15,769</u>
	<u>25,440</u>	<u>17,560</u>

### 11 Confirmation of control

The charity is controlled by the trustees. No trustee has overall control.

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2011

12 Movements in funds	Balance				Balance
Restricted funds	brought forward	Income	Expenditure	Transfers	carried forward
	£	£	£	£	£
<b>Information, advice and casework services</b>					
<i>Generic support</i>					
Lancashire County Council North Lancashire Primary Care Trust, Lloyds TSB, Age Concern, Digital Outreach	500	104,232	(81,254)	(23,407)	71
<i>Development work</i>					
North Lancashire Primary Care Trust, Cumbria County Council, Lancaster CVS	-	86,717	(82,247)	(3,407)	1,063
<i>Welfare Fund</i>	7,197	4,781	(5,440)	-	6,538
<i>Rural project</i>					
Tudor Trust, Hadfield Trust	5,192	17,599	(23,360)	569	-
<i>Capacity building</i>					
Lancashire County Council	3,477	26,538	(27,871)	(677)	1,467
<b>Family support</b>					
<i>Family support work</i>					
Lancashire County Council	-	251,539	(249,300)	(2,239)	-
<i>Working with young people</i>					
Lancashire County Council, Lankelly Chase, Preston City Council, National Children's Bureau	-	189,574	(159,766)	(28,312)	1,496
<i>Parenting</i>					
Lancashire County Council	-	61,363	(51,225)	(5,138)	5,000
<b>Community projects</b>					
<i>Food4Thought</i>	134	18,534	(30,147)	11,506	27
<i>Community Centres</i>	<u>320</u>	<u>127,041</u>	<u>(151,148)</u>	<u>25,120</u>	<u>1,333</u>
	16,820	887,918	(861,758)	(25,985)	16,995
	<u><u>16,820</u></u>	<u><u>887,918</u></u>	<u><u>(861,758)</u></u>	<u><u>(25,985)</u></u>	<u><u>16,995</u></u>

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## NOTES TO THE ACCOUNTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2011

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#### 12 Movements in funds (continued)

##### Purposes of restricted funds

- Generic support – funding linked to the provision of the information and advice service and case work
- Welfare fund – a fund which can be accessed by those with or affected by HIV/AIDS and a family welfare fund
- Rural project – funding for the delivery of a farming and rural health project across North Lancashire and Cumbria
- Capacity building – funding linked to ICT Development and Future Jobs Fund posts
- Family support work – funding to provide family support in the Lancaster District and Preston
- Working with young people – funding for targeted work with young people including young carers
- Development work – funding to develop older peoples forums and engagement in Cumbria. Also work with BME communities in Lancaster District to support their access to and awareness of mental health services
- Community Centres - funding to deliver services within three community centres in Preston
- Parenting – funding to develop a parenting strategy for the Lancaster District and capacity building within the Early Intervention strategy
- Food4Thought – income against a Community Café and linked outside catering Social Enterprise

#### 13 Designated funds

	<b>At 31 March 2011 £</b>	<b>At 31 March 2010 £</b>
Contingency fund	<b>8,622</b>	15,635

The fund has been designated to facilitate the managed conclusion of project work and to support the development of new work.

# SIGNPOSTS MULTI AGENCY RESOURCE CENTRE LIMITED

## UNRESTRICTED FUNDS – INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2011

	2011	2010
	£	£
<b>Income – grants</b>		
North Lancashire Primary Care Trust	4,221	16,882
Lancaster City Council	-	-
Lancashire County Council	<u>4,064</u>	<u>16,256</u>
	<b>8,285</b>	33,138
<b>Other income</b>		
Student placement fees	-	7,022
Bank interest	97	158
Travelling Tots Crèche	52,141	49,858
Income re settlement of photocopier contract	-	-
Sundry income	<u>12,287</u>	<u>22,632</u>
	<b>64,525</b>	<u>79,670</u>
	<b>72,810</b>	112,808
<b>Expenditure</b>		
Salaries, national insurance and pensions	48,418	52,935
Accountancy, book-keeping and payroll	253	4,706
Rent and rates	22,941	18,525
Heat and light	4,514	4,095
Stationery, printing and postage	9,397	10,740
Telephone and internet costs	3,536	10,862
Training and books	3,440	2,489
Travel	6,762	11,400
Repairs and replacements	6,495	7,578
Materials, resources and activities	10,505	15,701
Insurance	2,869	3,136
Audit	631	3,041
Legal and professional	1,260	3,710
Other expenses	5,192	9,043
Cleaning and hygiene	8,434	4,988
Membership subscriptions	1,065	1,521
Bank charges	625	564
CRB checks	<u>2,558</u>	-
	<b>(138,895)</b>	<u>(165,034)</u>
Deficit in year	<b>(66,085)</b>	(52,226)
Balance brought forward	<b>60,345</b>	71,512
Transfer from restricted funds	<u>25,985</u>	<u>41,059</u>
<b>Cumulative surplus carried forward</b>	<b>20,245</b>	60,345