



Annual Report and Financial Statements

31 March 2013

Company Number 04333875
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Cardinal Hume Centre
Annual Report and Financial Statements
For the year ended 31 March 2013

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TRUSTEES' REPORT

FOUNDING ETHOS & PUBLIC BENEFIT

Cardinal Basil Hume founded the Centre in 1986 and the Centre draws particularly on Benedictine teaching, looking to welcome 'as Christ' each person who comes to the Centre, providing sanctuary and hospitality to people from all backgrounds. Inspired by Catholic Social Teaching, we believe that each person is created in the image of God and is therefore valuable and precious, with the right to the fullness of life.

"Each person matters; no human life is redundant.

Every individual must be given the opportunity to live a life in which his or her basic needs are provided for and in which, so far as is reasonably possible, their full potential is realized."

Cardinal Basil Hume OSB

The Cardinal Hume Centre meets our public benefit obligation by reaching out to and giving practical help to those in greatest personal, social and economic need. In making this statement, the Trustees have had regard to the Charity Commission guidance on public benefit.

VISION

The Centre strives towards a society where every individual will have a safe place to live and where their right to develop is respected and supported.

MISSION: TURNING LIVES AROUND

The Cardinal Hume Centre enables people to gain the skills they need to overcome poverty and homelessness. Focussing on four areas: income, housing, education and skills, and legal status, the Centre gives homeless young people, families in need and local people support to realise their full potential.

VALUES

Integrity: we strive to be true to our founding ethos and to living out our vision and mission; we are accountable to all our stakeholders.

Respect: we seek to be non-judgemental, to listen, and acknowledge each other's worth and to put people at the centre of our work.

Inclusiveness: we promote equality of access to our services and support each client to access the same life opportunities as everyone else.

Compassion: we demonstrate our care for each individual who comes to the Centre in the quality and consistency of the services we offer to them.

Empowerment: we provide holistic support to our clients in helping them to identify their needs and in making informed choices about their lives.

Our Person Focused Approach

Everyone who comes to the Cardinal Hume Centre is treated as an individual. The first question we ask is 'what do you want to achieve?' By taking this approach we are able to move away from simply categorising someone as homeless, a single parent, unemployed or an asylum seeker. Our ultimate goal is to help people achieve their full potential. Our work is targeted at overcoming the barriers people face in achieving this.

We focus on four critical areas of need: **income, housing, education and skills** and **legal status**. Access to primary health care, spiritual/pastoral and mentoring support is also available.



People Using the Centre and their Achievements

Omar Hassan is just 17 years old and he is the youngest person living in the Centre's Hostel. Born into a tough area of London, he took the brave decision to leave home, as he could see himself getting further sucked into the gang culture. He is now not only applying for finance and business internships but has also just passed a football trial for Tottenham, and hopes to reach the next stage, a training session, in July. Before coming to the Centre, Omar had done well in his GCSE's, getting 7 A's and 2 B's, but the area he was living in made it difficult to take the next positive steps forward in his life. "When I was at home, it wasn't great. There are no opportunities, and I didn't want to get any more involved with the police. I had done enough bad things that, when I was walking down the street, I was always looking over my shoulder. I realised that my life was going down the wrong path." Omar decided he needed to just get out. He had a friend who was living at the Centre, and so came straight to him: "I was homeless for a time. Sometimes I was staying with friends, or in other hostels. In the end I applied for a place at the Centre. I was so relieved. No more worrying about where I was going to stay. No more 'where am I going to go'? It gave me a place to keep my head, to have focus. Nobody knew me, so it was the chance to give a new impression and to have a fresh start." Omar has only been at the Centre for two and a half months, but has already really impressed staff with his enthusiasm and determination to make something of his life. "I have ambition about sport, but you have to be sensible. One injury and it could all be over. Football isn't forever. I want to have plenty of plans lined up for my future". If Omar doesn't get an apprenticeship or internship in finance, he has already applied to go to college in September to go on to do his 'A' levels. Whatever happens next, Omar is determined to build a better future. "I want to be successful. I did well in my GCSEs, so hopefully I will have lots of opportunities. I am lucky that my parents are supportive of me, and hopefully I can make them proud."

Clients Using the Centre During the Year	2013	2012
	No.	No.
Total	1,251	1,428 ¹
New Registrations	1,027	909

For those new people coming to the Centre for help:

- 133 improved their IT skills
- 172 learned English
- 194 received employment advice
- 56 were supported to find employment
- 81 were placed in work experience and volunteering positions
- 96 received one-to-one mentoring and coaching
- 140 received immigration advice, with a 70% success rate on appeals
- 165 sought housing and welfare benefits advice
- 52 young people lived in our supported hostel
- 72 children attended our early learning programme.

¹ Reduction in numbers reflects stricter definition of active clients and clearing out of old records from our database.

How the Centre has developed during the year

To achieve our vision, the Centre works within a three-year business plan. The following are our 4 strategic objectives for the life of the plan and how we have progressed them in the year to 31 March 2013.

Deepening Impact

Our plans for 2012/13 were to:

- Remove barriers to a Centre wide focus on the client journey and client outcomes.
- Identify the extent of and provide solutions for capacity issues with regard to service delivery.
- Embed Management Information and Key Performance Indicator (KPI) reporting based on robust client data collection and analysis.
- Systemise the collection and use of client stories to illustrate both the challenges and the successes.
- Optimise how the Centre manages and supports the mentor – client relationship.
- Develop the 110 Horseferry Road part of the Centre's site into move-on accommodation.

What we did:

- Established a new senior manager post to add strategic capacity to service delivery and integration.
- Made the integration of our advice services and the development of robust outcomes reporting systems the focus of the new senior post.
- Recruited successfully for the new post of Information Systems Manager to ensure we are maximising the use of IT to deliver our work effectively and efficiently.
- Paused on recruitment of new mentors to gather learning on best practice from other providers.
- Implemented an action plan in the Young Persons' Hostel to ensure the residents are properly supported in achieving their goals and aspirations.
- Began the refurbishment of the Horseferry Road Hostel from eight bedrooms with shared facilities into providing five self-contained units, following a successful capital appeal.

Our plans for 2013/14 are to:

- Complete the refurbishment of the new residential facility and identify tenants who are part of Westminster Council's Pathway programme for homeless young people that encourages independent living.
- Initiate a review of our learning services to check if they are fit for purpose and look to their closer integration in the client journey of achieving work and/or greater financial security.
- Prioritise the work of the Information Systems Manager on outcomes reporting on the client journey and key performance indicators for the Centre as a whole, including the development of a monthly web based dashboard reporting system.
- Resource our ability to ensure the experience of those who are homeless and people who live in poverty is fed into the public policy and supporter awareness in the light of the stark economic climate.
- Work on developing focussed mentoring programmes for specific client groups.
- Shape a new three year Strategic Framework and Business Plan to begin in April 2014.

Tigist Zewde fled to the UK from the Horn of Africa following persecution including her husband's wrongful imprisonment. As an asylum seeker she was moved from Liverpool to Manchester, and then to London, where she spent a period of time sofa surfing and sleeping rough. When her husband was eventually released, they could finally speak on the phone, but this was the hardest time for her husband: "I was so worried about her, I couldn't help her. She had no job, no home. All I could do was hear her voice, I felt so useless." Tigist was granted asylum in September 2011 and also applied for her husband to come to the UK, but was told that her marriage was not considered valid as there was no evidence of 'family life'. "I felt so frustrated. Being here on my own was very lonely, I wanted to build our lives together, but we were thousands of miles apart." Eventually Tigist found a room in a homeless hostel near to the Centre, where a fellow resident told them that the Centre was the best place to go for help and advice: "Everyone was so kind. I knew when I arrived that it was a good place." Tigist enrolled into the Centre's Jobs Club, and has found work as a carer. As her employment coach says: "Tigist is one of the most hardworking people I have ever met. She is so motivated, both because she craves independence, but also because you can only bring a spouse to the UK if you can prove you can support them. Tigist is doing three jobs to make sure that she is doing everything she can to see him again". Once she was earning money, the Centre's housing team managed to find her a studio flat nearby too, but Tigist's real goal was to see her husband. After advocating on her behalf, the immigration team at the Centre managed to secure a visa for him and two days later he was on a flight to the UK. After four years apart, they are finally together again. As he says: "All the staff at the Centre, they feel like family to me already. I know everyone's name, because they were helping Tigist when I couldn't. It's so emotional to be here, and to be together. Once I have my National Insurance number, I am going to work hard to look after my wife – she has been through enough".

Meeting the needs of our community

Our plans for 2012/13 were to:

- Market the Centre to under-represented groups in the local community.
- Develop plans with local partners to respond to gaps in service provision.
- Improve access to IT services.
- Identify further opportunities for clients to gain work experience.
- Embed money management tools in front line work.
- Investigate the potential for a new "wellbeing" service.
- Strengthen client inclusion in all aspects of service development.
- Ensure the continued development of a quality assurance framework for services including a business case for seeking accreditation.
- Develop an evidence base for planning and service development.
- Produce an implementation plan for developing service outreach based on pilot schemes.
- Develop business case for introducing a public policy resource.

What we did:

- Integrated and strengthened our Advice Services.
- Identified new training needs for our advice staff to respond to emerging need triggered by welfare reform.
- Achieved a Quality Mark for our Immigration Advice Service.
- Evaluated our existing partnerships and network participation to ensure mutual benefit, identify gaps in service provision and inform our future plans for service development.
- Ran a successful WorkSmart programme to get people who are far from being job ready into sustainable work.
- Shaped the terms of reference and process for a review of the Family Services.

- Played an increasingly active role in the Caritas Social Action Network (CSAN) and other networks for joint working and funding bids, sharing good practice and undertaking advocacy work.

Our plans for 2013/14 are to:

- Explore how client inclusion and the client viewpoint on service development can be real and consistent.
- Seek to introduce a Quality Standards Framework including a system for accreditation across our services.
- Implement the recommendations from the Family Services Review.
- Further develop our advice services to respond to the accumulative impact of welfare reform particularly benefits rights, money management, employment law; and explore the potential for increasing our legal aid provision.
- Run a second WorkSmart programme building on the learning from the first programme.
- Identify new opportunities for work experience and apprenticeships for clients.
- Adapt our service offer to encourage digital inclusion for our clients.
- Shape and implement pilot schemes to evaluate the need for delivering some services off site to hard-to-reach groups and our ability to sustain this.
- Analyse the on-going impact of welfare reform and monitor emerging need for any necessary service adaptation.
- Identify a source of funding to enable the client voice and experience to be heard externally.
- Shape a new three year Strategic Framework and Business Plan to begin in April 2014.

Lucy Shafe, 28, first came to the Centre almost four years ago. She is now in her second year at University, studying youth work and is undertaking a work placement at the Centre's Hostel as part of her course. Before coming to the Centre, Lucy had no job, and was sleeping on friends' sofas. As time went on, she felt like she had overstayed her welcome, and eventually found a room at a homeless hostel near to the Centre. "It was a horrible place to live, there was no support really. I'd build a relationship with a Key Worker, and then after a few months they'd say 'sorry I'm leaving for a new job' and I'd be on my own again. At that time I felt really lonely and lost." Lucy heard about the Centre from one of the other residents at her hostel. "Life was hard, I knew I needed help, so decided to be brave and come to the Centre. I was surprised, everyone was so kind. I felt like I could trust these people, and for the first time in years, I didn't feel so alone." The Gateway Advice team referred Lucy to the Employment Team, who were impressed with her determination as she had already enrolled at her local college to do a counselling course. As her Employment Officer says, "Her tenacity and drive really showed what she was capable of. I was certain that she would make a success of herself". Lucy was determined to support herself financially, and she has managed to get a cleaning job in the evening to fund her studies. As Lucy says, "Having work gave me security. I like earning and being independent". Her living conditions were still poor, but now that she had a job the Centre's Housing Team could work on helping her to find a better place to live. "It's the only downside of the Centre – I wished their hostel took in people older than 21! It would have been much easier if I had been able to live here instead of the other hostel. I was so relieved when they helped me to move out from that place – I am now sharing a rented house, and I can't tell you how much happier I am!" As part of her university course, she has to do a work placement, and so she contacted the Centre and was able to take up a student placement in the Hostel. "I want to work with young people, to be a counsellor. I want to be there for people when times are hard for them. I want to help people, like the Centre helped me".

Financial Sustainability

Our plans for 2012/13 were to:

- Raise £2.4m in income and eliminate deficit subject to legacy performance.
- Regularly refresh contingency planning and embed this discipline in the planning process.
- Audit the use of the Centre's space to maximise service delivery and enhance the 'welcome' experience.

What we did:

- Raised £2.3m including an increase of 23% in voluntary income excluding legacies.
- Developed contingency plans whilst continuing to monitor financial risks.
- Invested in raising voluntary income with the establishment of a new post to provide additional capacity on trust, major donor and corporate fundraising.
- Introduced a return on investment model for evaluating all fundraising activities and initiatives.

Our plans for 2013/14 are to:

- Raise £1.35m in voluntary income (excluding legacies) and £510,000 from statutory sources.
- Mount a campaign to increase legacy income and identify new potential legatees.
- Invest further in fundraising with the launch of a new fundraising initiative (Change a Life) aimed at companies and the local neighbourhood.
- Identify further service reviews which will include scanning the external environment for emerging need and gaps in service delivery to meet those needs.
- Complete the audit of the space available on-site and implement short term recommendations and scope the potential for more radical longer term proposals.

Kozeta Alku, 42, has spent the last few years looking after her young son. Although her husband is working, she is desperately looking for work now that her son is old enough, in order to help improve their financial situation. She is still looking for a job, but says without the support of the Centre she would have already given up. "When I arrived at the Centre I was really nervous. Normally I am very shy of meeting new people. But Gareth and Phil [Gateway advice staff] were so welcoming. I started to feel hopeful that I would find help here." The Gateway made an appointment for Kozeta to meet the Centre's Employment Team: "They are so nice. They listened to me, helped me with my CV and also told me about the computer classes at the Centre. It is so useful having everything in one place. I have also completed two voluntary placements at the Centre – one was helping the housing team with administration, and the other on reception." Having some voluntary experience, not only means Kozeta has some up to date content on her CV but that she is starting to get more confident. It also helped her to get a voluntary placement as a Teaching Assistant, which would be her dream job. "I love it. I am so passionate about working with children. I love helping them and seeing their faces when they learn new things." Kozeta is still looking for paid work. "I will do anything. I am practising my interview technique as I still freeze and just can't get what I want to say out of my mouth. I worry that employers don't want me because of my age, but I am very hard working. I want to make life better for my son. The Cardinal Hume Centre keeps me going when I find it tough. If it wasn't for the staff here I would have given up."

Staff and Volunteers

Our plans for 2012/13 were to:

- Ensure that all employees and volunteers are working together on client outcomes.
- Implement the new Performance Management Framework.
- Improve Trustee engagement in core areas of work.
- Strengthen the management support system for volunteers.

What we did:

- Completed the first round of the new Performance Review system following management training.
- Engaged managers and staff in pre-planning to feed into the shaping of the new Strategic Framework and Business Plan (2014–17).
- Reviewed the functioning and membership of the seven Board sub-committees.
- Established a process for cyclical recruitment of Trustees.
- Shaped a survey to capture the volunteer experience at the Centre with volunteers and with those who manage and work with volunteers.

Our plans for 2013/14 are to:

- Embed the new Performance Review system based on the lessons learned from the first round.
- Ensure that there is a system in place for cascading strategic and operational objectives clearly through to individual staff member's objectives.
- Implement the changes which emerged from the Review of the Board sub-committees.
- Recruit 4/5 new Trustees to be in place by early 2014.
- Undertake a survey of volunteer experience and implement the findings.

Mark Goodwin, 18, moved into the Centre's Hostel in September last year. He was living in an area notorious for drugs and gang violence. The police frequently raided all the local flats, and his mum struggled to cope. Eventually she asked him to leave. "I was never directly involved with gangs, but if you are of a certain age in my estate, the police will eventually be at your door. When I had to leave my mum's I had nowhere to go. At first my friend's mum let me stay with them, but her other son came back, and then there was no room for me." With nowhere to go, Mark went to the council to ask for help, and they referred him to Centre. "I was nervous at first. I have a few mates who live in hostels, and they are often horrible places. Bars on the windows, loads of CCTV, and other stuff. But the Centre is great – it's like a real home". Mark settled into the Hostel, and was soon attending the programme of life-skills classes, and has really enjoyed learning to cook. "I have worked in a supermarket bakery before, but I got into trouble, and lost my job. I don't like being at the back of the store on my own – I kept coming on to the shop floor to help customers, and that wasn't really my job" says Mark who is actively looking for work at the moment. His ultimate goal is to be a mechanic, and so he is working with the Centre's Employment team to look for apprenticeships. He is also looking for a job to tide him over for the meantime. "I have been for lots of interviews. The staff here have helped me to have the confidence to apply, and given me lots of tips. I've just had a test and two rounds of interviews to be a courier, and I'm waiting to hear back from them". From staying on a friend's sofa, with no job, and no plans for the future, to applying for work and apprenticeships in 7 months has not always been plain sailing. Mark needs a lot of support and encouragement. "The thing about this Hostel is that there is support there for you. The staff listen to what your goals are and make you think about the future. But they don't just advise you to do things; they make you take the next step".

Finances

Financial strategy

The Centre's financial strategy and reserve policy over the last three years has been largely built around mitigating legacy income risk whilst maintaining services in a time of increasing need. In 2010, the Trustees recognised that the Centre had become over-reliant on high levels of legacies to fund core operations, although they are a very unstable income source. Therefore, the Trustees designated £700,000 as a specific reserve against this risk and adopted a plan to grow other voluntary income and reduce the reliance on legacies over a number of years, during which time the legacy reserve might well be used up but at the end the Centre would have a sustainable income mix.

Because of stronger growth in other voluntary income streams following significant investments in fundraising, particularly for the Centre's 25th Anniversary, we have been able to reduce our reliance on legacies quicker than originally envisaged. This has been achieved at a time when we have also had to absorb significant cuts to statutory income. There are still significant risks and challenges in the current environment but our financial position has improved over the last two years despite reduced reserve levels because our underlying income mix is now more sustainable and resilient.

Results for the year

	2013	2012
	£'000s	£'000s
Voluntary income (excluding legacies)	1,345	1,097
Total income	2,267	2,197
Total expenditure	2,414	2,468
Net deficit	(147)	(271)

Voluntary income (excluding legacies) increased by 23% compared to last year after a 46% increase in the previous year. At a time of increasing need and economic depression, this is a great testimony to the commitment of our supporters and the work of our Fundraising team. However, income from legacies continued at historically low levels at £104,000 (2012: £133,000) and incoming resources from charitable activities fell back to £742,000 (2012: £881,000) with the closure of the Horseferry Road Project and cuts to Westminster Council's Supporting People grant for the Young People's Hostel. This led to total income being only 3% up compared to last year. Total expenditure reduced by 2% because of the ending of certain one-off investments in fundraising activity in 2012.

Although the Centre incurred a deficit of £147,000 (2012: deficit £271,000), this was a result of legacy income being below budget. £146,000 has been covered by a transfer from the legacy fund, a designated reserve intended to even out the fluctuations in legacy income from year-to-year.

For 2013/14 the Centre is intending to balance its budget by maintaining voluntary income at similar levels to 2012/13, accelerating the reduction in reliance on legacy income (budgeting £200,000 down from £250,000 in 2012/13) and keeping our overall expenditure flat.

The major statutory funder of the charitable activities is Westminster City Council which provides funds for our Residential Services (through its Supporting People funding), as well as funding towards our Family Services and, through the Department of Work and Pensions, for some employment services.

We are grateful to the many trusts and companies who supported the Centre during the year. These are set out on page 26.

The Centre would like to record its appreciation for the financial and operational support offered by the Catholic community and its endorsement of the Centre's work.

Reserves

The Board of Trustees reviews the Centre's reserves policy annually.

The current economic and funding environment remains challenging whilst the needs of our client groups continue to grow. The overall aim of the reserves policy is to ensure that the Centre is using an appropriate level of resources in responding to need whilst maintaining sufficient reserves to provide stability and flexibility.

Whilst the Centre's reserves have decreased during the year and there are continuing risks to statutory income, the volume and reliability of our voluntary income increased substantially. In considering the Centre's financial position, the Trustees have assessed the level of reserves against projected income and expenditure particularly looking at the reliability of projected income streams. The Centre also regularly reviews its contingency plans for how expenditure would be reduced in the event of significant shortfalls in projected income.

At the year-end, total funds backed by net current assets were £857,000 (2012: £1,033,000) representing 4.3 months (2012: 5.2 months) of budgeted expenditure for next year.

Included within unrestricted funds are the following designated funds to address specific risks:

- The Legacy Fund is designed to protect the Centre against significant shortfalls in legacy income, a very fluctuating income source. At the year-end the balance on the fund was £327,000 (2012: £473,000). Over the last ten years the Centre's median yearly legacy income has been £170,000, its lowest £83,000 and highest £743,000. Our target budget legacy income for next year is £200,000.
- The Property Maintenance Fund protects the Centre against exceptional property maintenance and refurbishment risks. In particular, this recognised the need for a substantial refurbishment for 110 Horseferry Road. This has now commenced and will be completed in 2013/14 funded by additional donations and grants secured by a successful fundraising programme. The year-end balance on the fund was £75,000 (2012: £150,000).
- The Fixed Assets Fund represents the net book value of tangible fixed assets after long-term financing to indicate these resources are not available for other purposes. At the end of the year this stood at £1,789,000 (2012: £1,760,000).

The general fund represents the balance of unrestricted funds. At the year-end the balance on the general fund was £315,000 (2012: £337,000) which represented 2.6 months (2012: 2.7 months) of budgeted unrestricted expenditure for next year. The Trustees' target has been to have between two and four months expenditure in the general fund. The Trustees are satisfied with the current levels of reserves given the requirement to respond to beneficiaries' needs and invest in developing the organisation to deliver long-term sustainability.

Investment Policy and Performance

The Centre's investment policy covers the investment of all monies held by the Centre that are surplus to the amounts needed to run the Centre on a day-to-day basis. The investment policy seeks to balance potential return with security, liquidity, and ethical integrity. At 31 March 2013, invested monies were held in the form of cash deposits with several financial institutions. During the year, interest received totalled £13,000 (2012: £16,000) which represented an average return of 1.8% p.a. (2012: 1.5%) against an average annual base rate of 0.5%.

The Centre's policy is not to hold equity investments. Towards the end of the year, the Centre received a gift of shares which were disposed of after the year-end. These are shown under current investments at the year-end.

Structure, Governance and Management

Organisational Structure

The company is a charitable company limited by guarantee established under a Memorandum and Articles of Association. At the year-end there were eleven members (2012: 7), set out on page 25, who were each liable to contribute £1 in the event of the company being wound up.

The Centre is governed by the Board of Trustees, who are also the Directors for the purposes of Company Law. The Board meets five times annually. The Archbishop of Westminster approves the appointment of one Trustee and the remaining Trustees are elected by the Members at the Annual General Meeting. The Board may also appoint a Trustee to serve until the next Annual General Meeting, at which time he or she would cease to hold office but would be eligible for election.

The Board of Trustees' current composition and changes during the year are set out on page 25.

The Trustees conducted an open recruitment process to appoint a Chairperson to succeed John Butterworth who had come to the end of his term of office. Paul Goggins MP became Chairman of the Centre's Trustees in July 2013. The Board would like to express their thanks to John Butterworth for all he has done for the Centre.

Vacancies for Trustees are advertised in the local and national press. On appointment, Trustees are encouraged to participate in an all Centre induction to become familiar with the activities of the Centre. They also receive relevant information relating to the Centre and their responsibilities as Trustees. They are invited to attend relevant training to keep abreast of changes in charity governance that may affect the Centre. They are encouraged to form a working relationship with members of the Senior Management Team and as far as feasible they are welcomed to assign time to any service or area of operation that corresponds either to their expertise or personal interest.

The following Committees now meet regularly to monitor the following areas:

- Service Development
- Finance
- Risk and Compliance
- Building Development
- Fundraising and Communications
- Personnel and Staffing

Committee memberships include Trustees, external consultants and senior staff.

The day-to-day management of the Centre is delegated to the Chief Executive and Senior Management Team.

Partnerships

In pursuing its aims and objectives, the Centre is supported and guided by many local partnerships and at the service level it has close connections with other like-minded organizations that provide services relating to tackling homelessness and poverty. Significant partners over the year are set out on page 26.

Internal Control and Risk Management

The Trustees have overall responsibility for the Centre's systems of internal control. There is a clear delegation of the Trustees' authority through the Chief Executive to the rest of the organization.

The Centre operates a three-year planning and budgeting system with an annual budget approved by the Trustees. Significant changes to budget are subject to specific approval. A financial reporting system compares results with the budget on a monthly basis together with forecasts of the expected results.

A register of the risks faced by the Centre is maintained. This register identifies the major strategic and operational risks faced and how they are being managed. The Trustees are satisfied that systems are in place to monitor, manage and mitigate the Centre's exposure to major risks. As part of the annual planning process, the key risks the Centre faces are re-assessed and evaluated by the Trustees and the Senior Management Team.

Staff and Volunteers

The Centre is an equal opportunities employer and applies objective criteria to assess merit. It aims to ensure that no job applicant or employee receives less favourable treatment on the grounds of age, race, colour, nationality, religion, ethnic or national origin, gender, disability, marital status or sexual orientation.

Selection criteria and procedures are reviewed to ensure that individuals are selected, promoted and treated equally on the basis of their relevant merits and abilities. All employees receive equal treatment and, where appropriate and possible, special training to enable them to progress both within and outside the organisation. The Centre is committed to a staff training and development programme to take this forward.

The Trustees would like to take this opportunity to thank the Centre's staff team for their professionalism and commitment to working with the clients to achieve their goals.

The Centre benefits from an increasing number of volunteers which are one increasingly important way the Centre continues to augment the capacity and quality of its services. The Centre's *Investing in Volunteers* kitemark was renewed during the year.

At 31 March 2013 there were 123 volunteers (2012: 136) including 34 mentors as well as one-to-one IT coaches, English language teachers, job club volunteers and charity shop volunteers. Overall the Centre has benefitted from an average of 342 volunteering hours per week of invaluable and professional expertise (2012: 533 hours).

The Trustees would like to take this opportunity to thank the Centre's staff and volunteers for their commitment, dedication and professionalism during this period. They have all made an important contribution to the Centre's continuing development. Without this valuable support, and the wealth of skills they bring, the Centre could not offer such a breadth of services to its clients.

Trustees' Responsibilities

The Trustees (who are also directors of the Cardinal Hume Centre for the purposes of company law) are responsible for preparing the Annual Report and financial statements in accordance with applicable law and United Kingdom Accounting Standards.

Company law requires the Trustees to ensure financial statements are prepared for each financial year which give a true and fair view of the state of affairs of the Centre as at the balance sheet date and of its incoming resources and application of resources, including its income and expenditure, for the financial year then ended. Under company law, the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of the affairs of the Centre and of the incoming resources and application of resources, including the income and expenditure, of the Centre for that period. In preparing financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- state whether applicable United Kingdom Accounting Standards have been followed subject to any material departures being disclosed and explained in the financial statements;
- observe the methods and principles in the Statement of Recommended Practice (Accounting and Reporting by Charities);
- make judgments and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Centre will continue in operation.

The Trustees are responsible for keeping adequate accounting records which disclose with reasonable accuracy at any time the financial position of the Centre, and which enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the Centre and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Trustees are responsible for the maintenance and integrity of financial information published on the Charity's website or by other electronic means. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Each of the Trustees, in his or her capacity as a Director of the Centre confirms that:

- so far as the Trustee is aware, there is no relevant audit information of which the Centre's auditor is unaware; and
- the Trustee has taken all the steps that he/she ought to have taken as a Trustee in order to make himself/herself aware of any relevant audit information and to establish that the Centre's auditor is aware of that information.

This confirmation is given and should be interpreted in accordance with the provisions of s418 of the Companies Act 2006.

**Approved by the Trustees
and signed on their behalf by:**

Paul Goggins

**Paul Goggins MP
Chairman of the Trustees**

11th July 2013

Independent auditor's report to the Members of Cardinal Hume Centre

We have audited the financial statements of Cardinal Hume Centre for the year ended 31 March 2013 which comprise the statement of financial activities, the balance sheet, the cash flow statement, the principal accounting policies 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 charity'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 charity'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 charity and the charity'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 the auditor

The Trustees are also the directors of the charitable company for the purposes of Company Law. As explained more fully in the Trustees' Responsibilities Statement set out in the Trustees' Report, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on 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 (APB'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 charity'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 Trustees' Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material 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 charity's affairs as at 31 March 2013 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- 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' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

Matters on which we are required to report by exception

The Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; 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.

We have nothing to report in respect of these matters.

Buzzacott LLP

Edward Finch, Senior Statutory Auditor
for and on behalf of Buzzacott LLP, Statutory Auditor
130 Wood Street, London EC2V 6DL

22 July 2013

Statement of Financial Activities for the year ended 31 March 2013 (Incorporating an Income and Expenditure Account)

	Notes	Unrestricted Funds £'000s	Restricted Funds £'000s	Total funds 2013 £'000s	Total funds 2012 £'000s
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income					
Donations	2	860	485	1,345	1,097
Legacies	2	104	-	104	133
Total voluntary income	2	964	485	1,449	1,230
Activities for generating funds					
Sales of donated goods		36	-	36	43
Interest receivable		13	-	13	16
Incoming resources from charitable activities	3	289	453	742	881
Other incoming resources		27	-	27	27
Total incoming resources		1,329	938	2,267	2,197
RESOURCES EXPENDED					
Cost of generating funds					
Voluntary income	4	270	-	270	329
Fundraising trading	4	34	-	34	24
		304	-	304	353
Charitable activities					
Housing and residential services	4	523	456	979	936
Advice and assessment	4	145	240	385	435
Learning and development	4	594	94	688	690
Total charitable activities	4	1,262	790	2,052	2,061
Governance costs	4	58	-	58	54
Total resources expended	4	1,624	790	2,414	2,468
Net (outgoing)/incoming resources for the year before transfers	5	(295)	148	(147)	(271)
Transfers between funds	12	81	(81)	-	-
Net movement in funds		(214)	67	(147)	(271)
Fund balances brought forward at 1 April		2,720	73	2,793	3,064
Fund balances carried forward at 31 March		2,506	140	2,646	2,793

There are no recognised gains or losses in the current or preceding year other than those shown in the statement of financial activities above. All amounts derive from continuing operations.

Balance Sheet as at 31 March 2013

	Notes	2013 £'000s	2013 £'000s	2012 £'000s	2012 £'000s
Fixed assets					
Tangible assets	7		2,128		2,099
Current assets					
Investments	8	35		-	
Debtors	9	130		150	
Short-term deposits		721		936	
Cash at bank		139		110	
		<u>1,025</u>		<u>1,196</u>	
Creditors: amounts falling due within one year	10	<u>(168)</u>		<u>(163)</u>	
Net current assets			<u>857</u>		<u>1,033</u>
Total assets less current liabilities			<u>2,985</u>		<u>3,132</u>
Creditors: amounts falling due after one year	11		<u>(339)</u>		<u>(339)</u>
Total net assets			<u><u>2,646</u></u>		<u><u>2,793</u></u>
Represented by:					
Funds and reserves					
Unrestricted funds					
General fund	12	315		337	
Designated funds	12	<u>2,191</u>		<u>2,383</u>	
			<u>2,506</u>		<u>2,720</u>
Restricted funds	12		140		73
			<u>2,646</u>		<u>2,793</u>

**Approved by the Trustees
and signed on their behalf by:**

Paul Goggins

**Paul Goggins
Chairman of the Trustees
11 July 2013**

**Charity registration no. 1090836
Company registration no. 04333875**

Cashflow Statement for the year ended 31 March 2013

	Notes	2013 £'000s	2012 £'000s
Cash outflow from operating activities	A	(125)	(163)
Returns on investments and servicing of finance			
Interest received		16	14
Capital expenditure and financing investments			
Payments to acquire tangible fixed assets		(77)	(66)
Decrease in cash and short-term deposits	B	<u>(186)</u>	<u>(215)</u>

Notes to the cash flow statement for the year to 31 March 2013

A Adjustment of net outgoing resources before transfers to net cash outflow from operating activities

	2013 £'000s	2012 £'000s
Net outgoing resources	(147)	(271)
Depreciation charge	87	87
Interest receivable	(13)	(16)
(Increase)/decrease in debtors excluding accrued interest receivable	(18)	74
(Decrease) in creditors (excluding amounts owed for capital improvements)	(34)	(37)
Net cash outflow from operating activities	<u>(125)</u>	<u>(163)</u>

B Analysis of changes in cash and short-term deposits

	At 1 April 2012 £'000s	Cash flows £'000s	At 31 March 2013 £'000s
Short-term deposits	936	(215)	721
Cash at bank	110	29	139
Cash at bank and short-term deposits	<u>1,046</u>	<u>(186)</u>	<u>860</u>

Notes to the Financial Statements

I. Accounting policies

The following accounting policies have been used consistently in dealing with items which are considered material in relation to the financial statements:

Basis of accounting

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

Fund accounting

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the charitable objectives of the Centre.

Designated funds comprise unrestricted funds that have been put aside at the discretion of the Trustees for particular purposes (see note 12).

Restricted funds are funds subject to specific restrictions imposed by donors or by the purposes of the appeal.

Where funds are received to enable the Charity to acquire fixed assets for use in the delivery of its services, the funds are held as restricted income until the assets are acquired. When assets are purchased from such funds, and the asset is available for general charitable use, the restriction is regarded as discharged and the funds are transferred to the designated fund representing tangible fixed assets.

Incoming resources

Incoming resources are recognised in the period in which the Charity is entitled to receipt and the amount can be measured with reasonable certainty.

Grants from Government have been included as income from charitable activities where these are under contracts for services and similar arrangements.

Legacies are included in the statement of financial activities when the Charity is advised by the personal representative of an estate that payment will be made or property transferred and the amount involved can be quantified.

Items donated to the Charity for resale, and sold through the shop, are included within incoming resources when sold and no value is placed on stock of such items at the period end.

Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of those resources.

The costs of generating funds include the salaries, direct costs and overheads associated with generating voluntary income.

Support costs include functions such as general management, financial management, human resources and the costs of premises and facilities. They are allocated across the categories of charitable expenditure, governance costs and the costs of generating funds on the basis set out in note 4 to the financial statements.

Governance costs are the costs associated with governance arrangements including the costs of strategic as opposed to day-to-day management of the Charity.

Tangible fixed assets

Assets costing more than £1,000 and with an expected useful life exceeding one year are capitalised.

Depreciation is provided, once the asset has been brought into use, in order to write off the cost of each asset over its estimated useful life, on a straight-line basis, as follows:

• Freehold property	50 years
• Freehold property internal improvements	10 years
• Equipment and furniture	3 years

Assets under construction are not depreciated until the construction is complete and the asset is available for use.

Pensions

Contributions made to employees' personal pension plans are debited to the statement of financial activities in the year to which they relate.

2. Voluntary income

	Unrestricted funds £'000s	Restricted funds £'000s	Total 2013 £'000s	Total 2012 £'000s
Donations				
Trusts	194	429	623	475
Individuals	549	35	584	546
Schools & parishes	65	1	66	54
Other	52	20	72	22
	860	485	1,345	1,097
Legacies	104	-	104	133
Total voluntary income	964	485	1,449	1,230

3. Incoming resources from charitable activities

	Unrestricted funds £'000s	Restricted funds £'000s	Total 2013 £'000s	Total 2012 £'000s
Rent and service charges	200	-	200	253
Grants				
City of Westminster Council				
Supporting People	-	389	389	468
Other grants	57	52	109	136
Department for Work & Pensions	32	-	32	10
Client related grants	-	12	12	14
	289	453	742	881

4. Total resources expended

	Direct costs £'000s	Support costs £'000s	Total 2013 £'000s	Total 2012 £'000s
Cost of generating funds				
Voluntary income	217	53	270	329
Fundraising trading	24	10	34	24
	<u>241</u>	<u>63</u>	<u>304</u>	<u>353</u>
Charitable activities				
Housing and residential services	593	386	979	966
Advice and assessment	278	107	385	405
Learning and development	492	196	688	690
Total charitable activities	<u>1,363</u>	<u>689</u>	<u>2,052</u>	<u>2,061</u>
Governance costs	49	9	58	54
Total resources expended	<u>1,653</u>	<u>761</u>	<u>2,414</u>	<u>2,468</u>

Many programmes achieve benefits in a number of different areas and their costs are allocated on the basis of their principal aims. Cost allocation includes an element of judgement and the Charity has had to consider the cost benefit of detailed calculations and record-keeping. The allocations shown are therefore a best estimate of attributable cost. A new category of 'Advice and assessment' has replaced 'Assessment and client engagement' and support services for hostel residents are now included under 'Housing and residential services' whereas they had been under 'Assessment and client engagement'. The comparative figures have been re-stated accordingly.

Support costs and the basis of their allocation are as follows:

	Principal basis of allocation to activities	Total 2013 £'000s	Total 2012 £'000s
Executive management and communications	Pro-rata to staffing costs	144	131
Financial management	Pro-rata to staffing costs	104	100
Human resources	Pro-rata to staffing costs	92	112
Premises and facilities	Pro-rata to area used	421	440
		<u>761</u>	<u>783</u>

Governance costs are made up as follows:

	Total 2013 £'000s	Total 2012 £'000s
Management & administrative staff	38	39
Support cost allocation	8	4
Audit	12	11
	<u>58</u>	<u>54</u>

5. Net (outgoing)/incoming resources for the year before transfers

This is stated after charging:

	2013 £'000s	2012 £'000s
Auditor's remuneration		
Statutory audit services		
Current year	10	9
Irrecoverable VAT	2	2
	<u>12</u>	<u>11</u>
Depreciation	<u>87</u>	<u>87</u>

6. Employees and Trustees

Employee Costs

	2013 £'000s	2012 £'000s
Staff costs during the period were as follows:		
Wages and salaries	1,509	1,441
Social security costs	155	146
Pension costs	24	25
	<u>1,688</u>	<u>1,612</u>
Locums, temporary staff and other staff costs	<u>174</u>	<u>229</u>
	<u>1,862</u>	<u>1,841</u>

Pension costs comprise employer's contributions to the personal pension schemes of individual employees. Included within creditors falling due within one year is £3,000 (2012: £4,000) in respect of outstanding pension contributions.

The average number of employees analysed by function and expressed as full-time equivalents was:

	2013	2012
Housing and residential services	14	11
Advice and assessment	6	7
Learning, development and employment	11	11
Fundraising	6	5
Central services	11	10
	<u>48</u>	<u>44</u>

The number of employees whose emoluments (including benefits in kind but excluding any employer's pension contributions) in the year amounted to over £60,000 were as follows:

	2013	2012
£60,000 - £70,000	1	1

Pension payments of £4,000 (2012: £4,000) were made for this employee.

No Trustee received any remuneration in respect of their services as Trustee during the period (2010: none). Trustee expenses were £65 (2012: £82) for one Trustee (2012: one) in respect of travel costs.

7. Tangible fixed assets

	Freehold Property £'000s	Assets under construction £'000s	Equipment and Furniture £'000s	Total £'000s
Cost				
At 1 April 2012	2,473	-	405	2,878
Transfer	(15)	15	-	-
Additions	4	85	27	116
At 31 March 2013	2,462	100	432	2,994
Depreciation				
At 1 April 2012	442	-	337	779
Charge for period	48	-	39	87
At 31 March 2013	490	-	376	866
Net book value				
At 31 March 2013	1,972	100	56	2,128
At 31 March 2012	2,031	-	68	2,099

The freehold property is subject to a charge (see note 11).

Assets under construction represents the conversion of 110 Horseferry Road from an 8-bed shared house in multiple occupation into five self-contained flats. The building work began in January 2013 and completed in June 2013. The transfer from 'Freehold property' represents planning and design work connected with the development which had been included within 'Freehold property' in prior years.

In order to expand the Centre's work, part of its freehold building was leased to Servite Houses, a registered housing association, at a peppercorn rent for a period of thirty years from March 2004. Servite Houses developed the property into 32 individual residential units financed by a grant of £1.89 million from the Housing Corporation with the balance provided from the Centre's own resources. The Centre manages the property and receives income from licences granted in respect of the accommodation. The management is regulated by an agreement between the Centre and Servite Houses. This grant, together with certain other smaller grants, would become repayable should there be a significant change in use of the property. There is no intention to make any such change.

8. Investments

	2013 £'000s	2012 £'000s
Listed investments	35	-

Investments represents a gift of shares made to the Centre shortly before the year-end which were sold after the year-end. They are included on the balance sheet at market value at the year-end date.

9. Debtors

	2013 £'000s	2012 £'000s
Rent and grants receivable	57	43
Tax recoverable	16	31
Other debtors	16	29
Prepayments	41	47
	130	150

10. Creditors: amounts falling due within one year

	2013 £'000s	2012 £'000s
Expense creditors	52	48
Other creditors	30	35
Tax and social security	42	41
Accruals	44	39
	<u>168</u>	<u>163</u>

11. Creditors: amounts falling due after more than one year

	2013 £'000s	2012 £'000s
Loan from Westminster Roman Catholic Diocesan Trust	<u>339</u>	<u>339</u>

Westminster Roman Catholic Diocesan Trust has agreed that this loan, which is secured on the Charity's freehold property, should remain outstanding (indefinitely and interest-free) unless the property is sold, when 50% of the net proceeds from the sale of the property will be repayable to the Trust.

12. Funds

	At 1 April 2012 £'000s	Incoming resources £'000s	Expenditure £'000s	Transfers £'000s	At 31 March 2013 £'000s
UNRESTRICTED FUNDS					
General Fund	337	1,329	(1,624)	273	315
Designated funds					
Fixed assets fund	1,760	-	-	29	1,789
Legacy fund	473	-	-	(146)	327
Property maintenance fund	150	-	-	(75)	75
	<u>2,383</u>	<u>-</u>	<u>-</u>	<u>(192)</u>	<u>2,191</u>
Total unrestricted funds	<u>2,720</u>	<u>1,329</u>	<u>(1,624)</u>	<u>81</u>	<u>2,506</u>
RESTRICTED FUNDS					
Housing and residential services	7	484	(456)	-	35
Advice and assessment	61	276	(240)	-	97
Learning and development	-	94	(94)	-	-
Capital Improvements	5	84	-	(81)	8
Total restricted funds	<u>73</u>	<u>938</u>	<u>(790)</u>	<u>(81)</u>	<u>140</u>
Total funds	<u>2,793</u>	<u>2,267</u>	<u>(2,414)</u>	<u>-</u>	<u>2,646</u>

Designated funds are established for the following purposes:

- The fixed assets fund represents the net book value of tangible fixed assets, net of the loan from Westminster Roman Catholic Diocesan Trust secured on the freehold property.
- The legacy fund represents amounts designated to cover potential future shortfalls in legacy income.
- The property maintenance fund represents amounts designated to meet future property maintenance needs of the Centre.

Restricted funds represents those amounts received from donors for specific purposes and are shown under the principal business areas for which they were given.

13. Analysis of net assets between funds

Fund balances at 31 March 2013 are represented by:

	Unrestricted funds			Total 2013 £'000s
	General funds £'000s	Designated funds £'000s	Restricted funds £'000s	
Tangible fixed assets	-	2,128	-	2,128
Net current assets	315	402	140	857
Creditors: amounts falling due after one year	-	(339)	-	(339)
Total net assets	315	2,191	140	2,646

14. Taxation

The company is a registered charity and is therefore not liable for corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

15. Company status

The Charity is constituted as a company limited by guarantee. In the event of the company being wound up, members are required to contribute an amount not exceeding £1.

16. Related party transactions

The Charity has a loan from the Westminster Roman Catholic Diocesan Trust, which is secured on the Charity's freehold property (see note 11). Bishop John Arnold, a Trustee of the Cardinal Hume Centre, is also a Trustee of the Westminster Roman Catholic Diocesan Trust.

17. Capital commitments

At 31 March 2013 there were contracted capital commitments of £90,000 (2012: £Nil) in relation to future capital costs.

TRUSTEES, MEMBERS, SENIOR STAFF AND ADVISERS

Trustees

Paul Goggins MP (Chairman) (from June 2012)
John Butterworth (Chairman) (to June 2012)
Veronica Fulton (Vice-Chair)
Michael Walton FCA (Treasurer)
Rt. Rev. John Arnold
Charmaine De Souza
Caroline Hattersley
Richard Hopper
Caitlin Kennedy
Cyril Kinsky QC
Simon O'Toole (to November 2012)
Terry Philpot

Members

Most Rev. Archbishop Vincent Nichols
Rt. Rev. Bishop John Arnold
Mick Buckley
Nicholas Coulson
John Darley
John Gibbs
Catherine Hickman
Jocelyn Ridley
Danny Sullivan
Canon Christopher Tuckwell
Philip Marsden

Company Secretary

Malcolm Twigger-Ross FCA

Senior Management Team

Cathy Corcoran OBE (*Chief Executive*)
Maureen Boughton (*Human Resources*)
Mark Foster (*Advice & Assessment*) (from October 2012)
Tracey Harrington (*Operations*) (to August 2012)
Kate Pitt (*Executive Assistant*)
Anne Shewring (*Fundraising*)
Malcolm Twigger-Ross FCA (*Finance and Central Services*)
Andrew Waites (*Services*) (from June 2012)

Auditor

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Bankers

The Royal Bank of Scotland
119/121 Victoria Street
London
SW1E 6RA

Solicitors

Stone King LLP
13 Queen Square
Bath
BA1 2HJ

Registered office

3-7 Arneway Street
Horseferry Road
London
SW1P 2BG

Telephone 020 7222 1602
Facsimile 020 7233 2513
Info@cardinalhumecentre.org.uk
Website: cardinalhumecentre.org.uk

Charity registration no. 1090836
Company registration no.
04333875

PATRONS, TRUSTS AND OTHER PARTNERS

Patrons

Archbishop Vincent Nichols
Cardinal Cormac Murphy O'Connor
Field Marshal the Lord Guthrie GCB LVO OBE DL
Dom Christopher Jamison OSB
Baroness Helena Kennedy QC
Jeremy Paxman
The Marquess of Lothian PC QC DL
Lord Browne of Ladyton
Sarah Teather MP

Trusts

The following trusts gave £5,000 or more towards the work of the Centre during the year:

29th May 1961 Charity
Anderson Charitable Trust
Bernard Sunley Charitable Foundation
Bonus Trust
City Bridge Trust
Comic Relief
Craigmyle Charitable Trust
Doughty Hanson Charitable Foundation
E B M Charitable Trust
Garfield Weston Foundation
Hedley Foundation
Henry Smith Charity
Holbeck Charitable Trust
J Paul Getty Jr. Charitable Trust
John Lyon's Charity
Marsden Family Trust
Maurice and Hilda Laing Charitable Trust
Meg Roper Trust
Oak Foundation
Porticus UK
Rose Foundation
Sir Harold Hood's Charitable Trust
St John Southworth Fund
StreetSmart
Swire Charitable Trust
The London Community Foundation
Trust for London
Westminster Amalgamated Charity
William Allen Young Charitable Trust

Other Partners

The following organisations gave significant support to the Centre during the year:

"4 in 10"
The Abbey Centre
Action for Children
Allied Healthcare
Bluebird Care
Briffa Law
C&C Alpha Group

Carers Network Westminster
Channel 4
Child Poverty Action Group
City and Islington College
City of Westminster College
CityWest Homes
The Corinthia Hotel
Crisis
Crown Estates
CSAN (Caritas Social Action Network)
Department of Health
Department for Transport
Department for Work & Pensions
Dr Hickey Surgery
Groundswell
The Home Office
Home Start Westminster
Homeless Link
Housing Justice
HSBC Global Asset Management
Inner North West London Primary Care Trusts
International House London
Job Centre Plus
John Lewis Partnership
Junior League of London
Land Securities
Migrants Resource Centre
Money Advice Service
Mount Street Jesuit Centre
The Passage
Peabody Trust
Poppy Project
Praxis
Prêt à Manger
Sainsbury's Pimlico
Save the Children UK
School Home Support
Solace Women's Aid
South Westminster Action Network
Talent
Tate Britain
Toynbee Hall
Turning Point
Victoria BID
Vital Regeneration
Voluntary Action Westminster
Volunteer Centre Lambeth
Volunteer Centre Westminster
Westminster City Council
Wigmore Hall