



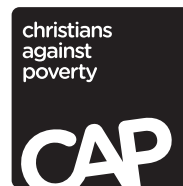
christians
against
poverty

CAP

2014

Annual report and accounts

Lifting people out of debt and poverty



Christians Against Poverty

Annual Report and Accounts for 2014

Company No: 4655175
Registered Charity No: 1097217
Charity Registered in Scotland No: SC038776

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Chairman's Introduction

I am very pleased to introduce the Directors' report and accounts for 2014

2014 has been a record-breaking year! We saw an incredible 2,534 clients become debt free – that's ten families every working day. These people will now be able to feed their families and be freed from the stress and worry that causes sleepless nights and suicidal thoughts. Our local Debt Coaches also walked through the door of 6,169 new families to give them hope and a budget, as well as supporting 6,126 existing families out of debt.

Alongside our debt work, it has been wonderful to see the expansion of CAP Job Clubs and the CAP Money Course to combat the causes of debt and poverty, as well as piloting CAP Release Groups, which are already seeing success in tackling dependencies.

Through all our ministries we helped a total of 29,090 adults to overcome debt, poverty and its causes.

We did all of this in partnership with 1,276 local churches that have been empowered to reach those who are suffering the most in their communities. Not only can they show them a real way out of the poverty and misery they face, but they can show them that there is a God who loves them and a family ready to welcome them.

All of this is only possible because of thousands of people who are passionate about releasing individuals from the prison of debt and poverty, and who are prepared to do what they can to help. The 'CAP Family' extends well beyond our 250 plus staff to thousands of volunteers across the UK, who sacrificially give their time to run our services, and our 25,883 Life Changers who give regularly to our work.

Thank you for being part of the CAP Family. Let's see how much more we can achieve with God's help in 2015!

Best wishes



Peter Green
Chair of Trustees

The Board of Directors present their annual report, together with the audited accounts, for the year ended 31 December 2014

We are passionate about releasing people in our nation from a life sentence of debt, poverty and its causes. Our vision is to bring freedom and the good news to people in every UK community through local churches running 3,000 CAP projects by 2021, CAP's 25th birthday.

We do this through:

- a) The relief of poverty for persons in the United Kingdom and elsewhere who are in conditions of need, hardship or distress by reason of their social and/or economic circumstances by providing and promoting the provision of advice and other services.
- b) The advancement of education of the public in all matters relating to the management of their personal finances.
- c) The advancement of the Christian faith and doctrine.
- d) Raising awareness of debt, poverty and its causes in the UK and inspiring churches and individuals to partner with us.
- e) Expanding the work internationally where appropriate.

Through our partnership with 270 local churches, we offer face-to-face support and a comprehensive debt management service, allowing our clients to become debt free. These 270 CAP Debt Centres also provide integral support to combat the emotional and spiritual poverty that is created by the isolating burden of debt. Furthermore we partner with over 1,000 churches to provide our CAP Money Course. This course is the preventative arm of our charity allowing 11,850 people a year to budget, save, spend wisely and ultimately prevent debt. Adding to this, we built on the success of CAP Job Clubs, helping 1,200 jobseekers on their journey to work through coaching, a course and a community of those on a similar journey. Through this, 168 members found work in 2014.

2014 was also a fantastic year for development, as we launched the pilot of our CAP Release Groups. Announced in March 2014, we began development, consulted with industry experts and created all necessary resources and systems for the groups. Training our first CAP Release Group Coaches in June, we were then able to hold consultation days to get feedback from those set to run the groups. The pilots were ready to run in September, with some great early results from the 14 courses and the 56 delegates who attended. These first courses have already seen four people become free from their dependencies and a further four people make significant steps towards freedom.

As a result of our work, over 29,000 people had their lives transformed as they took control of their dependencies, learnt new spending habits, took steps towards employment, and were freed from the burden of debt in 2014. Marriages have been restored; children kept fed and clothed; depression and anxiety lifted; and suicides prevented.

We have referred to the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and planning our activities. Our service is completely free and is available to anyone regardless of their race, faith or sexual orientation and the Directors have ensured that the activities undertaken will contribute to the aims and objectives of the charity. The Directors are therefore confident that Christians Against Poverty meets the public benefit requirements.

Review of the year's activities

Relieving poverty

Tackling debt

Objective for 2014: Open 55 new CAP Debt Centres as we continue towards our 2021 vision of bringing debt freedom to people in every community by bringing our total CAP Debt Centres to 270.

In 2014, we partnered with churches to open 50 new CAP Debt Centres. Working with churches to provide our Debt Help means that people in these communities receive an in-depth and personal service as they are visited up to three times in their own homes. We finished the year at a total of 270 CAP Debt Centres.

In 2014, 2,534 clients went debt free! This is a 19% increase on 2013's figures. We know from previous research that 96% of those who go debt free with us stay debt free.¹

Our Freephone number received 27,292 calls requesting help for our service in 2014. This is a 7.9% increase on those seeking help in 2013. 89% of all calls were answered first time, and where possible, all voicemails were responded to within two hours.

This first contact allowed us to book appointments for those within our centres' catchment areas, and send 1,218 self-help packs to those who did not. This figure is 442 less than last year, which means that now we have expanded there are fewer people requesting our help who fall outside our catchment area.

In 2014, we had 107,851 unique visitors to any page that fell under our website's, *I want help* section of the website; an average of 8,988 a month.

7,130 new clients were visited in their own homes, 9.8% higher than last year. Of these, 6,169 went on to receive three home visits and will receive support until they become debt free. They joined the 6,126 existing clients who we are also supporting through ongoing centralised support and creditor negotiations, enabling them to live to an affordable budget, which prioritises food, heating and housing.

As a client can represent a single adult or a couple, 15,984 adults benefited from our debt counselling service over the course of the year. In addition to this, we estimate that our work also had an impact on the lives of approximately 12,000 children.

On behalf of these clients, we managed an average of £56m worth of secondary debt per month, with our clients paying an average of £1.33m per month towards their bills and debt repayments through their CAP Plan.

While with us, the vast majority of our clients have the opportunity to save through their CAP Plan. We believe that this is an essential part of financial education, breaking the cycle of poverty. With recurring regular costs, such as road tax and M.O.Ts, through to birthdays and Christmas, it is important to have savings, avoiding the need for extra credit around these times of extra cost. 1,867 clients made withdrawals from their savings totalling £318,000 in 2014 to pay for Christmas, showing that they really are creating new financial habits.

Savings are also vital to tackle the issues of a poverty premium. Paying for items up front is almost always cheaper, whether those instalments are paid on car insurance, a new electrical product, or a sofa. Avoiding credit, hire purchase, or the monthly repayments of catalogue companies can mean significant savings for our clients. And for those on the breadline, this has an even greater impact. It is, therefore, vital that we both facilitate and train clients in this discipline, helping them tackle the poverty premium we are currently seeing in the UK.

¹ This study was conducted with clients who had been debt free from anywhere between six months and six years.

Trustees' and Directors' report

In 2015 we aim to:

Open 55 new CAP Debt Centres as we continue towards our 2021 vision of bringing debt freedom to people in every community by bringing our total CAP Debt Centres to 302. Through these CAP Debt Centres we aim to help 6,600 new clients and see 3,000 people become debt free over the year.

Tackling unemployment

Objective for 2014: Tackle unemployment which is a major cause of debt and poverty by opening 50 new CAP Job Clubs in partnership with local churches.

Through three training events, we were able to train and launch 61 CAP Job Clubs in 2014, bringing our network total to 101 clubs.

These 101 CAP Job Clubs run our eight-week Steps to Employment course, provide one-to-one coaching and facilitate peer-to-peer support. 1,200 people attended the course, receiving training that spanned from CV writing, to interview skills, to the value of volunteering. Thanks to this combination of positive goal setting, coaching and varied support, 168 CAP Job Club members found work in 2014.

In 2015 we aim to:

Tackle unemployment, which is a major cause of debt and poverty, by opening 80 new CAP Job Clubs in partnership with local churches, bringing the total to 160 by the end of the year. We aim to help 1,700 people become work ready, with 250 people finding employment.

Tackling dependencies

Objective for 2014: Pilot CAP Release Groups and CAP Community Detox

We started our research and development for these projects in March 2014. This involved meeting with others working within the industry, arranging consultation groups to provide advice on the resources we were creating, and working alongside Dr Stephen Smith, a specialist in substance abuse, to create our material. In June 2014, we trained our first CAP Release Groups, allowing time for discussion groups and feedback sessions. We launched our pilot year in September 2014, running 14 courses across the UK. This pilot year will continue into 2015, with a full launch planned for September 2015.

Beginning with an awareness evening, each CAP Release Group runs an open and informative session for anyone in the church or community. They can come along and learn about the problems of addiction in the UK, identifiable patterns of dependency and how a CAP Release Group can help individuals to live a life of freedom. This session can be attended by those concerned about their own dependency or those of a loved one.

The CAP Release Group then runs an eight-week course helping those who have identified a dependency and decided that they want to be free. This course follows the proven 12-steps model and is provided alongside one-to-one coaching sessions by the CAP Release Group Coach who helps each member set milestones and specific goals. Alongside this, there is a supportive community where members can share their struggles and successes, receiving peer-to-peer support as they walk into a dependency free lifestyle.

We have placed an emphasis on living a dependency free lifestyle, whether that is setting helpful, manageable goals; taking up constructive hobbies and activities; getting stuck in with a club; or joining a community within the

Trustees' and Directors' report

church. This means the course teaches just as much about what a new life can look like as it does tackling old habits.

Of the 56 delegates that attended one of the 14 pilot courses in 2014, four people hit their self-set goal (e.g. to stop smoking), indicating that they are free from their life-controlling dependency. We have also seen four other members achieve their self-set milestones (e.g. only have one drink a week).

All our efforts to tackle poverty and dependencies are being channelled through our CAP Release Groups, as the pilot year demonstrated that this model is far better suited to CAP's overall vision and ethos – providing a tool that can easily be replicated and run by local churches. The CAP Community Detox pilot has ended and Dr Stephen Smith is carrying on the work as a separate charity, Keys Community Detox. His charity provides a more intense service, focused specifically on medical addiction, rather than the broader focus of our CAP Release Groups, which will equip churches to tackle poverty inducing dependencies such as smoking, drinking and gambling.

In 2015 we aim to:

Launch a further 60 CAP Release Groups through three training days, bringing our network total to 90 groups by the end of the year. We aim to run 200 courses, helping 600 delegates.

Financial education

Objective for 2014: Increase the number of churches running the CAP Money Course to 1,500 churches by training 1,300 CAP Money Coaches from 360 new partner churches. We estimate 12,375 delegates will benefit from the course over 2014. In 2014, we are also going to launch CAP Money Kids, helping those in primary school begin to engage with money management.

The CAP Money Course is the debt preventative arm of our charity. It is a short money management course that teaches people how to budget, save, spend wisely, ultimately preventing debt by using a cash-based money management system. In 2014, we ran 1,975 courses for 11,850 delegates. We also provided access to more in-depth debt counselling through our follow up service, CAP Money Plus, for 134 delegates who were struggling with unmanageable debt.

In 2014, we had trained 1,190 new CAP Money Coaches on behalf of 339 new churches, bringing our total number of local churches running the CAP Money Course to 879. A change in recording means our active churches number is now less than the total number of churches trained. We now record those who ran a course in the last 12 months or were trained in the last 6 months as active to provide our CAP Money Church figure.

We saw 122 CAP Money Student courses run for 550 delegates. 86 (taking it to 372 in total) churches also purchased the CAP Money Youth bolt-on allowing them to provide financial education for 14-17 year olds. This means a total of 372 churches are equipped to provide this resource in their communities. In addition to this, 126 churches purchased our CAP Money Kids resource, so that they can teach primary school aged children budgeting and good money management.

In 2015 we aim to:

Increase the number of churches running the CAP Money Course to 991 churches by training 1,360 CAP Money Coaches from 380 new partner churches. We estimate 15,000 delegates will benefit from the course over 2015.

Trustees' and Directors' report

Advancement of the Christian faith

Objective for 2014: Continue to support the local church as they reach out into their communities, giving clients the opportunity to respond to God's love in action. We also plan to run 14 Discovery Breaks to give 985 clients (including children) a break from their normal routine.

As well as physical poverty our clients face spiritual poverty, isolation and emotional struggles. These are often as a result of debt, and, in some cases, were contributing factors to debt. We partner with local churches because we care about each person's complete well being. When visiting clients, a volunteer Befriender accompanies the CAP Debt Coach, offering friendship and support in any area of life, as needed. We offer prayer for clients and, if they are interested, talk to them more about God. In 2014, 792 clients became Christians through our work.

Discovery Breaks are a highlight of the CAP calendar every year. These 2-4 day holidays offer our clients a break from the day-to-day realities of debt, precious time with their families and, in some cases, their first ever holiday. Discovery Breaks also allow clients the space to consider the reality of a God who loves and cares for them. In 2014, we held 14 Discovery Breaks. 893 clients attended one of our breaks, with 276 of them becoming Christians.

In 2015 we aim to:

Continue to support the local church as they reach out into their communities, giving clients the opportunity to respond to God's love in action. We also plan to run 14 Discovery Breaks to give 1,000 clients (including children) a break from their normal routine.

Raising awareness of debt and poverty in the UK

Objective for 2014: Continue to raise awareness of debt and poverty in the UK and inspire churches to partner with us through speaking at churches, exhibiting at conferences, quarterly communications with our supporters and through electronic media such as e-shots and the website. We also plan to further utilise our Pastor Breakfasts and regional Church Partnership Days, as well as running a specific Scotland Church Partnership Day.

If we are to achieve our vision of 3,000 CAP projects by 2021, then it is crucial that we raise awareness of debt and poverty in the UK and inspire churches to partner with us to open centres and encourage individuals to support us.

During 2014, we exhibited at 15 different conferences including New Wine and Spring Harvest and spoke at 416 churches. At the end of 2014 we had 190 people trained as part of CAP's Speaker Team.

In 2014, our Church Partnership team ran 32 Pastor Breakfasts in eight targeted regions across the UK – with four breakfasts in Scotland, three across Yorkshire, six in the Midlands, three in Northern Ireland, three in the North East and six in our East region. These breakfasts provide our team the chance to engage with church leaders about the problem of debt and poverty in their area. These church leaders were then encouraged to seriously consider opening a CAP Debt Centre, or one of our other services.

In 2014, we also ran 13 Church Partnership Days, including seven regional Church Partnership Days, with one in Wales, one in Northern Ireland and two in Scotland.

In 2015 we aim to:

Continue to raise awareness of debt and poverty in the UK, and inspire churches to partner with us through speaking at churches, exhibiting at conferences, running events, sending quarterly communications with our supporters and through electronic media such as e-shots and the website.

Trustees' and Directors' report

International development

Objective for 2014: Continue to lead and support the work of Christians Against Poverty in Australia, New Zealand and Canada, with a specific focus to launch CAP Job Clubs in New Zealand.

CAP UK provides leadership support to the work of Christians Against Poverty in Australia, New Zealand and Canada, although they are completely autonomous organisations. Most of this support comes through John Kirkby our Founder and International Director, who travels to the countries at least twice a year to provide hands on support.

CAP Australia

Ross Buttenshaw, National Director, CAP Australia, writes:

'For CAP Australia, 2014 will be a year marked by reaching the milestone of having a CAP Debt Centre located in every state and territory. With our newest CAP Debt Centre opening in Devonport Tasmania, CAP Australia is now beginning to fulfil our mission of making a national impact.

Although we have faced some headwind in establishing the number of partnerships targeted for the year, CAP Australia now works with more churches than ever and by December 2014, we had a network of 236 services. This was driven by nine new CAP Debt Centres and 120 new churches trained to provide the CAP Money Course.

Our growth continues to be driven by the need to reach more people who are suffering from the effects of debt and poverty. In 2014, we continued to fulfil our mandate and through our two services reached 4,075 family units. Further to this, we saw continued growth in the number of families going debt free, with 327 households becoming debt free. 115 people also made commitments to Christ, which we are very excited about!

Financially, CAP Australia continues to perform well following our breakthrough year in 2013. We expect to finish the year with a surplus of \$277,000. This will assist in supporting the required investment in our expansion to see us reach the growing need in Australia. With increased numbers of CAP Debt Centres, trained CAP Money Churches and with the launching of Job Clubs in July 2015, we expect to have 415 active services operating around the country by year's end.'

CAP New Zealand

Aimee Cringle, National Director, CAP New Zealand, writes:

'2014 was yet another miraculous year for CAP New Zealand! We have much to celebrate and thank God for. We grew 30% in our Debt Help reach, finishing the year with 34 CAP Debt Centres. We advanced into the South Island and now have three CAP Debt Centres open in this area. By the end of 2014, we were working with 691 client families (a 37% increase on 2013), managing \$12.3 million of client debt (a 43% increase), and saw 111 client families become debt-free (a 152% increase). CAP Money continued to grow – we trained people from 72 new partner churches, with 144 churches (a 23% increase on 2013) running 307 CAP Money Courses (an 18% increase) for 1,806 Kiwis (a 17% increase). We added CAP Job Clubs to the mix in late 2014. So far, CAP has partnered with ten churches to run a CAP Job Club. Of these, three have already started their clubs with the other seven beginning early in 2015. We are excited that six CAP Job Club members have already found paid work.

Financially, our regular income increased by 40% to \$1,328,000, meaning we are now 66.4% regular funded for the year. This increase was thanks, in part, to our 705 new Life Changers. Our one-off income for the year was \$976,000 (a 75% increase on 2013). This brought our overall income to \$2,300,000 for the year (a 50% increase)

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with \$512,000 in the bank to start 2015. Most excitingly, we saw a 66% increase in decisions for Christ. 123 people made the life transforming decision to follow Jesus Christ!'

CAP Canada

Helen Johnson, National Director, CAP Canada writes:

'2014 was a year of growth for CAP in Canada with both the CAP Debt Centre network and the number of churches trained to run the CAP Money Course doubling. We ended the year with eight CAP Debt Centres, helping 70 new clients. 80 churches have now been trained to run the CAP Money Course and 672 delegates benefitted this year (up from 180 in 2013). We are managing \$300,000 of debt on behalf of our clients, and this year saw six more people go debt free. Sharing the gospel remains the heart and focus of the work and the highlights of the year were definitely celebrating three wonderful clients coming to personal faith in Jesus.

We have continued to see our number of our regular givers grow. We ended the year with 437 active Life Changers (a 143% increase on 2013) giving us an average of \$24 per month and an annual income of \$88,400 from this stream. Combined with a church income of \$33,000, this meant that we are 32% regularly funded (a 15% increase on 2013). Our total expenditure of \$380,000 exceeded our income by \$28,600 but we were able to pay full salaries on time every month except in May, which was a real miracle and testimony to God's faithfulness. We are looking forward to another year of growth in 2015 where we continue to build on the foundations that have been laid.'

In 2015 we aim to:

Continue to lead and support the work of Christians Against Poverty in Australia and New Zealand and Canada, with a specific focus to launch CAP Job Clubs in Australia, following the successful launch in New Zealand in 2014.

Financial review

The Directors are pleased to report another year of strong financial growth.

Income

CAP continues to rely on voluntary donations from individuals and organisations as its principal source of funding. Total income for the year increased by 14% to £9.45m (2013: £8.3m).

Our regular giving programme – Life Changers – generated income of £4.04m (2013: £3.47m); an increase of 16%. At the end of 2014 there were almost 26,000 Life Changers, each giving an average of £11.63 per month (excluding Gift Aid), and we will continue to put all our efforts into increasing the number of Life Changers so that the charity has a solid foundation of support on which it can build.

Regular church giving continues to be an important source of funds, particularly from our partner churches, and over the year £1.7m (2013: £1.5m) came from this source; an increase of 11%.

Finance companies are also encouraged to give regularly through our Fairshare scheme. At the end of the period, 41 companies were giving 10% of all debts paid to them through the CAP Account back into the charity, raising a total of £685k (£2013: £645k) during the year.

Overall regular monthly giving, whether from individuals, churches or finance companies, represented 70% (2013: 71%) of our total income. This is 80% (2013: 75%) of total expenditure for the year and this is in line with the Directors' and Management's strategy to increase the level of regular giving in order to reduce the need for increasingly large levels of one-off income as the charity grows.

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Whilst every effort is put into increasing the level of regular giving, there is still a need for significant one-off income and, in 2014, total one-off gifts from individuals totalled £1.42m (2013: £1.45m). Many individuals who already make monthly Life Changer donations gave additional gifts that are part of this £1.42m. A further £85k (2013: £105k) was generated from fundraising events.

Income from Charitable Trusts continues to be an important income stream for the charity and in 2014 we received £978k (2013: £499k). We are indebted to the many Trusts that agreed to support our work in this way and this total included the second payment of £600k from The Souter Trust, as part of the £1.4m grant towards the future growth of our Debt Centre, Job Clubs and Dependency Release projects. The remaining £0.7m is payable over the next 2 years and we are particularly grateful to The Souter Charitable Trust for the confidence they have shown in the charity to be able to deliver on these growth plans.

Total one-off income from all sources was £2.8m (2013: £2.4m), an increase of 17%.

At a time when the economic outlook is uncertain the Directors wish to thank all our supporters for the financial contribution they have made towards the success of the charity.

Expenditure

Total expenditure increased by 5% to £8.2m (2013: £7.8m) as a result of the increased activity of the charity and further investment for future growth. £7.0m (2013: £6.5m) related directly to charitable activities representing 85% (2013: 83%) of total expenditure. The costs of generating funds were £526k (2013: £529k) representing 6.3% (2013: 6.7%) of total expenditure, whilst essential support costs of £644k (2013: £693k), representing 7.8% (2013: 8.8%) of total expenditure, have been allocated to activities on the basis of headcount. Staff costs of £5.6m (2013: £5.0m) represented 68% (2013: 64%) of the total expenditure. (See Note 5 of the Financial Statements for a detailed breakdown of the Total Resources Expended).

Overall there was a surplus, before other recognised gains and losses, for the year of £1.22m (2013: £441k). With no other recognised gains or losses (2013: £Nil) the resulting net surplus was £1.22m (2013: £441k) for the year.

Balance Sheet

The surplus for the year had a very positive effect on the strength of the Balance Sheet. A strong cash position at the end of the year resulted in net current assets being £1.79m (2013: £685k) with the net assets of the charity at 31 December 2014 being £3.4m (2013: £2.18m).

Tangible fixed assets for the use of the charity

Details of movements in fixed assets are set out in Note 6 to the financial statements. There were no major additions to fixed assets during the year.

During the year we re-located around 50 of our staff into the Jubilee Centre as we were having difficulty accommodating our increased staff numbers within Jubilee Mill. This move has been very successful and it is great to be finally occupying this excellent facility. We continue to let out part of the Jubilee Centre, on a short-term rental, to a local church, The Light Church, which not only runs a CAP Debt Centre and CAP Job Club there but also provides much needed help for the local community through their Food Bank scheme. Allowing the Light Church to use the building in this way not only brings in additional income to the charity but we believe it also fulfils many of our charitable objectives in the way that they reach the poor and the marginalised. The Trustees are still of the opinion that both buildings represent great assets to the charity over and above their actual valuations.

Reserves Policy

The Directors of the charity continually aim to maintain the correct balance between the strong growth strategy of the charity with the desire to achieve a prudent level of reserves. The fact that CAP has a high percentage of unrestricted regular private income is, in many respects, one of the strongest long term reserves the charity could

Trustees' and Directors' report

hope for. With almost 26,000 people giving an average of £11.63 per month, this income represents 43% (2013: 41%) of our total income, or around three months worth of expenditure. Total regular income represented 80% (2013: 75%) of total expenditure, an increase of 5%, which is at the top end of the charity's strategy to increase this percentage to 75-80% of total expenditure.

Whilst regular giving is vital to the financial stability of the charity the Directors recognise that there is still a substantial amount of other income that needs to be raised each year and so, with this in mind, have agreed to hold cash reserves equivalent to three months worth of the one-off income requirement, based on the following year's budget. For 2015 this represents a cash reserve of £650k, which is more than covered by the £1.9m cash balance at the end of 2014.

The Directors are confident that this level of reserves, combined with the continued drive to increase regular income, will enable the charity to continue with its current growth strategy.

Giving Policy

One of CAP's core cultural values is generosity and so in 2014 it was decided to introduce a policy of giving away 10% of our surplus to other organisations that share our goals and values. The criteria for which organisations to support are:

1. CAP's own international work.
2. Other UK based organisations that share our core values namely, helps the poor, through the church, and is evangelistic.

In 2014 we based our giving on the cumulative cash surplus brought into the year, creating a 'Giving Pot' of £91k and during the year we gave out the following amounts:

- £30,000 to CAP Australia
- £15,000 to CAP Canada
- £10,000 to The Message Trust
- £10,000 to United Christian Broadcasters (UCB)
- £10,000 to The Cinnamon Network
- £5,000 to The Big Church Day Out
- £1,000 to Partners for Influence

In line with this policy a further £120k will be added to the remaining balance of £10k for distribution in 2015.

Investment powers and policy

Under the Memorandum and Articles of Association, the Directors have the power to invest the moneys of the charity not immediately required for the furtherance of the Objects in or upon such investments, securities or property as may be thought fit. Bearing in mind the need for high liquidity to offset the seasonal nature of the cash flow, the Directors have therefore established a policy where surplus funds are invested in fixed-term or call deposits with the charity's bankers.

Structure, governance and management

The Directors, who are also Trustees of the charity for the purposes of charity law, meet five times a year to review strategy and operational/financial performance in conjunction with the charity's Founder and International Director, its Chief Executive Officer and other members of the senior management team. These meetings are also attended by a staff representative and a client representative, so their views can be taken into consideration through the decision making process.

The Directors have authority to appoint as Director any person who, by virtue of personal or professional qualification, is able to make a contribution to the pursuit of the charity's objects or management. Director

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training is carried out on an on-going basis making use of the Charity Commission website and other charity publications.

The day to day implementation of the strategic plan together with the development of strategy is led by the Chief Executive and Senior Management Team, consisting of members of each area of the charity. Key Performance Indicators are used to measure and review performance against the strategic plan with monthly meetings ensuring that corrective action is taken where needed. Monthly management accounts are also used to ensure that financial targets are being met. If any significant matters of policy or key decision-making arise during these meetings then these will be referred to the Directors for approval.

The Directors have adopted the provisions of the Statement of Recommended Practice (SORP) "Accounting and Reporting by Charities" issued in March 2005 in preparing the annual report and financial statements of the charity.

The Directors actively review the major risks that the charity faces on a regular basis together with controls over key financial systems carried out through an internal audit programme. The Directors have also examined other operational and business risks that the charity faces and confirm they have established systems to mitigate the significant risk.

The charity is constituted as a company limited by guarantee, formed on 3 February 2003, and is therefore governed by its Memorandum and Articles of Association. The company took over the operations of Christians Against Poverty as constituted under a Declaration of Trust dated 29 August 1996, on 1 June 2003.

Employees

The work of Christians Against Poverty relies on the commitment and hard work of its valued staff, both those directly employed at head office and also those employed by our partner churches in our debt centres. At the end of the year more than 700 people were directly involved in delivering the service of Christians Against Poverty, the part played by each one being vital to the charity's success. Regular communication with staff through monthly staff meetings, team meetings and podcasts ensure that they are kept informed of any decisions taken by the Management Board, and our annual staff surveys consistently show a high level of job satisfaction. Full training is given to each member of staff in their specific roles whilst further management training is available to all members of staff through our Reach intern programme. We are committed to equality in recruiting, training, promotion and career development and continually seek to promote from within before seeking external candidates.

Volunteers

CAP values the work of its volunteers in head office in Bradford and across the UK. Appropriate policies and procedures, clarifying the extent of the Volunteer's remit and providing checks and balances in relation to the key areas of the Management and HR Strategy, have been introduced and a dedicated person appointed to oversee their work and well being. During the year, 20 volunteers have worked at our Head Office in Bradford, performing various part-time administrative and ad-hoc roles, and providing, 3,722 hours of valuable support to us in total. We estimate the value of this work to be in the region of £30k. The number of volunteers within our centre network is far more difficult to quantify but we acknowledge that without their invaluable contribution our clients would not receive the help and support that they do.

The Directors, therefore, wish to acknowledge the enormous contribution made by employees and volunteers, both at Head Office and at the church centres, without whom we would not be able to transform lives across the nation.

Trustees' and Directors' report

Work in Scotland

We are required by the Office of the Scottish Charity Regulator to report separately upon the activities that Christians Against Poverty has undertaken in Scotland. Whilst we do not report our Income/Expenditure separately for our Scottish activities, statistically the work was as follows:

- At the end of 2014 we had eighteen full CAP Debt Centres in Scotland, including two new ones opened during the year.
- 462 (2013: 403) families operated a CAP Account during the year, thereby helping around 600 individuals (2013: 927)
- 63 (2013: 61) Scottish clients were helped to apply for Sequestration
- 50 CAP Money Coaches from 20 churches were trained and 125 CAP Money courses were run
- 6 churches run CAP Job Clubs with 4 new trained in 2014
- 3 churches were trained to run CAP Release Groups with 14 people attending groups in 2014

Directors' responsibilities in relation to the financial statements

The Directors are required by company law to prepare financial statements for each financial year that give a true and fair view of the financial activities of the charity and of its financial position at the end of that year. In preparing those financial statements the Directors are required to:

- a) Select suitable accounting policies and apply them consistently;
- b) Make judgements and estimates that are reasonable and prudent;
- c) State whether the policies adopted are in accordance with the Companies Act 2006 and with applicable accounting standards and statements of recommended practice, subject to any material departures disclosed and explained in the financial statements;
- d) Prepare the financial statements on a going concern basis unless it is inappropriate to assume that the charity will continue in operation.

The Directors are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention of fraud and other irregularities.

So far as the Directors are aware there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditor is unaware and all steps have been taken by the trustees to make themselves aware of relevant audit information and to establish that the auditor is aware.

Auditor

A proposal to re-appoint Clarkson & Company as auditor of the charity will be put to the Annual General Meeting.

Approval

This report was approved by the board of Directors on 2nd March 2015 and signed on its behalf.



Peter Green
Chairman

Independent Auditors report to the Directors and Members of Christians Against Poverty

I have audited the financial statements of Christians Against Poverty for the year ended 31 December 2014, that comprise of the Statement of Financial Activities, 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 company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. My audit work has been undertaken so that I might state to the company's members those matters I am required to state to them in a Report of the Auditor and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the company and the company's members as a body, for my audit work, for this report, or for the opinions I have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Directors' Responsibilities Statement on page 13, the trustees (who are also the Directors of the charitable company 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.

I have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

My responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards of Auditing (UK and Ireland). Those standards require me 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 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 I read all the financial and non-financial information in the annual report to identify material inconsistencies with the audited financial statements. If I become aware of any apparent material misstatements or inconsistencies I consider the implications for my report.

Opinion on financial statements

In my opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st December 2014 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended)

Opinion on other matter prescribed by the Companies Act 2006

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

Independent Auditors report to the Directors and Members of Christians Against Poverty

Matters on which I am required to report by exception

I have nothing to report in respect of the following matters where the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires me to report to you if, in my opinion:

- The charitable company has not kept proper and adequate accounting records or returns adequate for my audit have not been received from branches not visited by me; 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
- I have not received all the information and explanations I require for my audit.

A handwritten signature in black ink, reading 'R H Clarkson'.

Robert H Clarkson, FCA – Senior Statutory Auditor

Clarkson & Company

Chartered Accountant and Statutory Auditor

Centre of Excellence, Hope Park,

Trevor Foster Way,

Bradford

West Yorkshire

BD5 8HH

Date: 3rd March 2015

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE 12 MONTHS ENDED 31 DECEMBER 2014**

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	Note	General Funds £	Restricted Funds £	2014 Total Funds £	2013 Total Funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary income	2	7,872,634	558,650	8,431,284	7,189,272
Activities for generating funds	3	85,740	-	85,740	114,752
Investment income		30,025	-	30,025	54,548
Incoming resources from charitable activities	4	907,716	-	907,716	931,700
Other incoming resources		-	-	-	-
Total incoming resources		8,896,115	558,650	9,454,765	8,290,272
RESOURCES EXPENDED					
Costs of generating funds					
Costs of generating voluntary income		565,992	1,359	567,351	538,892
Fundraising trading		7,291	-	7,291	25,018
Charitable activities		7,010,963	574,187	7,585,150	7,183,117
Governance costs		10,499	-	10,499	29,050
Other resources expended		61,858	-	61,858	73,616
Total resources expended	5	7,656,603	575,546	8,232,149	7,849,693
NET INCOMING RESOURCES BEFORE OTHER RECOGNISED GAINS AND LOSSES		1,239,512	(16,896)	1,222,616	440,579
Loss on revaluation of fixed assets		-	-	-	-
NET MOVEMENT IN FUNDS		1,239,512	(16,896)	1,222,616	440,579
RECONCILIATION OF FUNDS					
Total funds brought forward		1,958,279	222,182	2,180,461	1,739,882
Total funds carried forward		3,197,791	205,286	3,403,077	2,180,461

The notes on pages 18 to 25 form part of these financial statements.

BALANCE SHEET AS AT 31 DECEMBER 2014

		Unrestricted Funds	Restricted Funds	Total Funds 2014	Total Funds 2013
	Note	£	£	£	£
FIXED ASSETS					
Tangible Assets	6	2,861,159	-	2,861,159	2,890,834
Investment	7	100	-	100	100
Total Fixed Assets		2,861,259	-	2,861,259	2,890,934
CURRENT ASSETS					
Stock		-	-	-	-
Debtors	10	362,689	-	362,689	322,497
Cash at bank and in hand		1,736,114	205,286	1,941,400	901,382
Total Current Assets		2,098,803	205,286	2,304,089	1,223,879
LIABILITIES					
Creditors: amounts falling due within one year	11	(513,878)	-	(513,878)	(539,220)
NET CURRENT ASSETS		1,584,925	205,286	1,790,211	684,659
Total assets less current liabilities		4,446,184	205,286	4,651,470	3,575,593
Creditors: amounts falling due after one year	12	(1,248,393)	-	(1,248,393)	(1,395,132)
NET ASSETS		3,197,791	205,286	3,403,077	2,180,461
THE FUNDS OF THE CHARITY					
Restricted income funds				205,286	222,182
Unrestricted income funds				2,942,254	1,702,742
Revaluation reserve				255,537	255,537
				3,403,077	2,180,461

Approved by the board of directors and trustees on 2nd March 2015 and signed on its behalf.



Peter Green
Director

The notes on pages 18 to 25 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS

1. STATEMENT OF ACCOUNTING POLICIES

The financial statements have been prepared under the historical cost convention, as modified by the revaluation of freehold land and buildings, and in accordance with applicable accounting standards and the Charities Statement of Recommended Practice (SORP 2005) issued in March 2005 and the Companies Act 2006. The charity and its subsidiary undertaking comprise a small group. The charity has taken advantage of the exemptions provided by the Companies Act 2006 and SORP 2005 not to prepare group accounts. The financial statements therefore present information about the charity as an individual undertaking and not about its group.

FUNDS HELD BY THE CHARITY:

Unrestricted funds represent funds received that are available to the trustees to apply for the general purposes of the charity as set out in the governing document. Unrestricted funds include a revaluation reserve representing the amount by which the property valuation exceeds its historical cost.

Restricted funds represent funds received for a specific purpose as defined by the donor.

INCOMING RESOURCES POLICIES:

All incoming resources are included in the statement of financial activities when the charity is legally entitled to the income, receipt is certain and the amount can be quantified with reasonable accuracy. The following specific policies apply to the categories of income:

Legacies

Recognition of legacy income is dependent on the type of legacy, with pecuniary legacies recognised when notification is received and residuary legacies when final estate accounts are received. No value is included where the legacy is subject to a life interest held by another party.

Gifts of fixed assets

Gifts of fixed assets are fully recognised as income in the year they are received.

RESOURCES EXPENDED POLICIES:

All expenditure of the charity is accounted for on an accruals basis and provision is included in the Financial Statements for all known liabilities at the Balance Sheet date. Irrecoverable VAT is attached to the specific expense incurred.

Costs of generating voluntary income comprise of the direct costs of fundraising staff together with quantifiable direct costs. Other support costs are allocated on the basis of headcount.

Charitable activities comprise of the direct costs of staff involved in the delivery of activities and services to the charity's beneficiaries. Direct costs are included where quantifiable and all other support costs are allocated on the basis of headcount.

Governance costs comprise of the direct costs of the charity that are not related to fund generation or charitable activities. The trustees consider that any apportionment of indirect costs would not be material.

NOTES TO THE FINANCIAL STATEMENTS

STATEMENT OF ACCOUNTING POLICIES (CONTD)

PENSIONS:

The charity operates a defined contribution pension scheme, Christians Against Poverty Stakeholder Pension Plan, and the pension charge represents the amounts payable by the charity to the fund in respect of the period.

ASSETS POLICIES:

Fixed assets are included at cost with the exception of freehold buildings which are included at a professional valuation. All fixed assets with a value in excess of £200 are capitalised.

Depreciation is calculated to write down the cost or valuation, less estimated residual values of all fixed assets over their expected useful lives. It is calculated at the following rates:

Buildings	Nil
Computer Equipment	33 1/3% on cost
Furniture and Fittings	25% on written down value
Office Equipment	20% on cost

No depreciation is charged on freehold property as this has been included at a valuation appropriate at 31 December 2014.

2. Voluntary Income

	Unrestricted Funds	Restricted Funds	2014 Total Funds	2013 Total Funds
	£	£	£	£
Regular supporters	3,366,374	46,343	3,412,717	2,930,251
Individual gifts	999,680	223,913	1,223,593	1,210,521
Churches	1,763,895	37,947	1,801,842	1,638,345
Companies	60,949	91,430	152,379	124,699
Charitable trusts	818,771	159,017	977,788	499,003
Legacies	3,822	-	3,822	-
	7,013,491	558,650	7,572,141	6,402,819
Gift Aid Received	859,143	-	859,143	786,453
Total donations	7,872,634	558,650	8,431,284	7,189,272

3. Activities for generating funds

	2014 £	2013 £
Sponsored events	83,935	106,604
Sales of cards, books and other merchandise	1,805	8,148
	85,740	114,752

NOTES TO THE FINANCIAL STATEMENTS

4. Income from charitable activities

	2014 £	2013 £
Received from clients	133,490	181,583
Service companies	689,265	653,263
CAP Money resources	45,242	49,492
	<u>867,997</u>	<u>884,338</u>
Rents received	39,719	47,362
	<u>907,716</u>	<u>931,700</u>

5. Total resources expended

	Direct Costs £	Support Costs £	2014 Total Costs £	2013 Total Costs £
COSTS OF GENERATING FUNDS:				
Costs of generating voluntary income	518,745	48,606	567,351	538,892
Sponsored events and trading	7,291	-	7,291	25,018
	<u>526,036</u>	<u>48,606</u>	<u>574,642</u>	<u>563,910</u>
CHARITABLE ACTIVITIES:				
Debt Counselling	5,083,423	475,648	5,559,071	5,505,017
Client welfare	450,320	20,831	471,151	461,256
International	120,011	3,472	123,483	109,855
CAP Money	370,526	20,831	391,357	447,445
CAP Job Clubs	179,894	17,359	197,253	106,779
CAP Release Groups/Detox	162,448	13,887	176,335	10,305
Raising awareness	621,366	45,134	666,500	542,460
	<u>6,987,988</u>	<u>597,162</u>	<u>7,585,150</u>	<u>7,183,117</u>
Governance costs	10,499	-	10,499	29,050
Other costs	61,858	-	61,858	73,616
TOTAL RESOURCES EXPENDED	<u>7,586,381</u>	<u>645,768</u>	<u>8,232,149</u>	<u>7,849,693</u>

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

	Principal basis of allocation to activities	2014 £	2013 £
General Management and Support	Headcount	181,783	85,505
Financial Management	Headcount	175,450	177,931
Human Resources	Headcount	131,171	129,665
Supporter Relations	Headcount	128,139	252,069
IT	Headcount	29,225	48,008
		<u>645,768</u>	<u>693,178</u>

NOTES TO THE FINANCIAL STATEMENTS

6. FIXED ASSETS

	Freehold Land & Buildings £	Computer Equipment £	Furniture & Equipment £	Total £
Cost				
As at 31 December 2013	2,731,000	366,771	221,002	3,318,773
Additions	-	41,775	15,821	57,596
Disposals	-	(917)	-	(917)
Loss on revaluation	-	-	-	-
As at 31 December 2014	2,731,000	407,629	236,823	3,375,452
Depreciation				
As at 31 December 2013	-	292,623	135,316	427,939
Charge for year	-	61,486	25,097	86,583
Disposals	-	(229)	-	(229)
As at 31 December 2014	-	353,880	160,413	514,293
Net book value				
As at 31 December 2013	2,731,000	74,148	85,686	2,890,834
As at 31 December 2014	2,731,000	53,749	76,410	2,861,159

The net book value of Freehold Land and Buildings comprises:

Premises at North Street, Bradford, known as Jubilee Mill, at valuation	£1,600,000
Premises at Norman Terrace, Eccleshill, Bradford at valuation	£130,000
Premises at Jermyn Street, Bradford, known as The Jubilee Centre, at valuation	£1,000,000

The valuations for the premises at North Street and Jermyn Street were carried out by Andrew Idle Associates, Chartered Surveyors on 6 January 2012. The valuation for the premises at Norman Terrace was carried out on 25th July 2009 by Eddisons, Chartered Surveyors.

The basis for all the valuations was Open Market Value and the Trustees are not aware of any factors that would affect the valuation of any of the freehold properties at the balance sheet date.

The historical cost of freehold land and buildings is £2,345,463

NOTES TO THE FINANCIAL STATEMENTS

7. INVESTMENT

	2014 £	2013 £
Shares in group undertakings	100	100

The charity owns 100 £1 Ordinary shares, being 100% of the issued share capital, in CAP Life Limited whose principal activity is that of life insurance brokers. The aggregate amount of share capital and reserves of CAP Life Limited as at 31 December 2014, being the date of the last set of accounts, was £1,229 (2013 £1,172) and the profit for the year then ended was £57 (2013 profit £67).

8. EMPLOYEE EMOLUMENTS

	2014 £	2013 £
Salaries	4,838,753	4,359,085
Social Security costs	411,939	388,548
Pension costs	341,277	296,839
	5,591,969	5,044,472

The number of employees whose emoluments (salaries, wages and benefits in kind) fell within the following bands:

	2014	2013
£60,000 – £69,999	2	2

During the year pension contributions on behalf of these employees amounted to £11,427 (2013: £11,205)

Average number of full-time equivalent employees during the year

	2014	2013
Head Office	228	201
	228	201

9. AUDITORS REMUNERATION

	2014 £	2013 £
Audit Services	5,400	5,400
Non-audit services	-	-
	5,400	5,400

NOTES TO THE FINANCIAL STATEMENTS

10. DEBTORS

	Total Funds 31 Dec 14	Total Funds 31 Dec 13
	£	£
Income Tax recoverable	94,019	70,653
Accounts receivable	204,070	161,046
Accrued income	39,048	60,340
Prepayments	25,425	27,272
Other debtors	127	2,150
CAP International	-	1,036
	<u>362,689</u>	<u>322,497</u>

11. CREDITORS: amounts due within one year

	Total Funds 31 Dec 14	Total Funds 31 Dec 13
	£	£
Building Fund loans	94,800	125,800
Bank loan	129,678	124,777
Mortgage	2,016	1,909
PAYE/National Insurance	112,538	105,761
Accruals and other creditors	104,466	74,477
Trade creditors	70,379	106,496
	<u>513,877</u>	<u>539,220</u>

12. CREDITORS: amounts due after one year

	Total Funds 31 Dec 14	Total Funds 31 Dec 13
	£	£
Mortgage	84,293	101,354
Bank loan	1,164,100	1,293,778
	<u>1,248,393</u>	<u>1,395,132</u>

Loans outstanding at the period end amounted to £1,474,887 (31 Dec 2013: £1,647,617) and these are repayable as follows:

	31 Dec 14	31 Dec 13
	£	£
Within one year	226,494	252,485
Between two and five years	580,841	558,606
After more than five years	667,552	836,526

On 11 July 2013 a loan for £1,469,000 was taken out with Lloyds Bank plc. This loan is fully secured against the freehold properties known as Jubilee Mill, North Street, Bradford and The Jubilee Centre, Jermyn Street, Bradford and replaces all other secured loans against those properties. The loan is repayable over a period of 10 years and

NOTES TO THE FINANCIAL STATEMENTS

interest is fixed at 3.86% for its duration. The balance of the loan at 31 December 2014 was £1,293,778, which represents 50% of the balance sheet value of the properties.

On 29th July 2009 a 30 year mortgage was taken out with Kingdom Bank for £110,500 secured against the freehold property at Norman Terrace, Eccleshill. The balance of the mortgage at 31 December 2014 was £86,309 and represents 66% of the balance sheet value of the property.

13. OTHER FINANCIAL COMMITMENTS

At the year end the company had annual commitments under non-cancellable operating leases as set out below:

	31 Dec 14	31 Dec 13
	£	£
Operating leases which expire:		
Within one year	-	602
Between two and five years	4,793	4,793
After more than five years	-	-

14. CAPITAL COMMITMENTS

During December 2014 agreement was reached to purchase a piece of land between Stott Hill Road and Wellington Street, Bradford for a price of £220,000. The land adjoins our own land and will initially be used to provide additional car parking spaces for our growing number of staff. If at some point in the future we decide to develop the land then an additional fee of £80,000, index linked, will need to be paid. The purchase of the land was completed on 26 January 2015 and paid for out of cash reserves.

15. BUDGETING AND INSOLVENCY SERVICES

Monies paid in by clients to enable their utility and debt repayments to be made are held in a separate bank account from the charity's own funds and cannot be used by the charity to fund its operations. The balance in this separate account as at 31 December 2014 was £2,815,062 (2013 - £3,273,278).

16. TRANSACTIONS WITH TRUSTEES

During the year no remuneration was paid to any of the Trustees (2013: £Nil).

During the year no Trustee (2013: None) received any other remuneration or expenses from the charity.

17. RELATED PARTY TRANSACTIONS

During 2014 the charity donated £30,000 (2013: £Nil) to CAP Australia, a charity registered in Australia of which John Kirkby, Founder and International Director, is a Trustee.

On 2 December 2013 the Directors issued a 'Letter of Comfort' to CAP Australia undertaking to financially support CAP Australia to the full extent of any liabilities incurred by them that are unable to be satisfied by the assets of CAP Australia. It was agreed that this would be up to a maximum of \$350k (approx. £188k) with preventative measures to be put in place once CAP Australia's liabilities exceed their assets by \$250k. At 31 December 2014 CAP Australia had net assets of \$300,153.

In March 2013 the charity launched a separate charity in Canada, CAP Canada, of which John Kirkby and Andy Thomas are Trustees. During 2014 the charity donated £15,000 to CAP Canada and in December 2014 the Directors issued a 'Letter of Comfort' to CAP Canada similar to the one issued to CAP Australia a year earlier. At December 2014 CAP Canada had net liabilities of \$4,620.

NOTES TO THE FINANCIAL STATEMENTS

In September 2010 The Light Church, a church of which John Kirkby, Josie Barlow and Tim Morfin are Trustees, moved into The Jubilee Centre on a rolling 18 month lease at a monthly rental of £2,750 plus utilities. CAP continue to have priority use of the building when it is needed.

The charity rents a domestic property owned by Matt Barlow, Chief Executive, at a rent of £475 per month. The house is used to house Reach intern students who contribute towards the rent and running costs of the house. The rent on the property is subject to an annual renewal depending on our requirements.

On 20 May 2003 County Financial Ltd., of which Peter Green is a Director, lent the charity £15,000 at an annual interest rate of 2%. The loan is repayable on one month's notice.

18. PENSION COMMITMENTS

The charity operates a defined contribution pension scheme, Christians Against Poverty Group Stakeholder Pension Plan, for all employees. The assets of the scheme are held separately from those of the charity in an independently administered fund. All contributions due have been fully paid.

FIVE YEAR SUMMARY

	2010 Total Fund £	2011 Total Funds £	2012 Total Funds £	2013 Total Funds £	2014 Total Funds £
Incoming Resources					
Voluntary Income	4,665,697	5,747,652	6,261,374	7,189,272	8,431,284
Activities for generating funds	204,223	138,005	144,196	114,752	85,740
Investment Income	38,871	21,904	35,603	54,548	30,025
Charitable Activities	833,774	1,007,130	985,048	931,700	907,716
Other incoming resources	-	-	-	-	-
Total incoming resources	5,742,565	6,914,691	7,426,221	8,290,272	9,454,765
Resources Expended					
Costs of generating funds	351,110	446,402	458,220	563,910	574,642
Charitable Activities					
Debt Counselling	3,848,603	4,221,803	4,999,403	5,505,017	5,559,071
Client Welfare	371,836	435,031	480,574	461,256	471,151
International	133,496	88,872	224,996	109,855	123,483
CAP Money	175,074	259,577	449,603	447,445	391,357
CAP Job Clubs	-	-	11,515	106,779	197,253
CAP Release Groups/Detox	-	-	-	10,305	176,335
Raising awareness	419,523	479,486	514,611	542,460	666,500
Total Charitable Activities	4,948,532	5,484,769	6,680,702	7,183,117	7,585,150
Governance costs	8,596	12,052	9,740	29,050	10,499
Other costs	88,065	104,428	95,049	73,616	61,858
Total resources expended	5,396,303	6,047,651	7,243,711	7,849,693	8,232,149
Net incoming resources	346,262	867,040	182,510	440,579	1,222,616
Profit/(Loss) on revaluation of assets	-	(125,864)	-	-	-
Net movement in funds	346,262	741,176	182,510	440,579	1,222,616
Ratios					
Percentage of total income					
Voluntary Income	81.25%	83.12%	84.31%	86.72%	89.18%
Percentage of total expenditure					
Cost of generating funds	6.51%	7.38%	6.33%	7.18%	6.98%
Charitable activities	91.7%	90.69%	92.23%	91.51%	92.14%
Governance costs	0.16%	0.20%	0.13%	0.37%	0.13%
Support costs (included in Resources Expended)	11.12%	10.32%	8.53%	8.83%	7.84%

CHRISTIANS AGAINST POVERTY

DIRECTORS, SENIOR STAFF AND ADVISORS

DIRECTORS

Peter Green BA(Hons), CFP, ACII, ACIB, MSFA (Chair)
Rev Ian Nundy
Tim Morfin
Andrew Parker, FCA
Matthew Frost
Kathryn Foster
Lisa Pearce (appointed 2 December 2014)

SECRETARY

Andy Thomas, ACMA

LEADERSHIP TEAM

Matt Barlow (*Chief Executive*)
John Kirkby (*Founder and International Director*)
Josie Barlow (*Communications*)
Sian Wrangles (*Partnership*)
Andy Thomas (*Finance*)
Chris Brown (*Centre Development*)
Simon Wilce (*Client Services*)
Ellie Gage (*HR and Staff Development*)
Jon Day (*IT*)

REGISTERED OFFICE

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Chartered Accountant and Statutory Auditor
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SOLICITORS

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