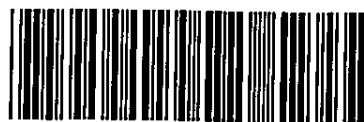


Company Number 03211815
Registered Charity Number 1056672

THE NELSON TRUST
(Limited by guarantee with no share capital)

**REPORTS AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED
31 MARCH 2013**

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COMPANIES HOUSE

**THE NELSON TRUST
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FOR THE YEAR ENDED 31 MARCH 2013**

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**THE NELSON TRUST
CHARITY INFORMATION
FOR THE YEAR ENDED 31 MARCH 2013**

PATRONS

The Most Hon the Marquess of Reading
The Rt Hon the Lord Mancroft

TRUSTEES

Mr David Granger	Chairman
Mrs Amanda Raybone	
Mrs Caroline Penley	
Mr Michael Adamson	
Mr Colin Chisholm	
Mr Luke Chester-Master	
Dr Anne-Marie Marlow	
Mrs Ann Buxton	

CHIEF EXECUTIVE

Mr Steve Cooke (resigned 30th April 2013)
Mr John Trolan (Acting)

COMPANY SECRETARY

Mr David Owen

REGISTERED OFFICE

Nelson House
Brimscombe Hill
Brimscombe
Stroud
Gloucestershire
GL5 2QP

BANKERS

Lloyds TSB PLC
12 Rowcroft
Stroud
Gloucestershire
GL5 3BD

CCLA – COIF Charity Funds
80 Cheapside
London
EC2V 6DZ

Scottish Widows Bank PLC
67 Morrison Street
Edinburgh
EH3 8YJ

SOLICITORS

Willans LLP
28 Imperial Square
Cheltenham
Gloucestershire
GL50 1RH

AUDITOR

Crowe Clark Whitehill LLP
Carnock House
Lypiatt Road
Cheltenham
Gloucestershire
GL50 2QJ

**THE NELSON TRUST
CHAIRMAN'S INTRODUCTION
FOR THE YEAR ENDED 31 MARCH 2013**

As with many organizations in this sector, 2012/13 was a challenging year for the Nelson Trust. We were disappointed to lose a substantial local authority contract but the Trust has responded with a redesigned service model which was introduced at the beginning of April 2013. Steve Cooke who has been with the Trust for 16 years and as Chief Executive for 13 years has decided to move on to take up new opportunities. The Trust thanks him for his long service during which time there has been a significant increase in the organisation's residential treatment capacity and its ancillary services.

However, the year was not without its highlights, notably successful discussions with Wiltshire Probation Trust to develop and open a new ISIS Women's service based in Swindon and the enthusiasm and professionalism that enabled the residential rehabilitation service to be redesigned ready for successful launch on 1st April 2013. I would like to thank our dedicated workforce who faced all these changes and challenges and continued to deliver a first class service to our clients.

I would also like to thank the volunteers who augment our service delivery staff and especially the voluntary fundraising committee and helpers who once again organised and ran several very successful events. Their contribution to the Trust is considerable.

Significant donations were received from the following organisations and I would like to thank them for their support,

The Albert Hunt Trust
Barnwood Trust
The David Thomas Charitable Trust
The Coutts Charitable Trust
eesi Limited
The Esme Fairbairn Foundation
The Dulverton Trust
The Florence Shute Millennium Trust
Fluck Convalescent Fund
The Gibson Charitable Trust
J Paul Getty Jnr Charitable Trust
The Jack Lane Charitable Trust

The Sir James Roll Charitable Trust
The Macfarlane Walker Trust
The Panvar Trust
The Worshipful Company of Pewterers
The Pilgrim Trust
Santander Foundation
The Spirax Sarco Group Charitable Trust
The Summerfield Charitable Trust
Stonehouse Rotary Club and Round Table
Tancroft Communications
Zunch Community Trust (UK) Limited

The future will certainly bring more challenges. The Trust is developing a strategy that will consolidate its position and enable it to reach out and maintain dialogue with even more service users so that they can access the treatment that they deserve.



**David Granger
Chairman
The Nelson Trust**

Date 20/09/13

**THE NELSON TRUST
TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2013**

The trustees, who are also the directors for the purpose of Company Law, present their report and the financial statements of the charity for the year ended 31 March 2013

COMPANY STATUS

The charity is constituted as a company limited by guarantee and is therefore governed by its memorandum and articles of association. The company is a registered charity and acts entirely as a non profit-making organisation. The registered company number is 03211815. The company is a registered charity, number 1056672.

FINANCIAL REVIEW

Overview

The financial statements have been prepared in accordance with the requirements of the Charities SORP 2005 and show the relationship between the costs of undertaking charitable activities and the income those activities generate. In addition, the trustees have identified a number of key financial measures, which are presented below.

Income

Description	2012/13 (%)	2011/12 (%)
<i>Change from prior year</i>		
Total income	4.4	(7.6)
Voluntary income	405.5	(71.6)
Incoming resources from charitable activities	(5.2)	(0.8)
<i>Comparison to budget</i>		
Total income	0.2	3.0
Voluntary income	3.7	(13.3)
Incoming resources from charitable activities	197.8	3.3
<i>Other measures</i>		
Unrestricted income as a percentage of total income	84.2	91.5

- Total income rose by 4.4% this year thanks to an increase in voluntary income that compensated for a drop in income from charitable activities.
- Voluntary income increased significantly thanks to several successful fund raising appeals in the year. Over a third of this income will be expended over the next three years.

Expenditure

Description	2012/13 (%)	2011/12 (%)
<i>Comparison to budget</i>		
Total expenditure	2.0	(4.6)
<i>Other measures</i>		
Fundraising & marketing costs as a percentage of voluntary income	11.9	39.4
Direct charitable expenditure as a percentage of total expenditure	97.0	97.2
Governance costs as a percentage of total expenditure	0.1	0.3

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

- Total expenditure is 2% below budget for the year
- Fundraising & marketing costs as a percentage of voluntary income fell to 11.9% as the increase in costs was more than offset by the increased income noted above
- Other costs are consistent year on year

Deficit on activities in furtherance of the charity's objectives

Move on programmes showed a surplus this year. High Support, ETE, family and the ISIS women's programmes showed a deficit.

Investments

In view of uncertain economic outlook, the Trust holds all its cash funds on current and deposit account with its bankers. Cash at bank and in hand amounted to £862,145 (2012 – £1,010,914).

Reserves

The term "reserves" (in accordance with the Charities SORP 2005 definition) is used to describe income funds that are freely available to help the Trust meet its objectives. "Free Reserves" are represented by the "Total Funds" under our control less "Restricted Funds" and "Tangible Assets".

Whilst Total Funds stood at £2,510,718 and Unrestricted Reserves at £2,305,129, Free Reserves stood at just £776,269. This is due to the Trust's long running policy of acquiring rather than leasing its properties. If required, the Trustees will access the "equity" that has been built up by selling one or more properties and restructuring the property portfolio. At present the Trust owns the following buildings:

- | | |
|---------------------------------------|-------------------|
| • Treatment Centre | • Stonebank House |
| • Nelson House | • Gordon House |
| • East Wharf Cottage and Admin Office | • Wakefield House |
| • Belsize House | |

These properties play a key part in our ability to operate, therefore we have excluded them from unrestricted free reserves that stood at £776,269 (2012 - £978,955) at the end of the current year. Whilst the trustees' present target for free reserves is 4 months worth of the charity's expenditure, the year end figure of £776,269 represented 3.2 months (2012 – 4.2 months). This is still considered to be a reasonable figure to cover risks and uncertainties.

Nevertheless, subject to the current economic uncertainty, it is their intention, when possible, to build up further reserves and use these to finance future expansion and capital acquisitions to support the continuing development of specialist services provided by the Trust as more fully explained within the 'Objectives and Activities' referred to in the Trustees report.

OBJECTIVES AND ACTIVITIES

Background of the Trust

The Nelson Trust was established as a registered charity in 1985 near Stroud in Gloucestershire, and is one of the longest running independent treatment centres in the UK. The Trust has always been at the forefront of innovation in the treatment of addiction field, supporting people to full recovery and independent living. Our approach is abstinence-based, linked to the 12-step programme, and uses the integrative approach to counselling alongside a range of other therapeutic techniques. We place equal importance on helping people to recover from their addiction as we do on helping them re-build a positive, independent life in order to sustain their abstinence once they have left our care. We have one of the highest long-term success rates in the country with a reputation for highly skilled staff, excellent facilities and high quality care. We now help over 900 individuals per year through treatment and resettlement, aftercare, our work with offenders and services for women, families and children.

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

Our Aims and Objectives

- To provide an integrative care programme for people with drug or alcohol problems to become and remain free of substance misuse,
- To provide an integrative care programme to enable people, who have existing drug and alcohol problems, with eating disorders to develop a sensible eating pattern and achieve physical health,
- To support clients by facilitating and providing assistance with education, training and employment placements,
- To support clients who are "moving on" towards an independent lifestyle and permanent housing,
- To provide safe, supported housing for clients at each stage of their programme,
- To establish and maintain a safe, therapeutic environment across all services and facilities,
- To continuously research the needs of our client group in order to ensure our future service develops meet their requirements, and
- To identify new client groups that could benefit from our unique skills and develop programmes accordingly

Public Benefit

We have referred and complied with the duty in S 17 of the Charities Act 2011 to have due regard to the Charity Commission's published general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives they have set.

Our Mission Statement

Our mission is to ensure that people with alcohol, drug and other dependencies are offered the best possible opportunity for a healthy and fulfilling life by providing them with a high quality treatment, support and resettlement programmes.

Our Approach to Addiction Treatment

The Nelson Trust has its own distinct, well-established model of treatment informed by our experience, which comprises three components:

- High support programme (also referred to as "treatment")
- Move-on programme (also referred to as "resettlement")
- Education, training and employment (ETE) programme

The integration of these three programmes is tailored to the specific needs of each individual and it supports clients through the whole rehabilitation process, from leaving detox all the way to returning to independent living and employment. Throughout, the focus of our services is to give our clients the opportunity to attain a lasting abstinence-based recovery from addiction and to become high-functioning, fully integrated members of the community and recovery champions who support others on the route to recovery.

Our Services

As reported in recent years we are continuing to see an increasing proportion of treatment programme clients with higher and more complex needs, including enduring mental health problems and individuals coming from chaotic circumstances. This trend has continued. Our improved capacity to provide specialist services enables us to meet increasingly complex client needs.

High Support Programme

Clients can attend the high support programme as a day care client or as a residential client in one of our four treatment houses. During this time clients are supported to explore and address the psycho-social behaviours that led to and sustained their addiction. Most of our clients are residential. After initial assessment, an individual care plan is drawn up with the client (and their referrer where possible) which maps out the recovery pathway that will form the basis of their treatment. At the heart of the programme is

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

Our Services (Continued)

the experience of living in a therapeutic community, learning to manage the responsibilities to oneself and to others which are essential for lasting recovery. The programme includes one-to-one counselling, group work, creative therapeutic techniques, attendance of 12-step meetings, and workshops in a range of topics such as relapse prevention, assertiveness, anger management and communication skills.

Move On programme

Approximately 50% of clients continue into Nelson Trust's move on programme where they can stay for up to a further twelve months. Initially this involves moving into one of our four independent, shared houses whilst still having access to practical help and guidance and emotional support with an increasing emphasis on the client learning how to access the support they need from the local recovery community and from "mainstream" services in the wider community. After clients leave The Nelson Trust they are still able to access services via Turning Point (see below) if they choose to stay in Gloucestershire.

Aftercare

Our aftercare programme ran successfully throughout the year until, as mentioned elsewhere, our contract ended. We were then able to transfer a fully formed service to Turning Point.

Education, Training and Employment (ETE)

The ETE service is an integral part of The Nelson Trust programme, helping prepare clients for independent living after treatment. The ETE programme can be accessed by clients at any stage during their stay with us. As well as offering a range of "in-house" courses, ETE staff can help our clients to enrol on external courses and assist in setting up work experience placements. Based at the STAR Centre, the ETE programme offers a range of practical, therapeutic and vocational courses including IT, woodwork, bicycle maintenance, arts & crafts, English and maths. The Centre also provides a base for the ETE team who work closely with education/training bodies and local employers to provide a wide range of services and opportunities for clients, including finding volunteering placements in a range of community activities.

The Nelson Trust is an accredited Open College Network (OCN) Centre allowing us to write bespoke training courses for clients, to assess the work and award the qualification. Any client coming to The Nelson Trust has the option to attend training and complete a portfolio to gain an OCN Level 2 Award in Progression that is nationally recognised – and 90% of those clients embarking on the OCN programme successfully complete it.

Family and Young People's Services

The past year has seen the continued development of services for young people and families affected by substance misuse. Working in close partnership with Infobuzz, Family Focus is now established as a distinct provider of treatment for families affected by substance misuse, and has gained significant funding from the county's statutory agencies in order to deliver these unique services. With a clear focus on meaningful outcomes that demonstrably improve the emotional wellbeing and safety of children, the service has shown a real reduction in the level of professional concerns for the welfare of children and their families.

Working in a range of settings, the Family Focus team offer clinical interventions, individual, couple and family therapies and psycho-educational groupwork using a range of skills and techniques in this multi-disciplinary team. The families we work with are complex, with multiple problems, often with children on the "At Risk" register and often with adolescents displaying high levels of distress and associated behaviours.

Children with substance-misusing parents are at a very much higher risk of becoming substance-misusers themselves, and the work of Family Focus is to break this inter-generational cycle, to resource families with better skills and coping mechanisms, and to help family members to move along a path from addiction towards stabilisation, sobriety, abstinence and recovery.

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

Our Services (Continued)

Women's Services

The Nelson Trust has long had a reputation as a treatment centre which works innovatively to address the particular needs of women, especially mothers, who have substance misuse problems. The development of our women's treatment programme, with women-only therapeutic groups, housing and resettlement services enabled many women to undertake and successfully complete treatment whereas, in the past, women with a history of trauma were far less likely to manage to remain in treatment in a mixed-gender environment.

It was our track record in specialist women's services which led to the award of funding from the Ministry of Justice in 2009 to establish the ISIS Women's Centre, and the past year has seen the centre flourish and grow as the most visible of The Nelson Trust services. ISIS aims to address the complex needs of women offenders and those at high risk of offending by addressing a spectrum of "criminogenic" issues from substance misuse to homelessness, debt, domestic abuse, a lack of educational qualifications, isolation and poor self-care.

ISIS helps women by

- assessing comprehensively all of their needs,
- providing a dedicated keyworker to provide continuity of support,
- agreeing a support plan with each woman tailored to their particular needs,
- providing a weekly timetable of therapeutic, educational, group activities and social integration,
- providing support and advocacy to help women address practical problems,
- helping women to comply with community sentences by engaging them positively, and
- bringing about lasting change which reduces the risk of re-offending.

Partners

We work closely with all the agencies in the criminal justice system (probation, the police, the prison service and local authority bodies), Social Services, Children & Family Services, Gloucester Drug & Alcohol Team, the Crime & Disorder Reduction Partnership and CJIP (Criminal Justice Intervention Programme) whose remit is to increase the numbers of drug misusing offenders into treatment. We also work in close partnership with all the specialist services for women in the county, including those, voluntary and statutory, which address domestic violence and sexual abuse. A number of these agencies are represented on the partnership board and steering group for ISIS.

Our Family Focus team works with its partner Infobuzz, in a number of schools in the county and with Children and Adolescent Mental Health Services (CAMHS), as well as close engagement with county social services and the Troubled Families initiative for families with the highest levels of need. Family Focus also works with Families Inc, County Community Projects, Coram Life Education, Gloucestershire Safeguarding Children Board and Gloucestershire Young Carers. The Trust also works closely with other treatment agencies and substance misuse services such as Independence Trust, 2gether NHS Foundation Trust, Clouds, Phoenix, Broadway Lodge, Turning Point and Broadreach. We have worked collaboratively with GAVCA (Gloucestershire Association for Voluntary and Community Action) and with the Gloucestershire Assembly through representation on the Gloucestershire Drug and Alcohol Working Group, with Clinks and the Home Office to pilot new initiatives in Integrated Offender Management (IOM) where specialist voluntary sector agencies partner the criminal justice agencies to reduce reoffending.

Other partnerships include The IAG (Information, Advice and Guidance) partnership, Stroud College of Further Education, GreenSquare, Chapter 1, Stonham Housing Association and Gloucestershire Adult Education. The Nelson Trust is a member of Alcohol Concern, Drugscope, the Federation of Drug and Alcohol Professionals and Recovery Group UK. The Trust complies with the National Drug and Alcohol Occupational Standards (DANOS) directives.

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

OBJECTIVES, ACHIEVEMENTS AND FUTURE PLANS

Purposes and Aims

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to

- Relieve and assist in the relief of sickness and distress amongst persons who have, or are recovering from drug, alcohol and other addictions by the provision of treatment, rehabilitation programmes and accommodation,
- Provide education and information services in order to try to prevent persons becoming addicted to drugs, alcohol or other substances, and
- Provide support for families of persons who are addicted to drugs, alcohol and other substances, including advice assistance and support services for the families of such persons

This review looks at the success of each key activity and the benefits they have brought to those groups of people we are set up to help. It also helps us to ensure our aims, objectives and activities remain focused on our stated purposes.

2012/13 Objectives

Our strategic objectives for the year were

- 1 To develop the adult programme to meet the changing needs of clients and commissioners
 - To influence the development of a recovery oriented treatment system within Gloucestershire, and
 - To continue to develop the Enhanced Aftercare service for the county

Achievements

The Gloucestershire Community Drug and Alcohol Treatment and Recovery Services contract was put out to tender in 2012 and the partnership of local agencies that delivered these services, of which we were a member, was not successful with its bid. We continue, however, to champion the cause of abstinence based recovery within the county.

- 2 To sustain and maintain capacity on the adult programme
 - Continue to improve the content and quality of the core service,
 - Maintain good levels of occupancy and retention in treatment, and
 - Increase tapered ending and day care capacity

Achievements

Description	Target (%)	Actual (%)
<i>Occupancy</i>		
High support houses	85.0	83.1
Day programme	60.0	58.9
Move on houses	85.0	93.8
<i>Planned Completions</i>		
High support programme	70.0	69.2
Move on programme	60.0	85.0

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

2012/13 Objectives (Continued)

Occupancy and retention were below target in the high support houses during the middle of the year but recovered strongly as the year ended. The day programme's performance diminished as the year progressed as the Local Authority contract came to an end. Performance in the move on houses was strong throughout the year.

- 3 To develop work with families affected by substance misuse
- To develop locality based services around the county of Gloucestershire,
 - To continue to develop the evidence base for effective family interventions, and
 - To develop funding partnerships to ensure the sustainability of the Family Focus service

Achievements

We continue to work with partners such as Families Inc to develop further effective family interventions. The evidence base for effective family interventions was further enhanced and developed. Funding partnerships were developed with new contracts with Chosen Hill School, Gloucester Academy and Gloucestershire County Council Permanence Support Service.

- 4 To develop specialist services for women
- To build on the success of ISIS by increasing the proportion of referrals from criminal justice agencies,
 - To continue to embed ISIS services as an integral part of the county's strategy to reduce re-offending, and
 - To develop a county-wide strategy to address the needs of sex workers

Achievements

125, of the 211 ISIS referrals were from the criminal justice system and this figure will continue to increase. We were awarded a grant of £99,744 from the Esme Fairbairn Foundation to set up the ISIS Sex Worker Outreach Project. This enables us to work, together with other agencies in the county, to assist women who sell sex in the streets to fund their substance misuse.

- 5 To create an organisation wide infrastructure of sufficient quality to achieve our objectives
- To develop and exploit a senior fundraising resource,
 - To develop and exploit our marketing collateral, and
 - To attract, develop and retain a skilled and appropriate volunteer cohort

Achievements

A senior fundraising and business development manager joined the Trust in January. Investment has been made in a new website, marketing literature and stationery. During the year volunteers worked 3,140 hours in support of the Trust. This figure excludes time worked by the volunteer fundraising committee.

Future Plans

Whilst we are currently working on a new five year strategy document, to be ready later in 2013, the following initiatives are already in progress.

Women in recovery from addiction We are planning to extend and refurbish Gordon House, our specialist women's only treatment centre, to help even more women and provide an enhanced treatment experience for all clients.

Veterans in crisis. In partnership with homelessness charity Alabare we are developing specialist residential treatment services for armed services veterans who are now battling alcohol and drug dependency.

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

Future Plans (Continued)

Women and families facing severe and multiple deprivation: We want to extend the reach and impact of our ISIS Women's Centre to engage women of all ages who have been identified as being 'at risk' of entering the criminal justice system many women are completely overwhelmed by domestic violence, homelessness, addiction and mental health issues, and ISIS is unique in addressing all these complex problems under one roof

Mothers struggling to bond with their children We are introducing a powerful programme of early years attachment work, 'Circle of Security', to help vulnerable mothers bond with their children and become confident, effective parents in the vital early years

STRUCTURE, GOVERNANCE AND MANAGEMENT

Structure and decision making process

The governing body of the charity is the board of trustees, which comprises eight members and meets three times a year for board meetings plus an "away" day for strategic thinking, the first of which was held in April 2012. Trustees can be appointed or re-appointed at a general meeting or by the trustees subject to the conditions set out in the Articles of Association. At each Annual General Meeting one third of the trustees retire by rotation and being eligible, may offer themselves for re-election.

The trustees are a body of volunteers drawn from a wide range of relevant areas of expertise. New trustees are appointed, as required, by the Board with reference to these areas of relevant experience. On appointment, new trustees are given an induction programme to thoroughly familiarise themselves with the work of The Nelson Trust and their role. This programme includes meeting with existing trustees and spending time with the Chief Executive, senior managers and departmental team leaders. The trustees are encouraged to attend relevant training courses and these are regularly brought to their attention.

Sub-committees of trustees and relevant senior managers meet regularly to review specific issues such as human resources and finance and strategy with a report to the full Board as required.

A Senior Management Team, led by the Chief Executive, meets on a fortnightly basis, and manages day to day operational responsibilities. The Chief Executive and Company Secretary attend all Board meetings.

Statement of trustees' responsibilities

The trustees (who are also directors of The Nelson Trust for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards).

Company law requires the trustees to prepare financial statements for each financial year. 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 affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the trustees are required to

- select suitable accounting policies and then apply them consistently,
- observe the methods and principles in the Charities SORP,
- make judgments and estimates that are reasonable and prudent,
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

**THE NELSON TRUST
TRUSTEES' REPORT (Continued)
FOR THE YEAR ENDED 31 MARCH 2013**

Statement of trustees' responsibilities (Continued)

The trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions, disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006 and the provisions of the charity's constitution. They are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Insofar as each of the trustees of the charity at the date of approval of this report is aware there is no relevant audit information (information needed by the charity's auditor in connection with preparing the audit report) of which the charity's auditor is unaware. Each trustee has taken all of the steps that he/she should have taken as a trustee in order to make himself/herself aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Internal controls

The trustees confirm that internal control procedures are in place to provide reasonable, but not absolute, assurance against material misstatement or loss. This includes a comprehensive system of annual budgets, approved by the trustees, and monthly financial reporting of actual against budget and other key performance indicators.

Risk management

A comprehensive review and revision of our risk management policies and procedures was completed in 2012/13.

Systems and controls are in place to mitigate the major risks to which the charity is exposed as identified by the trustees.

Processes and procedures will continue to be reviewed.


RELATIONSHIPS WITH CONNECTED PARTIES

The Trust has no relationships with connected parties with the exception of those transactions disclosed in notes 11 and 12.

AUDITOR

A resolution to reappoint Crowe Clark Whitehill LLP will be submitted to the forthcoming Annual General Meeting.

In preparing this report, the trustees have taken advantage of the small companies exemptions provided by section 415A of the Companies Act 2006.

Approved and signed on behalf of the board on 20/09/13 by 

**David Granger
Chairman
The Nelson Trust**

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF THE NELSON TRUST

We have audited the financial statements of The Nelson Trust for the year ended 31 March 2013 set out on pages 14 to 24. These financial statements have been prepared in accordance with the accounting policies set out therein and the requirements of the Financial Reporting Standard for Smaller Entities (effective April 2008).

The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the statement of trustees' responsibilities, the trustees (who are also the directors of the charitable company for the purpose of company law) 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 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 company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by the directors, and the overall presentation of the financial statements.

We read all the information in the Trustees' Annual Report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on financial statements

In our opinion the financial statements

- give a true and fair view of the state of the charitable company's affairs as at 31 March 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 Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

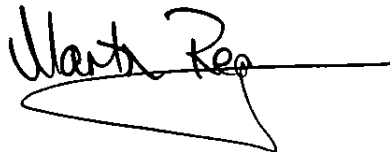
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
THE NELSON TRUST (Continued)**

Matters on which we are required to report by exception

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

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

MARTIN REGAN
Senior Statutory Auditor
For and on behalf of
CROWE CLARK WHITEHILL LLP



Carrick House
Lypiatt Road
Cheltenham
Gloucestershire
GL50 2QJ

Date 26 September 2013

THE NELSON TRUST
STATEMENT OF FINANCIAL ACTIVITIES
(Incorporating the income and expenditure account)
FOR THE YEAR ENDED 31 MARCH 2013

	Note	Unrestricted Funds £	Restricted Funds £	2013 Total Funds £	2012 Total Funds £
INCOMING RESOURCES					
Incoming resources from generated funds					
Voluntary Income - Donations		48,706	303,067	351,773	86,747
Investment Income - Interest Receivable		13,754	-	13,754	11,450
Income from charitable activities					
- High Support Programme		1,500,201	-	1,500,201	1,542,154
- Move on Programme		549,447	-	549,447	541,753
- ETE Programme		198,184	-	198,184	227,165
- Family Programme		163,458	-	163,458	231,009
- ISIS Women's Programme		<u>28,173</u>	<u>180,600</u>	<u>208,773</u>	<u>220,837</u>
Total incoming resources		<u>2,501,923</u>	<u>483,667</u>	<u>2,985,590</u>	<u>2,861,115</u>
RESOURCES EXPENDED					
Costs of generating funds					
- Fundraising	3	90,057	-	90,057	81,309
- Finance	3	152	-	152	136
Charitable activities					
- High Support Programme	3	1,542,242	28,835	1,571,077	1,454,509
- Move on Programme	3	437,614	1,000	438,614	408,565
- ETE Programme	3	243,203	34,450	277,653	283,297
- Family Programme	3	325,118	9,537	334,655	347,560
- ISIS Women's Programme	3	78,911	223,659	302,570	313,292
Governance	3	<u>4,223</u>	<u>-</u>	<u>4,223</u>	<u>8,354</u>
Total resources expended		<u>2,721,520</u>	<u>297,481</u>	<u>3,019,001</u>	<u>2,897,022</u>
Net (outgoing)/incoming resources		(219,597)	186,186	(33,411)	(35,907)
Transfers between funds		<u>19,296</u>	<u>(19,296)</u>	<u>-</u>	<u>-</u>
Net Movement in Funds for the year		(200,301)	166,890	(33,411)	(35,907)
Balance brought forward at 1 April 2012		<u>2,505,430</u>	<u>38,699</u>	<u>2,544,129</u>	<u>2,580,036</u>
Balance carried forward at 31 March 2013	16	<u>2,305,129</u>	<u>205,589</u>	<u>2,510,718</u>	<u>2,544,129</u>

The charity has no recognised gains and losses other than those included in the statement of financial activities

All amounts relate to continuing operations

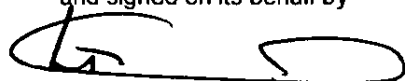
The notes on pages 14 to 24 form part of these financial statements

**THE NELSON TRUST
BALANCE SHEET
AS AT 31 MARCH 2013
REGISTERED NUMBER 03211815**

	Note	2013 £	2012 £
FIXED ASSETS			
Tangible fixed assets	7	<u>1,528,860</u>	<u>1,526,475</u>
CURRENT ASSETS			
Debtors	8	452,246	369,503
Cash at bank and in hand		<u>862,145</u>	<u>1,010,914</u>
		1,314,391	1,380,417
CREDITORS Amounts falling due within one year	9	<u>(332,533)</u>	<u>(362,763)</u>
NET CURRENT ASSETS		<u>981,858</u>	<u>1,017,654</u>
NET ASSETS		<u>2,510,718</u>	<u>2,544,129</u>
FUNDS			
Unrestricted – Fixed Asset Fund	16	1,528,860	1,526,475
Unrestricted – General Fund	16	776,269	978,955
Restricted	14	<u>205,589</u>	<u>38,699</u>
		<u>2,510,718</u>	<u>2,544,129</u>

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006 and in accordance with the Financial Reporting Standard for Small Entities (effective April 2008)

The financial statements were approved and authorised for issue by the Board of Trustees on and signed on its behalf by



David Granger
Chairman



Trustee

The notes on pages 14 to 24 form part of these financial statements

**THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2013**

1 ACCOUNTING POLICIES

(a) Basis of accounting

The financial statements have been prepared under the historical cost convention in accordance with applicable accounting standards and in compliance with the current Statement of Recommended Practice, (SORP 2005), Accounting by Charities. All activities of the charitable company are continuing.

The financial statements have been prepared in accordance with the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006, with the Financial Reporting Standard for Smaller Entities (effective April 2008).

After making enquiries, the trustees have a reasonable expectation that the Charity has adequate resources to continue its activities for the foreseeable future. Accordingly, they continue to adopt the going concern basis for preparing the financial statements as outlined in the Statement of Trustees' Responsibilities on pages 10 and 11.

(b) Cash flow statement

The trustees have taken advantage of the exemption in Financial Reporting Standard No 1 from including a cash flow statement in the financial statements on the grounds that the charitable company is small.

(c) Income

Income is dealt with in accordance with the terms of the nature of the receipt. Income is recognised in the period to which it relates with the exception of donations, which are recognised when received unless amounts receivable can be determined with reasonable accuracy.

Incoming resources from grants, where related to performance and specific deliverables, are accounted for as the charity earns the right to consideration by its performance. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.

(d) Basis of apportionment of expenditure

Charitable activities include all costs directly relating to the objectives of the charity including costs involved in supporting that work.

Costs of generating funds include those costs incurred in inducing others to make contributions to the charity.

High Support Programme costs include the staff, premises and infrastructure costs for Nelson House, Stonebank House, East Wharf Cottage and Gordon House (women's only house). Client specific costs such as provision of food and the costs associated with the provision of night support staff are also included.

Move On Programme costs include the staff, premises and infrastructure costs for Wakefield House, Ebley Road, Bath Road and Hyde Lane.

Education, Training and Employment (ETE) programme costs include the costs of running and maintaining the STAR Centre plus the costs of delivering the programmes.

Aftercare & Family Programme costs cover the delivery of services to Gloucestershire aftercare clients and family services.

ISIS Women's programme costs include the staff, premises, client specific and infrastructure costs for Belsize House.

Governance costs include all costs involving the Trustees and the direction of the Trust.

Support costs are those costs incurred directly in support of expenditure on the objects. These have been allocated to activities on a basis consistent with the use of resources.

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

1 ACCOUNTING POLICIES (Continued)

Depreciation charges on freehold property are allocated accordingly to the premises costs identified above

Depreciation charges for furniture, fittings and equipment, motor vehicles and computer equipment are allocated accordingly to the location of the asset

(e) Tangible fixed assets and depreciation

Tangible fixed assets are included at cost or valuation less an appropriate provision for depreciation

Items costing less than £1,000 are written off as an expense on acquisition

Depreciation is calculated so as to write off the cost or valuation of an asset less its estimated residual value over the useful economic life of the asset

Freehold property	2%	Straight line method
Freehold improvements – Belsize House	15%	Straight line method
Leasehold improvements – STAR Centre	Over term of lease	Straight line method
Furniture, fittings and equipment	25%	Straight line method
Computer equipment	33 33%	Straight line method
Motor vehicles	25%	Straight line method

(f) Liabilities

Liabilities are recognised once there is a legal or constructive obligation that commits the charity to the obligation

(g) Operating leases

Rentals payable under operating leases are charged to the statement of financial activities as incurred over the term of the lease

(h) Pensions

The charity makes regular contributions to the individual pension plans on behalf of certain staff. These are a direct charge in the wages cost for the period.

(i) Restricted funds

The restricted funds comprise of donations and grants earmarked by the donors for specific purposes and shall only be transferred to unrestricted funds once the restriction imposed by the donor has been fulfilled and the project is complete.

(j) General funds

Unrestricted funds are expendable at the discretion of the trustees in furtherance of the objects or administration of the charity.

(k) Taxation

The company is a registered charity, and as such is entitled to taxation exemptions on all its income and gains, properly applied for its charitable purposes.

2 COMPANY STATUS

The Trust is a company limited by guarantee. The liability in respect of the guarantee, as set out in the memorandum, is limited to £10 per member of the company. There are eight members at the balance sheet date.

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

3 ANALYSIS OF TOTAL RESOURCES EXPENDED

	Staff Costs £	Support Costs £	Other Direct Costs £	Dep'n £	2013 Total £	2012 Total £
Cost of Generating Funds	64,505	2,543	21,390	1,771	90,209	81,445
Charitable Expenditure						
- High Support Programme	1,069,313	163,836	292,777	45,151	1,571,077	1,454,509
- Move on Programme	277,134	18,017	137,026	6,437	438,614	408,565
- ETE Programme	171,016	38,270	58,336	10,031	277,653	283,297
- Family Programme	197,078	71,456	40,156	25,965	334,655	347,560
- ISIS Women's Programme	214,304	29,823	33,472	24,971	302,570	313,292
Governance	1,612	107	2,429	75	4,223	8,354
	<u>1,994,962</u>	<u>324,052</u>	<u>585,586</u>	<u>114,401</u>	<u>3,019,001</u>	<u>2,897,022</u>

4 SUPPORT COSTS

	2013 £	2012 £
Client support (including food, household, welfare & courses)	152,748	176,841
Staff travelling & entertainment	61,797	61,038
Temporary staff, contractors & recruitment	101,031	109,350
Volunteer expenses	<u>8,476</u>	<u>8,176</u>
	<u>324,052</u>	<u>355,405</u>

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

5 ANALYSIS OF STAFF COSTS

	2013 £	2012 £
Wages and salaries	1,706,397	1,562,174
Social Security costs	152,569	141,562
Pension contributions	90,017	85,787
Other costs	<u>45,979</u>	<u>40,275</u>
	<u>1,994,962</u>	<u>1,829,798</u>

The average number of full time equivalent employees analysed by function was

	2013 No	2012 No
Direct charitable		
- Treatment	44	43
- Night support	9	10
- Support	<u>20</u>	<u>20</u>
	<u>73</u>	<u>73</u>

The number of higher paid employees was

	2013 No	2012 No
£70,001 - £80,000	1	1
£110,001 - £120,000	-	1
£120,001 - £130,000*	<u>1</u>	<u>=</u>

In the year contributions of £27,225 (2012 – £21,600) were made to two (2012 – two) higher paid employees to a personal defined contribution pension scheme

The trustees received no remuneration in either year

*Included in the above is £25k for compensation for loss of office

6 NET OUTGOING RESOURCES FOR THE FINANCIAL YEAR

Net outgoing resources are stated after charging

	2013 £	2012 £
Auditor's remuneration	5,520	5,370
Auditor's remuneration non-audit	-	1,320
Depreciation	114,401	124,326
Operating lease rentals - plant and machinery	9,311	10,061
- land and buildings	<u>68,758</u>	<u>62,023</u>

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

7 TANGIBLE FIXED ASSETS

	Freehold Property	Freehold Improve- ments	Leasehold Improve- ments	Motor Vehicles	Furniture Fittings & Equipment	Computer Equipment	Total
	£	£	£	£	£	£	£
COST							
<i>At 1 April 2012</i>	1,449,079	213,292	94,414	84,652	239,637	153,876	2,234,950
Additions	20,417	-	4,200	49,872	9,837	42,298	126,624
Disposals	-	-	-	(45,110)	-	-	(45,110)
At 31 March 2013	<u>1,469,496</u>	<u>213,292</u>	<u>98,614</u>	<u>89,414</u>	<u>249,474</u>	<u>196,174</u>	<u>2,316,464</u>
DEPRECIATION							
<i>At 1 April 2012</i>	188,951	63,104	53,843	57,372	209,991	135,214	708,475
Charge for the year	20,496	31,994	9,469	15,765	19,265	17,412	114,401
Disposals	-	-	-	(35,272)	-	-	(35,272)
At 31 March 2013	<u>209,447</u>	<u>95,098</u>	<u>63,312</u>	<u>37,865</u>	<u>229,256</u>	<u>152,626</u>	<u>787,604</u>
NET BOOK VALUE							
At 31 March 2013	<u>1,260,049</u>	<u>118,194</u>	<u>35,302</u>	<u>51,549</u>	<u>20,218</u>	<u>43,548</u>	<u>1,528,860</u>
<i>At 31 March 2012</i>	<i><u>1,260,128</u></i>	<i><u>150,188</u></i>	<i><u>40,571</u></i>	<i><u>27,280</u></i>	<i><u>29,646</u></i>	<i><u>18,662</u></i>	<i><u>1,526,475</u></i>

All fixed assets were used for direct charitable purposes

Included in Freehold property is an amount of £360,500 (2012 – £360,500) representing freehold land, which is not depreciated

8 DEBTORS

	2013 £	2012 £
Amounts falling due within one year		
Trade debtors	308,621	297,690
Other debtors	67,967	23,365
Prepayments and accrued income	<u>30,089</u>	<u>46,042</u>
	<u>406,677</u>	<u>367,097</u>
Amounts falling due after more than one year		
Other debtors	<u>45,569</u>	<u>2,406</u>
	<u>452,246</u>	<u>369,503</u>

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

9 CREDITORS AMOUNTS FALLING DUE WITHIN ONE YEAR

	2013 £	2012 £
Trade creditors	57,552	88,550
Taxation and social security	41,552	41,945
Fees received in advance (note 10)	147,677	118,506
Accruals	78,255	96,303
Other creditors	<u>7,497</u>	<u>17,459</u>
	<u>332,533</u>	<u>362,763</u>

10 FEES RECEIVED IN ADVANCE

The movement during the year on advanced fees were as follows

	2013 £	2012 £
Balance at 1 April 2012	118,506	175,914
Utilised in the year	(299,722)	(522,751)
Received during the year	<u>328,893</u>	<u>465,343</u>
Balance at 31 March 2013	<u>147,677</u>	<u>118,506</u>

Fees received in advance relate to income received in the year to 31 March 2013 from various funding bodies that relates to the 31 March 2014 financial year

11 TRANSACTIONS WITH TRUSTEES

Amounts totalling £1,259 (2012 – £1,148) were reimbursed to 2 (2012 – 2) trustees who incurred expenses for travel costs and incidental expenses on behalf of the Charitable Company

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

12 RELATED PARTY TRANSACTIONS

Under a formal loan agreement made in 2009 with its former Chief Executive, £21,927, which accrued interest at an average rate of 0.83% per annum, was outstanding at the beginning of the year. This was also the maximum amount outstanding on this loan during the year. The loan was repaid at the end of the year.

13 OPERATING LEASE COMMITMENTS

Annual commitments in respect of operating leases for equipment expiring

	2013	2012
	£	£
Between one and two years	1,038	1,110
Between two and five years	<u>8,273</u>	<u>9,311</u>
	<u>9,311</u>	<u>10,421</u>

Annual commitments in respect of operating leases for land and buildings expiring

	2013	2012
	£	£
Within one year	27,720	41,970
Between one and two years	3,250	-
More than two years	<u>22,500</u>	<u>25,750</u>
	<u>53,470</u>	<u>67,720</u>

At 31 March 2013 the charity had capital commitments of £Nil (2012 - £Nil)

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

14. RESTRICTED FUNDS

	<i>Balance at 1 April 2012</i>	Movement in funds		Transfers	Balance at 31 March 2013
	<i>£</i>	Incoming Resources	Outgoing Resources	<i>£</i>	<i>£</i>
Donations		<i>£</i>	<i>£</i>	<i>£</i>	<i>£</i>
(a) Towards the costs of running client programmes at the STAR Centre	10,347	7,117	(16,349)	-	1,115
(b) Towards the ISIS Women's Programme	21,942	386,907	(223,659)	-	185,190
(c) Towards the Family Programme	-	9,156	(7,156)	-	2,000
(d) Towards Client Specific Needs	-	591	(591)	-	-
(e) Towards Mental Health and Horticultural Therapy Specialists	6,410	50,000	(46,345)	-	10,065
(f) Towards new Treatment Centre Toilet Block	-	18,118	-	(18,118)	-
(g) Towards new tablet computers	-	1,178	-	(1,178)	-
(h) Support for Carers	-	9,600	(2,381)	-	7,219
(i) Towards the Aftercare Programme	-	1,000	(1,000)	-	-
	<u>38,699</u>	<u>483,667</u>	<u>(297,481)</u>	<u>(19,296)</u>	<u>205,589</u>

- (a) Donations were received to enable us to maintain the progress made in the STAR centre. These funded specialised training courses for clients.
- (b) Donations were received or pledged over a three year period and funds spent in the year from the Ministry of Justice, the Summerfield Trust, the Esmée Fairbairn Foundation, the Pilgrim Trust and the J Paul Getty Jnr Charitable Trust for the ISIS Women's Programme, helping women offenders or those who are at risk of offending.
- (c) Donations were received to help fund the Family Programme and will continue to be expended over the next year.
- (d) Donations were received to facilitate specific training for individual clients.
- (e) Donations were received from the Barnwood Trust to fund the cost of specialist Mental Health and Horticultural Therapy workers.
- (f) Donations of labour and materials were received from eesi Limited to facilitate the construction of the new toilet block at the Treatment Centre.
- (g) A donation was received from Tancroft Communications for tablet computers.
- (h) A donation of £9,600 was received from the Big Lottery Fund Awards for All scheme to provide support for carers and the friends of carers within our Family Focus client cohort.
- (i) A donation was received contributing towards the Aftercare Programme.

THE NELSON TRUST
NOTES TO THE FINANCIAL STATEMENTS (Continued)
FOR THE YEAR ENDED 31 MARCH 2013

15 UNRESTRICTED FUNDS

	<i>Balance at 1 April 2012</i>	Movement in funds		Transfers	Balance at 31 March 2013
	£	Incoming Resources	Outgoing Resources	£	£
General Fund	978,955	2,340,027	(2,562,009)	19,296	776,269
Fixed Asset Fund	<u>1,526,475</u>	<u>161,896</u>	<u>(159,511)</u>	-	<u>1,528,860</u>
	<u>2,505,430</u>	<u>2,501,923</u>	<u>(2,721,520)</u>	<u>19,296</u>	<u>2,305,129</u>

16 ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Fixed Assets £	Current Assets £	Current Liabilities £	Total £
Unrestricted Funds				
General Fund	-	1,108,802	(332,533)	776,269
Fixed Asset Fund	<u>1,528,860</u>	-	-	<u>1,528,860</u>
	<u>1,528,860</u>	<u>1,108,802</u>	<u>(332,533)</u>	<u>2,305,129</u>
Total				
Restricted Funds				
ISIS Women's Programme	-	185,190	-	185,190
Mental Health/Horticultural Therapy Specialists	-	10,065	-	10,065
Family Programme	-	2,000	-	2,000
Support for Carers	-	7,219	-	7,219
STAR Programme	-	<u>1,115</u>	-	<u>1,115</u>
Total restricted funds	-	<u>205,589</u>	-	<u>205,589</u>
Total funds	<u>1,528,860</u>	<u>1,314,391</u>	<u>(332,533)</u>	<u>2,510,718</u>