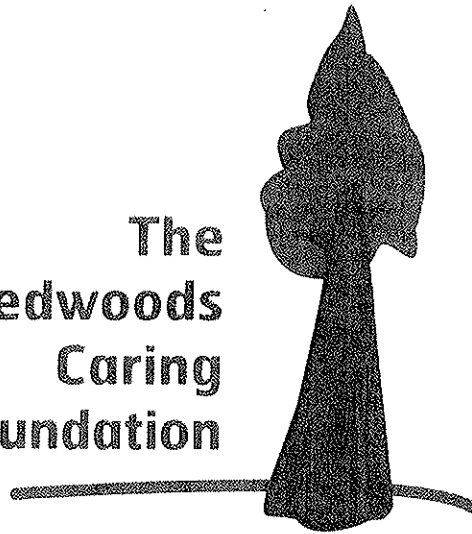


**The
Redwoods
Caring
Foundation**



Charity No. SC013566
Company No. 125367

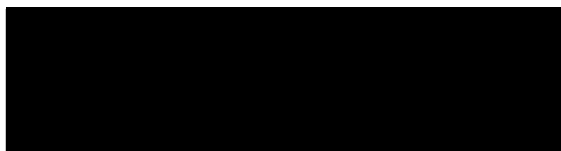
Annual Report & Accounts 2015 – 16

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DIRECTORS

The directors who served during the year were:



**COMPANY
DETAILS**

Registered Office

Kirk Farm House, 6 Lasswade Road, Edinburgh EH16 6RZ

Registered Scottish Charity

Charity No. SC013566

Company Registered in Scotland (Limited by Guarantee)

Company No. 125367

**PROFESSIONAL
SERVICES**

Bankers

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Malling, Kent ME19 4JQ

Bank Manager: Stuart Niven

Royal Bank of Scotland, 142-144 Princes Street, Edinburgh EH2 4EQ

Solicitors

Beveridge, Philp & Ross, 22 Bernard Street, Edinburgh EH6 6PP

Contact: Robert McMillan

Auditor



**STRUCTURE,
GOVERNANCE
AND
MANAGEMENT**

The Redwoods Caring Foundation is a charity registered in Scotland, and a registered company, established in 1986, whose aims were stated in its Memorandum & Articles of Association to be the provision of care and support for people with learning disabilities. This document also clearly sets out the charity's Christian ethos.

The charity is governed by a Board of Directors, as set out above. Board meetings are held on a bi-monthly basis. The Board decides matters of strategy and overall policy, sets and monitors budgets, and ensures that the day to day operations of the charity are in line with its stated mission statement, vision and values. It is also served by a Finance Officer from within the organisation, who is available to report and advise as required.

The induction process for newly-appointed Directors includes meetings with the existing Board members as well as the provision of documentation - the founding documents, relevant minutes, a history of the organisation, and recent annual reports and accounts.

Risk Assessment

The Redwoods Caring Foundation has undertaken an assessment of the principal risks to which we are exposed, and has taken action to mitigate against such risks.

Reserves Policy

The Redwoods Caring Foundation does not have a separate reserve fund, and has no investments other than those required for direct service provision, including the purchase of land and buildings and other capital assets. Cash balances are held in bank accounts as working capital.

Each service (unit) that Redwoods provides is treated separately, but within the overall unrestricted funds of the organisation, unless the conditions of funding require it to be restricted.

The Board of Directors are committed to ensuring that all funds held are used in the most effective way to further the charity's objectives. To this end, transfers may sometimes be approved between units within unrestricted funds.

All land and building owned by Redwoods is also held as part of the unrestricted funds, apart from new developments which must be held as distinct restricted funds for such time as they are the subject of specific fundraising. A major part of the income to unrestricted funds comes from management charges on the service units, and provided that there are sufficient reserves in the service units to cover any client vacancies, this is reasonably predictable. The expenditure from unrestricted funds is, however, subject to a considerable level of uncertainty, since it is necessary to meet, for example, the cost of building repairs, which cannot all be planned in advance.

In order to provide new services, bank or mortgage borrowing will often be necessary to fund part of the cost. It is not considered necessary to retain a positive cash balance in unrestricted funds since these are offset by the capital value of buildings, on which capital could be raised if necessary by mortgage or, should any service be discontinued, by sale. It is, however, considered prudent to restrict the amount of borrowing by Central Services to 50% of the book value (market value) of assets held as land and buildings.

MISSION STATEMENT

The Redwoods Caring Foundation is committed to providing a range of sensitive and flexible services for people with learning disabilities, including residential, day services and residential short breaks in the Lothians. Those for whom Redwoods care are encouraged and assisted to reach their maximum potential in terms of their spiritual, emotional and physical wellbeing.

REVIEW OF THE YEAR

A couple of years ago we wrote about the 'Great Redwoods Tapestry' which, although unseen on earth, is being created and displayed in heaven as we care for, support and serve those with whom Father God has entrusted us.

As I reflect on the last year I am mindful that the 'tapestry' has grown - more colours have been added, pictures that were only beginning to take shape have become clearer; and although some parts of the 'tapestry' have been completed, new strands continue to be added.

It was with a mixture of sadness and rejoicing that we said 'au revoir' to one of the people we support, who went home to spend eternity with their Father. The staff team who cared for this individual gave so much of themselves to ensure that they felt loved, cherished and accepted whilst they were with us. The stories of two previous staff members were also completed as they too became free of pain and suffering after battling long-term illness. And some staff moved on to pastures new, taking with them our gratitude for all they had woven into the 'tapestry'.

Perhaps one of the biggest changes for the organisation was the retirement of the two working directors after more than 50 years combined devoted service and inspired leadership. Those of us following in their footprints have much to live up to as we seek to honour their legacy.

But God is always doing a new thing - and we have welcomed new people and staff to our services too. For a number of years it has been our desire to increase the number of volunteers who help to offer opportunities beyond those which we can normally provide. We have been blessed in the last year by 3 volunteers who have regularly and willingly given of their time to improve the lives of the people we support, and been grateful to a number of previous staff who have agreed to help out on an occasional basis.


Another significant change has been progressing during the last 12 months. For 21 years we have provided respite to many people who wanted a short break away from home. This service will come to an end on 30th September 2016 but we are delighted that we will now be able to provide long term

care and support for another five people, one of whom has already moved into their new home.

Of course, all this only show the 'bigger picture'. If we looked more closely we would see much more of the supernatural provision of God our Father in our finances, the grace and increasing healing of our Lord Jesus Christ in those we support, and the gifts of the Holy Spirit being worked out through the amazing staff teams as they deposit more of the Kingdom into the lives of everyone in Redwoods.

As we look forward to celebrating Redwoods' 30th birthday with a hog roast party later this year it will be a time to have fun, to eat together and to rehearse the goodness of God to us as an organisation.

So as we approach our anniversary and a year of 'jubilee', I conclude by reflecting once more on our emblem of the Redwoods tree - immovable, mighty and strong - just like our Father and Creator. He is our constant. He is our refuge. He is our provider. And I pray that Redwoods continues to be the tree that is planted by the living water, yielding its fruit in season, whose leaves will never wither and what it does will prosper as He watches over us. Let's look forward with faith to the next 30 years.

 - *Managing Director*

**FINANCIAL
REVIEW
&
FUTURE
PLANS**

Redwoods has produced accounts in accordance with all current statutory requirements and regulations. We are grateful to all our donors and funders for their continued support.

The organisation's income in 2015/16 was £1,584,322, and total expenditure was £1,556,225. This resulted in an overall surplus for the year of £28,097, and therefore a increase in net assets to £388,279.

**DIRECTORS'
RESPONSIBILITIES**

Company law requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those financial statements, the directors are required to:

- * select suitable accounting policies and then apply them consistently
- * make judgements and estimates that are reasonable and prudent
- * prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with the Companies Act 1985. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

For these purposes, the Directors have retained the services of Neil Andrew for the auditing of the annual accounts.

Approved and signed by order of the Board of Directors


 - *Director*

...11.5.16.....
Date

We have audited the financial statements of The Redwoods Caring Foundation for the year ended 31/03/16 which comprise the Statement of Financial Activities, the Summary Income & Expenditure Account, 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).

Respective responsibilities of trustees and auditor

As explained more fully in the Directors' Responsibilities Statement (set out on page 5), 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.

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

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK & Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

Scope of the audit of the financial statements

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements.

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 31/03/16 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 Charities and Trustees Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts Regulation (Scotland) Act 2006.

Opinion on other matters 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.

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 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- * the charitable company has not kept proper and adequate accounting records or returns adequate for our audit have not been received from branches not visited by us; or
- * the financial statements are not in agreement with the accounting records and returns; or
- * certain disclosures of trustees' remuneration specified by law are not made; or
- * we have not received all of the information and explanations we require for our audit.

Signed: ..

Date: 14/09/16

Senior Statutory Auditor

For and on behalf of CA Statutory Auditors

CA is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006)

THE REDWOODS CARING FOUNDATION
Company Limited by Guarantee

STATEMENT OF FINANCIAL AFFAIRS
for the year ended 31 March 2016

	Note	2016			2015
		£ Unrestricted Funds	£ Restricted Funds	£ Total Funds	£ Total Funds
INCOME & ENDOWMENTS					
Donations, Legacies and Similar	2	29,011	19,119	48,131	19,393
Income from charitable activities					
Client/SW Income		1,426,081	0	1,426,081	1,279,541
Income from Investments					
Interest Receivable		94	0	94	65
Other income					
Rent / Building usage		109,616	0	109,616	104,616
Gain on disposal of asset		400	0	400	54,376
TOTAL INCOME & ENDOWMENTS	14	1,565,202	19,119	1,584,322	1,457,992
EXPENDITURE					
Expenditure on Raising Funds					
Fundraising		7,436	0	7,436	110
Expenditure on charitable activities					
Direct Charitable Expenditure		1,538,421	6,689	1,545,110	1,342,254
Interest Payable		559	0	559	1,982
Governance costs (Audit Fees)		3,120	0	3,120	3,120
TOTAL EXPENDITURE	14	1,549,536	6,689	1,556,225	1,347,466
Net Income/(Expenditure)		15,666	12,430	28,097	110,526
Transfers between funds	13	22,679	(22,679)	0	0
Fund balances brought forward at 1 April 2015	13	296,157	64,025	360,182	249,657
Fund balances carried forward at 31 March 2016		334,502	53,777	388,279	360,182

The notes on pages 10 to 13 form part of these accounts

THE REDWOODS CARING FOUNDATION
Company Limited by Guarantee

INCOME AND EXPENDITURE ACCOUNT
for the year ended 31 March 2016

		2016 £	2015 £
INCOME	2	1,584,228	1,457,927
OPERATING COSTS		<u>(1,555,666)</u>	<u>(1,345,485)</u>
OPERATING SURPLUS / (DEFICIT)		28,562	112,442
INTEREST RECEIVABLE	7	94	65
INTEREST PAYABLE	8	<u>(559)</u>	<u>(1,982)</u>
SURPLUS / (DEFICIT) FOR THE FINANCIAL YEAR		28,097	110,526
BALANCE BROUGHT FORWARD	13	<u>360,182</u>	<u>249,657</u>
BALANCE CARRIED FORWARD		<u>388,279</u>	<u>360,182</u>

*All amounts relate to continuing operations.
There are no recognised gains or losses other than the profit for the year.*

The notes on pages 10 to 13 form part of these accounts

THE REDWOODS CARING FOUNDATION
Company Limited by Guarantee

BALANCE SHEET
as at 31 March 2016

	Notes	2016		2015	
		£	£	£	£
FIXED ASSETS					
Tangible assets	9		250,892		261,037
CURRENT ASSETS					
Stock		2,693.00		2,219	
Debtors	10	107,742.34		75,366	
Bank current accounts		28,246.83		30,994	
CAF card account		563.65		3,448	
Deposit Accounts		41,796.91		41,731	
Unit imprest accounts		4,169.67		2,193	
Cash in hand		<u>800.00</u>		<u>800</u>	
		<u>186,012</u>		156,751	
CURRENT LIABILITIES					
Bank current account		0		0	
Creditors amounts falling due within one year	11	<u>(38,068.97)</u>		<u>(44,703)</u>	
		<u>(38,069)</u>		<u>(44,703)</u>	
NET CURRENT ASSETS			<u>147,943</u>		<u>112,048</u>
TOTAL NET ASSETS			398,836		373,084
CREDITORS					
Amounts falling due after more than one year	11		<u>(10,556.94)</u>		<u>(15,332)</u>
NET ASSETS			<u>388,278.98</u>		<u>357,752</u>
CAPITAL AND RESERVES	13				
Unrestricted funds			334,502		296,157
Restricted funds			<u>53,777</u>		<u>64,025</u>
			<u>388,279</u>		<u>360,182</u>

Approved by the board on (date)
and signed on its behalf by:

14/09/16



(Director)

The notes on pages 10 to 13 form part of these accounts

THE REDWOODS CARING FOUNDATION
Company Limited by Guarantee

NOTES TO THE FINANCIAL STATEMENTS
for the year ended 31 March 2016

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

1.1 Basis of accounting

The financial statements have been prepared under historical cost convention, in accordance with the Companies Act 1985 and the Statement of Recommended Practice: Accounting and Reporting by Charities (New SORP - FRSSSE).

1.2 Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of appeal.

1.3 Fixed assets and depreciation

Fixed assets are stated at cost and are written off over their estimated useful lives on a straight line basis at the following rates:

Freehold land and buildings	2%
Leasehold improvements	Over the length of the lease
Furnishings and equipment	25%
Motor Vehicles	25%

1.4 Incoming Resources

All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.

1.5 Resources Expended

Expenditure is recognised on an accrual basis as a liability is incurred. Charitable expenditure comprises those costs incurred by the charity in the delivery of activities and services for its beneficiaries. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

All costs are allocated between the expenditure categories of the SoFA on a basis designed to reflect the use of the resource.

1.6 Taxation

The Redwoods Caring Foundation has been given charitable status and exemption from income Tax under Section 505 of the Income and Corporation Taxes Act 1988.

2. INCOME

The analysis of income by source was as follows:

	2016			2015
	£ Unrestricted Funds	£ Restricted Funds	£ Total Funds	£ Total Funds
Donations, Legacies and similar	29,011	19,119	48,131	19,393
Income from charitable activities (Clients/SW)	1,426,081	0	1,426,081	1,279,541
Other Income (e.g. Building usage)	109,616	0	109,616	104,616
Gain on disposal of asset (vehicle)	400	0	400	54,376
	<u>1,565,108</u>	<u>19,119</u>	<u>1,584,228</u>	<u>1,457,927</u>

3. SURPLUS ON ORDINARY ACTIVITIES

Surplus on ordinary activities is stated after charging the following:

	2016	2015
	£	£
Depreciation (Note 9)	10,144	14,807
Auditors' remuneration	3,120	3,120
Staff costs (Note 4)	1,273,923	1,073,616

4. STAFF PARTICULARS	2016	2015
	£	£
Staff costs comprised:		
Staff Salaries	1,085,459	920,958
Agency staff costs	91,448	76,170
National Insurance costs	79,242	63,631
Pension costs	<u>17,774</u>	<u>12,858</u>
	<u>1,273,923</u>	<u>1,073,616</u>

The number of employees at the year end (whole time equivalent) was: 38.64 40.48

5. DIRECTORS' EMOLUMENTS

Two directors were employed in managerial capacities, and are included in Note 4 above. Both retired from paid positions on 31/12/15 though continue to sit on the Board of Directors. Payments indicated below were purely for their salaried positions, and no payments were made to them in their capacity as trustees of the charity. All salaries fall in the lowest £0 - £40,000 band.

	2016	2015
	£	£
Salaries -		
Operations Director	9,123	25,876
Director of Care Services	8,711	24,757
Social Security costs	831	4,792
Pension costs	<u>1,697</u>	<u>2,262</u>
	<u>20,361</u>	<u>57,688</u>

6. PENSION COSTS

All qualifying employees are automatically enrolled in a pension scheme with Legal & General, at a minimum of 1% of qualifying earnings. Redwoods match this with a contribution of 1% in line with government legislation.

7. INTEREST RECEIVABLE

	2016	2015
	£	£
This represents interest receivable on bank deposits:	<u>94</u>	<u>65</u>

8. INTEREST PAYABLE AND SIMILAR CHARGES

	2016	2015
	£	£
Interest payable and similar charges comprised:		
On bank overdraft wholly repayable within five years	186	1,506
Interest on other loans	373	476
	<u>559</u>	<u>1,982</u>

9. TANGIBLE FIXED ASSETS

	<u>Freehold Land & Buildings</u>	<u>Leasehold improve- ments</u>	<u>Central Heating</u>	<u>Furnish- ings & Equipment</u>	<u>Motor Vehicles</u>	<u>Total</u>
	£	£	£	£	£	£
COST						
Opening Balance	458,341	21,590	3,650	73,434	22,109	579,125
Additions	0	0	0	0	0	0
Disposals	0	0	0	0	(4,809)	(4,809)
Closing Balance	<u>458,341</u>	<u>21,590</u>	<u>3,650</u>	<u>73,434</u>	<u>17,300</u>	<u>574,316</u>
AGGREGATE DEPRECIATION						
Opening Balance	202,156	21,590	913	71,320	22,109	318,088
Charge for year	9,940	0	836	(632)	0	10,144
Charged on disposal	0	0	0	0	(4,809)	(4,809)
Closing Balance	<u>212,097</u>	<u>21,590</u>	<u>1,749</u>	<u>70,688</u>	<u>17,300</u>	<u>323,423</u>
NET BOOK VALUE						
Opening Balance	<u>256,185</u>	<u>0</u>	<u>2,738</u>	<u>2,114</u>	<u>0</u>	<u>261,037</u>
Closing Balance	<u>246,245</u>	<u>0</u>	<u>1,901</u>	<u>2,747</u>	<u>0</u>	<u>250,892</u>

Freehold Land and Buildings

Freehold land and buildings are included in the accounts at cost (less depreciation) and it is the directors' intention that this should continue. However the estimated market values of the four freehold properties are as follows:

Redwoods House, Newbattle Road, Newtongrange	(valued September 2015)	£750,000
Redwoods House - Caretaker's house	(valued March 2008)	£150,000
12 Paisley Drive, Edinburgh	(valued May 2010)	£450,000

The Royal Bank of Scotland holds a standard security over 12 Paisley Drive, and a bond and floating charge, in connection with the loan taken out in 2004 to purchase 19/4 Hazelwood Grove.

A decision was taken by the Board of Directors during 2014/15 to sell 19/4 Hazelwood Grove. The flat was duly sold, in June 2014, for £112,566, which resulted in a gain on the disposal of assets of £54,376.

The Charities Aid Foundation Bank (CAF Bank Ltd) holds a standard security over Redwoods House, in connection with the overdraft facility (£75,000) taken out in December 2014.

10. DEBTORS

	2016	2015
	£	£
Sundry Debtors	11,757	2,597
Accrued income	92,186	67,737
Prepayments	<u>3,800</u>	<u>5,032</u>
	<u>107,742</u>	<u>75,366</u>

The amount of debtors falling due after more than one year was nil.

11. CREDITORS

	<u>Amounts falling due within one year</u>		<u>Amounts falling due after more than one year</u>	
	2016	2015	2016	2015
	£	£	£	£
Trade creditors	9,523	15,805	0	0
Other creditors and term loans	12,726	24,540	10,557	15,332
Social Security and other taxes	<u>15,820</u>	<u>14,895</u>	<u>0</u>	<u>0</u>
	<u>38,069</u>	<u>55,240</u>	<u>10,557</u>	<u>15,332</u>

The bank overdraft and term loans are secured by a charge over the company's properties.

"Other creditors and term loans" include:

- Hazelwood Grove: Term Loan of £65,450 taken over 15 years from September 2004
- Energy Saving Trust: Term Loan of £4,420 taken over 48 months from April 2014

12. LEASE COMMITMENTS

The company had operating leases commitments to pay during the next year in respect of property and equipment leases:

	2016	2015
	£	£
Expiring between two and five years	28,280	28,280
Expiring in more than five years	0	0
	<u>28,280</u>	<u>28,280</u>

13. CAPITAL AND RESERVES

	2016			2015
	£	£	£	£
	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
Opening Balance	296,157.02	64,025.26	360,182.28	249,657
Retained surplus / (deficit) for the year	15,666.43	12,430.27	28,096.70	110,526
Fund Transfers	<u>22,679.00</u>	<u>(22,679.00)</u>	<u>0.00</u>	0
Closing balance	<u>334,502.45</u>	<u>53,776.53</u>	<u>388,278.98</u>	<u>360,182</u>

14. RESTRICTED FUNDS

Fund	Balance	Movement in Funds			Balance
	at 1 Apr '15	Incoming Resources	Outgoing Resources	Fund Transfers (see explanation below)	at 31 Mar '16
	£	£	£	£	£
Small Project Fund	0	0.00	0.00	0.00	(0.00)
Music & Arts Project Fund	44,412	2,235.27	(2,007.76)	(20,063.00)	24,576.87
VSDF Fund	2,719	7,764.00	0.00	0.00	10,483.49
Disabled Toilet Fund	875	0.00	0.00	0.00	875.04
Autism Programme Fund	1,656	0.00	(1,234.80)	0.00	421.15
Donations - Day Centre	3,863	500.00	(300.00)	0.00	4,063.35
Donations - Home Support Service	6,628	0.00	(2,994.68)	(2,616.00)	1,017.74
Donations - Midlothian Units	3,871	8,620.00	(151.76)	0.00	12,338.89
	<u>64,025.26</u>	<u>19,119.27</u>	<u>(6,689.00)</u>	<u>(22,679.00)</u>	<u>53,776.53</u>

A decision was taken by the Board of Directors to move, from restricted to unrestricted funds, £20,063 of funds originally raised for the creation of a music facility. Now that this project has been realised these funds have no remaining restriction on them.

Spending from the 'Donations - Home Support Service' fund (in 2014-15) included capital items (suite and carpet costing £1,037 and £1,579 respectively). These items required to be capitalised according to accounting policy. This was missed in 2014/15 so an asset transfer has been applied to correct this in 2015/16.

Active Fund Descriptions	
Music & Arts Project Fund	Arose from various sources, including legacies, individual donations, grant making trusts and events, for the establishment and ongoing provision of a Music Therapy service. <i>Restrictions</i> : for the legacies, monies must be spent on the ongoing provision of this service.
VSDF Fund	Scottish Government funding to cover payment of care staff training (SVQ's) <i>Restrictions</i> : can only be spent on training.
Disabled Toilet Fund	Money generated from fundraising for the building of a disabled toilet at Redwoods House <i>Restrictions</i> : no official restrictions, but remaining funds remain internally designated for ongoing upkeep.
Autism Programme Fund	Grant from Autism Development Fund for training, equipment and refurbishment <i>Restrictions</i> : can only be spent on the items outlined in the funding application
Remaining funds	These represent individual donations that have been made to Redwoods but to be spent on specific operational units. They are not strictly restricted but have been internally designated by the Board.

15. OPERATIONAL UNIT SUMMARY

Unit	Balance	Movement in Funds					Balance
	at 1 Apr '15	Incoming Resources	Outgoing Resources	Management Charges	Divisional Management costs	Vehicle Pool	at 31 Mar '16
	£	£	£	£	£		£
Telferton	-20,680	160,901.23	(145,930.91)	(15,281.04)	(692.04)	(5,960.04)	(27,643.08)
Paisley Drive	65,700	299,302.64	(291,264.94)	(17,778.00)	(1,149.96)	0.00	54,809.30
Housing Support	9,917	47,030.43	(39,285.91)	(4,041.96)	0.00	0.00	13,620.00
Ash Lea	-49,182	291,969.03	(241,223.31)	(19,329.96)	(1,149.96)	0.00	(18,916.63)
The Beeches	-19,581	414,644.45	(367,602.51)	(28,137.00)	(1,149.96)	(4,308.00)	(6,134.04)
Oakview	37,417	147,507.23	(141,693.17)	(10,074.00)	(1,149.96)	0.00	32,007.57

It should be noted that balances carried forward on each unit are not cash balances, but part of the capital funds tied up in the fixed assets required to run the unit.