NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELORS)
DIRECTORS' AND TRUSTEES' ANNUAL REPORT AND FINANCIAL STATEMENTS
YEAR ENDED 31 MARCH 2011

Company No: 2617060
(England and Wales)
Charity No: 1075222
CONTENTS

Company information 1

Report of the directors and trustees 2 - 5

Independent Examiners report 6

Statement of financial activities 7

Balance sheet 8

Notes to the accounts 9 - 12
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

COMPANY INFORMATION

COMPANY NUMBER 2617060 (England and Wales)
CHARITY NUMBER 1075222
REGISTERED OFFICE
Claremont House
1 Hunt Road
South Croydon
Surrey CR2 7PA

DIRECTORS AND TRUSTEES
J Booker
J Browne (Chair)
J Blackland
S Jones
R Pawson
I Read

SECRETARY M Ray

CHIEF EXECUTIVE C Sharma

INDEPENDENT EXAMINERS
Syngenta & Co
Chartered Accountants
& Registered Auditors
194B Addington Road
Selsdon
South Croydon
Surrey CR2 8LD

BANKERS
HSBC plc
567 Fulham Road
London
SW6 1LH
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)
COMPANY NO. 2617060 (ENGLAND AND WALES)

DIRECTORS' AND TRUSTEES' REPORT

The members of Council who are trustees for the purpose of charity law and directors of the company for the purpose of company law present this report and financial statements for the year ended 31 March 2011.

NAADAC is constituted as a company limited by guarantee and is governed by its Memorandum and Articles of Association. It was registered as a charity with the Charity Commission on 23rd April 1999. The company information set out on page 4 forms part of this report.

NAADAC is also known as FIPAP (Federation of Drug and Alcohol Professionals) and the business of the charity is conducted under this name.

The financial statements comply with current statutory requirements, the Memorandum and Articles of Association and the Statement of Recommended Practice (SORP 2005) Accounting and Reporting by Charities issued March 2005.

OBJECTS OF THE CHARITY

The principal objects of NAADAC are to:
- contribute to the relief of poverty, sickness and distress among those suffering from substance abuse
- promote and support the development of substance abuse counselling, including the setting of ethical guidelines for practitioners
- provide education, training and information for those working in this field

DIRECTORS AND TRUSTEES

The directors and trustees who served as members of the Council during the year and up to the date of this report are as follows:

I. Booker
   (Appointed 13 September 2011 - Chair from 17 October 2011)

J. Browne
   (Resigned 11 October 2010)

R. Dearly
   (Resigned 11 October 2010)

T. Hackett
   (Resigned 11 October 2010)

C. Hannaby
   (Resigned 13 September 2011)

L. Harvey
   (Resigned 13 September 2011)

S. Jones
   (Resigned 13 September 2011)

T. Maxwell
   (Resigned 13 September 2011)

B. Pearson
   (Appointed 23 May 2011)

S. Reay
   (Resigned 17 October 2011)

Prof. G. M. Stephenson
   (Resigned 17 October 2011)

S. A. Water
   (Resigned 17 March 2011)

M. Wheatley
   (Resigned 11 October 2010)
(Continued)

DIRECTORS' AND TRUSTEES' REPORT

The trustees receive no remuneration for their services to NAADAC.

Trustees are elected at the Annual General Meeting and hold office for three years. The council has the power to appoint any person to be a member of Council such members holding office only until the next Annual General Meeting.

ORGANISATION

The trustees meet four or five times per year and oversee the management of the charity. Day-to-day operations are delegated to the Chief Executive, Carole Shanna, who reports to the trustees at the Council meetings and in addition bases regular visits with the chair of trustees and individual trustees as necessary.

REVIEW OF ACTIVITIES AND FUTURE DEVELOPMENTS

Membership

Our individual full membership remained broadly stable over the period despite the effect of the national austerity measures, which have reduced the funding for the substance misuse sector.

Affiliate membership has also remained broadly stable with some minor losses throughout the year. This is reflected by ever-tightening budgets.

Commissioner affiliation has decreased as a reaction to the uncertainty inherent in the NHS reforms and the move of substance misuse into public health in 2013.

Professional Certification

By the end of the financial year, the number of counsellors had increased as a result of the organisation changing the accreditation process; a number of new counsellors applied quickly to get onto the register by the old process. The new process is now proceeding well and is supported by a very active accreditation panel who are meeting regularly and working hard to process applications in a timely manner.

During the year, the number of people certified under our Drug and Alcohol Professional Certification scheme continued to drop as a result of the change in available qualifications. This section of FDAP accreditation still requires review and redesign in light of recent developments and the 2010 national drug strategy.

During this year we completed a full review of the councillor accreditation system to bring it into line with BACP so as to ensure our counsellors could become registered on the United Kingdom Register of Counsellors. We have been working very closely with BACP to bring our registers together and to ensure the systems are fit for purpose. This process also produces an accreditation service for education providers who prepare counsellors; one institution has completed this and negotiations are underway with other institutions. This system will assist with the income of the organisation.

Take-up and completion of the Drug and Alcohol Certification remains a problem; the CEO has been working with the Open University assessment service on this matter and the OU has systems in place to assist candidates to complete the assessment programme. FDAP's drug and alcohol certification system continues to be used in the process of reviewing the drug and alcohol certification system as it is approved by the United Kingdom Register of Counsellors. The CEO continues to work with The Skills Consortium and other stakeholders and partners to ensure that the resulting process does fully meet the needs of the substance misuse sector.
The Organisation

Last year the CEO was mandated by the board to explore how a merger would assist in the expanding of the organisation to deliver the services required by the sector. A merger with another similar accreditation organisation (which accredits services offered as opposed to practitioners) was explored after going through a due diligence process. The board and CEO decided that this merger was not in the best interest of the members of the organisation. The CEO continues to work closely with other second tier organisations to find ways of working together for the good of all. Other mergers or sharing of resources are being investigated to ensure that FDAP remains a going concern.

FDAP remains centrally involved in workforce policy development nationally by taking a leading role in the National Skills Consortium and holds the chair of the education and development sub-group of the consortium. FDAP is working closely with ADAM (a second tier organisation working with the families of substance users) to develop a new strand of accreditation for practitioners working with families. This new stream of accreditation will commence in the next financial year and will result in an increase in members and accreditations.

PUBLIC BENEFIT

The trustees have had regard to the guidelines issued by the Charity Commission relating to public benefit and are satisfied that the charity carries a public benefit. NAADAC exists to provide an accreditation and code of conduct service to drug and alcohol practitioners and counsellors, which in turn provides a mechanism which protects the public who use drug and alcohol services.

FINANCIAL REVIEW

Income from membership increased and the net unrestricted deficit for 2010/11 was £12,144 (2010 Deficit £12,805) Unrestricted reserves stand at £20,158 (2010 £32,021) representing just under three months' operating expenditure.

At the year end, the charity held no unrestricted reserves.

INVESTMENT POLICY

Under the Memorandum and Articles of Association, the charity has the power to make investments as the trustees see fit. No investments were made during the year, and the charity holds no investments.

RESERVES

The policy of the trustees is to maintain stability by maintaining at least three months' operating costs in reserve. The deficit this year has reduced the level of reserves, but it is hoped that sufficient surplus will be achieved in future years to support this policy.
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

DIRECTORS' AND TRUSTEES' REPORT (Continued)

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees are required by law to prepare financial statements for each financial year which 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 accounts, the trustees are required to

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

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and to enable them to ensure that the financial statements comply with the Companies Acts 1985. 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.

The trustees are also responsible for providing reasonable assurance that the Association is operating efficiently and effectively, the assets are safeguarded against unauthorised use or disposition, proper records are maintained and financial information used in the Association or for publication is reliable. The Association complies with its Memorandum and Articles of Association and relevant laws and regulations and the Association has actively pursued all of its objectives and policies throughout the year.

AUDIT

The trustees consider that the charity is entitled to exemption from the requirement to have an audit under the provisions of Section 477 Companies Act 2006 and confirm that no notice has been received under section 476 from members requiring an audit.

SMALL COMPANY RULES

In preparing this report the trustees have taken advantage of the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

This report was approved by the Council of trustees and board of directors on 7th October 2011 and signed on its behalf by

E Browne
Director and trustee
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES
OF NAADAC

I report on the accounts of the charitable company for the year ended 31 March 2011, which are set out on pages 7 to 12

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The trustees (who are also the directors of the company for the purposes of Company Law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year under Section 43(2) of the Charities Act 1993 (of the 1993 Act) and that an independent examination is needed.

Having been satisfied that the charity is not subject to audit under company law and is eligible for independent examination it is my responsibility to

It is my responsibility to

- examine the accounts under section 43 of the 1993 Act,
- to follow the procedures laid down in the General Directions given by the Charity Commission under section 43(7)(b) of the 1993 Act, and
- to state whether particular matters have come to my attention

BASIS OF INDEPENDENT EXAMINERS' REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commissioners. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and the seeking of explanations from you as trustees concerning any such matters.

The procedures undertaken do not provide all the evidence that would be required in an audit and, consequently, no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINERS' STATEMENT

In connection with my examination, no matter has come to my attention

(1) which gives me reasonable cause to believe that, in any material respect, the requirements
- to keep accounting records in accordance with Section 386 of the Companies Act 2006, and
- to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the Companies Act 2006 and the Statement of Recommended Practice and Reporting by Charities (revised 2005)

have not been met,

or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached

Alison Sargent FCA
Sargent & Co
194B Addington Road
Selsdon,
South Croydon
Surrey CR2 8LD

Date 4 November 2011
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2010

SUMMARY INCOME & EXPENDITURE ACCOUNT

<table>
<thead>
<tr>
<th>Notes</th>
<th>2011 Designated funds</th>
<th>2011 Unrestricted funds</th>
<th>2011 Total funds</th>
<th>2010 Total funds</th>
</tr>
</thead>
</table>

**INCOMING RESOURCES**

Incoming resources from restricted funds:
- Bank Interest

Activities in furtherance of the charity's objects:
- Subscriptions
- Accreditation fees
- Conference and events income
- Other income

Total incoming resources

**RESOURCES EXPENDED**

Charitable activities
Governance costs

Total resources expended

Net income/(expenditure) for the year

Transfers between funds

Net movement in funds
Brought forward
Carried forward

The notes on pages 9 to 12 form part of these financial statements.
NAADAC
(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

BALANCE SHEET AS AT 31 MARCH 2011

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th></th>
<th>2010</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Notes</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td><strong>TANGIBLE FIXED ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tangible assets</td>
<td>7</td>
<td>250</td>
<td></td>
<td>266</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debtors &amp; prepayments</td>
<td>8</td>
<td>1,089</td>
<td>1,491</td>
<td></td>
</tr>
<tr>
<td>Cash at bank and on deposit</td>
<td>25,424</td>
<td>35,731</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>26,513</td>
<td>37,222</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>CREDITORS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Amounts falling due within one year</td>
<td>9</td>
<td>(6,605)</td>
<td>(5,186)</td>
<td></td>
</tr>
<tr>
<td><strong>NET CURRENT ASSETS</strong></td>
<td></td>
<td>19,908</td>
<td>32,036</td>
<td></td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>20,158</td>
<td>32,302</td>
<td></td>
</tr>
<tr>
<td><strong>FUNDS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unrestricted funds</td>
<td></td>
<td>20,158</td>
<td>30,302</td>
<td></td>
</tr>
<tr>
<td>Designated funds</td>
<td></td>
<td></td>
<td>2,000</td>
<td></td>
</tr>
<tr>
<td><strong>CHARITY FUNDS</strong></td>
<td>10</td>
<td>20,158</td>
<td>32,302</td>
<td></td>
</tr>
</tbody>
</table>

The directors have taken advantage of the provisions of Section 477 Companies Act 2006 not to have these financial statements audited and confirm that no notice has been received under Section 476 from members requiring an audit.

The directors acknowledge their responsibility for ensuring that the company keeps accounting records which comply with Section 386 Companies Acts 2006, and for preparing accounts which give a true and fair view of the state of affairs of the company as at 31 March 2011 and of its net incoming or outgoing resources for the year then ended in accordance with the requirements of Section 396, and which otherwise comply with the requirements of the Act relating to the financial statements, so far as applicable to the company.

In preparing the accounts the directors have taken advantage of the special provisions relating to companies subject to the small companies regime within Part 15 of the Companies Act 2006.

These financial statements were approved by the board on 7th October 2011 and signed on its behalf.

E Browne
Director and trustee

The notes on pages 9 to 12 form part of these financial statements.
NAADAC

(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

NOTES TO THE ACCOUNTS TO 31 MARCH 2011

I ACCOUNTING POLICIES

(a) Basis of preparation

The accounts are prepared under the historical cost convention and include the results of the charity’s operations which are described in the Trustees’ Report.

The accounts have been prepared in compliance with the Statement of Recommended Practice (SORP 2005) (Accounting and Reporting by Charities) issued March 2005; the Companies Act 2006 and in accordance with the Financial Reporting Standard for Smaller Entities (effective April 2008).

(b) Income

Subscriptions, accreditation fees and donations are accounted for as received by the charity. No permanent endowments were received in the period.

Other income is included when it is receivable by the charity.

(c) Value Added Tax

Value added tax is not recoverable by the charity and as such is included in relevant costs in the Statement of Financial Activities.

(d) Tangible fixed assets and depreciation

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost of fixed assets less their estimated residual value over their expected useful lives on the following bases:

Computers: 25% straight line basis

(e) Expenditure

Where costs are apportioned this is done on the basis of staff time spent on the relevant activity.

Governance costs are the costs associated with the governance arrangements of the charity and include costs associated with its constitutional and statutory requirements.

(f) Accumulated Funds

The designated funds comprise funds which have been set aside at the discretion of the trustees/directors for a specific purpose. The purpose and use of the designated funds is set out in the notes to the accounts.

The unrestricted funds comprise funds which are freely available for use by the charity.

(f) Leasing

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessee are charged to profit and loss account as incurred.
NAADAC

(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

NOTES TO THE ACCOUNTS TO 31 MARCH 2011 (Contd)

2

LAXATION

NAADAC has charitable status and is not liable to corporation tax

3

CHARITABLE ACTIVITIES

<table>
<thead>
<tr>
<th></th>
<th>2011 Unrestricted Designated Funds</th>
<th>2011 Total Funds</th>
<th>2010 Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>50,747</td>
<td>59,747</td>
<td>60,228</td>
</tr>
<tr>
<td>Conferences &amp; workshops</td>
<td>15,522</td>
<td>15,522</td>
<td>-</td>
</tr>
<tr>
<td>Membership &amp; other administration</td>
<td>14,235</td>
<td>14,235</td>
<td>14,245</td>
</tr>
<tr>
<td>Marketing and publicity</td>
<td>3,887</td>
<td>3,887</td>
<td>3,709</td>
</tr>
<tr>
<td>Rent and premises costs</td>
<td>5,092</td>
<td>5,092</td>
<td>5,901</td>
</tr>
<tr>
<td>Telephone stationery and office costs</td>
<td>5,698</td>
<td>5,698</td>
<td>4,236</td>
</tr>
<tr>
<td>Training travel and staff expenses</td>
<td>2,013</td>
<td>2,013</td>
<td>3,846</td>
</tr>
<tr>
<td>IT and web site development</td>
<td>299</td>
<td>299</td>
<td>285</td>
</tr>
<tr>
<td>Depreciation of office equipment owned by the charity</td>
<td>396</td>
<td>396</td>
<td>404</td>
</tr>
<tr>
<td>Other costs and bank charges</td>
<td>58</td>
<td>58</td>
<td>146</td>
</tr>
<tr>
<td><strong>Total costs</strong></td>
<td><strong>104,937</strong></td>
<td><strong>104,937</strong></td>
<td><strong>92,090</strong></td>
</tr>
</tbody>
</table>

4

GOVERNANCE

<table>
<thead>
<tr>
<th></th>
<th>2011 Unrestricted Funds</th>
<th>2011 Total Funds</th>
<th>2010 Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>2,775</td>
<td>2,775</td>
<td>1,775</td>
</tr>
<tr>
<td>Bookkeeping &amp; accountancy</td>
<td>2,350</td>
<td>2,350</td>
<td>2,208</td>
</tr>
<tr>
<td>Travel and office costs</td>
<td>689</td>
<td>689</td>
<td>698</td>
</tr>
<tr>
<td>Council expenses</td>
<td>2,685</td>
<td>2,685</td>
<td>1,382</td>
</tr>
<tr>
<td>Sundries</td>
<td>15</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td><strong>7,514</strong></td>
<td><strong>7,514</strong></td>
<td><strong>6,078</strong></td>
</tr>
</tbody>
</table>

5

TRUSTEES

No remuneration was paid to Trustees during the year. £1,959 of travel expenses were reimbursed to three trustees (2010 - £980 to four trustees).
6 STAFF COSTS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries</td>
<td>£55,840</td>
<td>£56,266</td>
</tr>
<tr>
<td>Social Security Costs</td>
<td>£5,682</td>
<td>£5,737</td>
</tr>
<tr>
<td>Total</td>
<td>£61,522</td>
<td>£61,993</td>
</tr>
</tbody>
</table>

No employee earned more than £60,000.

The average number of employees during the period was 15 (2010 - 15).

7 LANGHILL FIXED ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Computers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>At 1 April 2010</td>
<td>2,891</td>
<td>2,891</td>
</tr>
<tr>
<td>Additions</td>
<td>380</td>
<td>380</td>
</tr>
<tr>
<td>Disposals</td>
<td>(1,290)</td>
<td>(1,290)</td>
</tr>
<tr>
<td>Cost at 31 March 2011</td>
<td>1,981</td>
<td>1,981</td>
</tr>
</tbody>
</table>

Depreciation

<table>
<thead>
<tr>
<th></th>
<th>Computers</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 April 2010</td>
<td>2,625</td>
<td>2,625</td>
</tr>
<tr>
<td>Charge for year</td>
<td>396</td>
<td>396</td>
</tr>
<tr>
<td>Depreciation on disposals</td>
<td>(1,290)</td>
<td>(1,290)</td>
</tr>
<tr>
<td>At 31 March 2011</td>
<td>1,731</td>
<td>1,731</td>
</tr>
</tbody>
</table>

Net Book Value

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 31 March 2011</td>
<td>£250</td>
<td>£250</td>
</tr>
<tr>
<td>At 31 March 2010</td>
<td>£266</td>
<td>£266</td>
</tr>
</tbody>
</table>

8 DEBTORS

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due within one year</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Prepayments</td>
<td>£250</td>
<td>£726</td>
</tr>
<tr>
<td>Other Debtors</td>
<td>£839</td>
<td>£765</td>
</tr>
<tr>
<td></td>
<td>£1,089</td>
<td>£1,524</td>
</tr>
</tbody>
</table>
NAADAC

(NATIONAL ASSOCIATION OF ALCOHOL AND DRUG ABUSE COUNSELLORS)

NOTES TO THE ACCOUNTS TO 31 MARCH 2011 (Contd)

9) CREDITORS

Amounts falling due within one year

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other Creditors &amp; Accruals</td>
<td>6,605</td>
<td>5,186</td>
</tr>
<tr>
<td></td>
<td>6,605</td>
<td>5,186</td>
</tr>
</tbody>
</table>

10) ANALYSIS OF NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Designated Funds</th>
<th>Unrestricted Funds</th>
<th>Total Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Tangible Fixed Assets</td>
<td>250</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Net Current Assets</td>
<td></td>
<td>19,908</td>
<td>19,908</td>
</tr>
<tr>
<td></td>
<td></td>
<td>20,158</td>
<td>20,158</td>
</tr>
</tbody>
</table>

11) DESIGNATED FUND

The designated fund related to funds set aside for workforce development at the beginning of the year. The purpose of this fund was to support activities which will improve the quality and competence of the drug and alcohol workforce. This fund was expended during the year.

12) CONSTITUTION

The charity is constituted as a company limited by guarantee and does not have a share capital. The liability of each member is limited to £1 in the event of the charity being wound up.

13) OTHER COMMITMENTS

At 31 March the company had annual commitments under non-cancellable operating leases as follows:

<table>
<thead>
<tr>
<th></th>
<th>2011</th>
<th>2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land &amp; Buildings</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>Within one year</td>
<td>4,792</td>
<td>4,692</td>
</tr>
</tbody>
</table>