

# Resolve West LTD

England & Wales · Charity number 1000641

## Details

|                |                                                                                |
|----------------|--------------------------------------------------------------------------------|
| Other names    | BRISTOL MEDIATION, BRISTOL MEDIATION-NEW APPROACHES TO CONFLICT RESOLUTION LTD |
| Status         | Registered                                                                     |
| Legal form     | Charitable company                                                             |
| Company number | <a href="#">02538842</a>                                                       |
| Registered     | 1990-10-22                                                                     |
| Register       | <a href="#">View on the Charity Commission register</a>                        |

## Contact

|         |                                                                     |
|---------|---------------------------------------------------------------------|
| Address | The Old Coop<br>38-42 Chelsea Road<br>Bristol<br>Bristol<br>BS5 6AF |
| Phone   | 01179415379                                                         |
| Email   | <a href="mailto:info@resolvewest.org">info@resolvewest.org</a>      |
| Website | <a href="http://www.resolvewest.org">www.resolvewest.org</a>        |

## Activities

**Objects:** TO PROMOTE FOR THE PUBLIC BENEFIT OF THE CITIZENS AND COMMUNITIES IN AND AROUND THE CITY OF BRISTOL AND SURROUNDING COUNTIES AND WITH A VIEW TO THE PRESERVATION OF PUBLIC ORDER, THE PROVISION OF SERVICES DIRECTED TOWARDS REPAIRING HARM BY RESTORATIVE JUSTICE WORKING WITH VICTIMS OF CRIME AND PERPETRATORS OF HARM; AND RESOLVING CONFLICT BY MEDIATION AND CONCILIATION BETWEEN PERSONS, ORGANISATIONS AND GROUPS WHO ARE INVOLVED OR WHO ARE AT RISK OF BECOMING INVOLVED IN DISPUTES OR INTERPERSONAL CONFLICTS WHERE ANY SUCH DISPUTE OR CONFLICT RESULTS FROM OR MAY LEAD TO ACTS OF NUISANCE, VANDALISM, RACIAL ABUSE OR BREACH OF THE PEACE.

**Activities:** Resolve West is an independent, charity with over 37 years experience of providing confidential services to enable people to resolve conflict, and repair harm and for offenders to understand impact of actions and to have an opportunity to make amends. Our services are provided to residents across Avon & Somerset.

## Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Other Charitable Activities
- **What:** Education/training, Accommodation/housing, Economic/community Development/employment, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, The General Public/mankind

## Geography

- **Area of benefit:** BRISTOL
- Bath And North East Somerset
- Bristol City
- North Somerset
- Somerset
- South Gloucestershire

## Finances

| Period end | Income   | Expenditure | Assets | Employees |
|------------|----------|-------------|--------|-----------|
| 2025-03-31 | £312,077 | £329,911    | -      | -         |
| 2024-03-31 | £316,305 | £344,903    | -      | -         |
| 2023-03-31 | £391,007 | £344,855    | -      | -         |
| 2022-03-31 | £350,958 | £346,131    | -      | -         |
| 2021-03-31 | £346,471 | £326,334    | -      | -         |

## Trustees

| Name                                | Role | Appointed  |
|-------------------------------------|------|------------|
| Anthony David Hughes                |      | 2021-02-02 |
| Martine Kim Smith                   |      | 2023-01-17 |
| Ralph Richard David Wynne-Griffiths |      | 2026-01-28 |
| Richard Miles Bennett               |      | 2026-04-01 |
| Roger Anthony Stanford Isaacs       |      | 2025-11-26 |
| Silvia Laraia                       |      | 2023-01-25 |
| Tamlyn Anne Driver                  |      | 2026-01-28 |

**Resolve West LTD**

England & Wales - Charity number 1000641

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# Accounts

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**TRUSTEES ANNUAL REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2025**

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## CHAIR'S INTRODUCTION

Welcome to Resolve West's 2024-2025 Annual Report and Financial Statements.

As always, it's been a busy year for Resolve West.

There have been some changes on the Board of trustees. Lou Gray stood down as Chair and, while advertising for a new chair, the position was held in rotation with acting chairs and co-chairs.

This year a key focus for Jules, our Director, has been the recommissioning of the Office of the Police & Crime Commissioner's (OPCC) Victim Support services for 2025. This time the OPCC decided to commission one overall lead contractor for all adult victim services. With the support of Resolve West and Stand Against Racism and Inequality (SARI), Victim Support, as lead provider, were successful in being awarded a seven-year contract commencing 1 April 2025. We look forward to a fruitful working relationship with Victim Support and Sari.

In October we held our Annual General Meeting & Awayday. This successful event brought together staff, trustees and volunteers to celebrate the achievements of the past year and to review our last strategic plan. Everyone had an opportunity to hear about our new draft plan and input into our developments for the future. Trustees also had a chance to meet staff at the very enjoyable Christmas get together.

After several years committed service, Wendy McLean decided that it was time to step down as a trustee, though we were pleased to learn that she will continue as a Restorative Justice volunteer. We have found it very helpful to have direct input from a practitioner, as well as benefitting from Wendy's valuable knowledge of the wider world of Restorative Justice. We wish her well as she spends more time travelling.

At the beginning of 2025 we were very saddened to learn of the sudden passing of Martin Seddon, who had recently stepped down as a trustee due to ill health. His expertise and thoughtful contributions to the Board were valued, and he is missed. Our thoughts are with his family.

The new year also brought a move to new offices, whilst remaining in Easton. Our amazing staff team volunteered to undertake the removals in exchange for lunchtime pizzas!

Due to concerns about the financial trajectory, a difficult decision had to be made to maintain a robust position. Whilst we have increased our focus on fundraising, and reduced accommodation costs, we also regretfully identified the need to reduce hours for some staff. We are very grateful to the staff for the professional way this has been achieved.

We know that the current financial climate means that we will need to maintain our focus on finance in the coming year and are pleased to have a trustee Treasurer in the pipeline to support us in this task.

As always, the trustees are grateful to our brilliant volunteers for making it possible to deliver our services, and to our staff for supporting them, and the Board, in our work.

Kim Smith & Tony Hughes, Acting Co-Chairs

*Kim Smith*      *Tony Hughes*

Date: .22nd October.2025

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2025**

The trustees have pleasure in presenting their report and the financial statements of the charity for the year ended 31 March 2025.

#### **Status**

Resolve West Ltd is a registered charity and a company limited by guarantee, governed by Memorandum and Articles of Association dated September 1990 and subsequent amendments. It changed its name from Bristol Mediation Ltd on 5 February 2019.

#### **Trustees**

The Trustees who served during the year were as follows:

|               |                                         |
|---------------|-----------------------------------------|
| Lucretia Gray |                                         |
| Tony Hughes   |                                         |
| Silvia Laraia |                                         |
| Iain Large    |                                         |
| Wendy Mclean  | Resigned 29 <sup>th</sup> November 2024 |
| Jill Maycock  | Resigned 28 <sup>th</sup> May 2025      |
| Kim Smith     |                                         |
| Martin Seddon | Resigned 16 <sup>th</sup> January 2025  |

#### **Principal Address:**

Room 14 A, 1<sup>st</sup> Floor, The Old Co-op, 40-42 Chelsea Road, Bristol BS5 6AF

#### **Independent Examiner**

Joshua Kingston BSc ACA, Burton Sweet Limited, The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton, Bristol BS48 1UR

#### **Bankers:**

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Mailing, Kent, ME19 4JQ  
Co-operative Bank PO Box 250, Skelmersdale, WN8 6WT  
Cambridge & Counties Bank, Charnwood Court, 5b New Walls, Leicester, England, LE16TE

**TRUSTEES' ANNUAL REPORT  
YEAR ENDED 31 MARCH 2025**

**1. Objectives and Activities**

These are set out in the Memorandum and Articles of Association, namely:

*To promote for the public benefit of the citizens and communities in and around the City of Bristol and surrounding counties and with a view to the preservation of public order, the provision of services directed towards repairing harm by restorative justice working with victims of crime and perpetrators of harm; and resolving conflict by mediation and conciliation between persons, organisations and groups who are involved or who are at risk of becoming involved in disputes or interpersonal conflicts where any such dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of the peace.*

To achieve these objectives, and this aim, Resolve West trains mediators and restorative justice facilitators for ourselves and other organisations. We have a body of volunteers who work with parties who have experienced conflict or criminal activity. Referrals come from Avon & Somerset Constabulary, Criminal Justice Agencies, Housing Associations, and Local Authority. In addition, we have referrals from other sources such as individuals, other statutory and voluntary agencies, housing associations, which we encourage and want to increase.

Conflict and criminal activity are very detrimental to the lives of those directly involved and have impacts on people's health and wellbeing. We carry out surveys of those we have helped and our clients show high satisfaction in the services that they receive, enabling them to have a voice and to feel heard, to be able to move forward and to have some closure that greatly improves their quality of life.

The aims, methods and benefits of restorative approaches are not widely appreciated, and we are keen to improve society's knowledge of them. To that end, our trustees and staff attend meetings, forums and deliver briefings and presentations when appropriate opportunities arise to partners, agencies, communities, voluntary agencies, statutory bodies, educational establishments to name a few.

Since Bristol Mediation was originally incorporated in 1990 after the St Pauls Riots, restorative approaches have been taken up and developed by other organisations. We will make every effort to continue with this work and develop new services, both by ourselves and in conjunction with other like-minded organisations.

**2. Structure, Governance and Management**

2.1 Resolve West Limited is governed by the Board of Trustees, which meets bi-monthly, and which carries the ultimate responsibility for the activities of the organisation. They appoint the Director who is entrusted to make any decisions that enable the delivery of the business plan. A bi-monthly report on management activity is given at each Board meeting. The Board, in conjunction with the Director, makes strategic decisions. Other staff and volunteers are accountable to the Director.

All Trustees give their time voluntarily and receive no benefits from the charity.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities.

## 2.2 Induction and training of trustees

Each new trustee has access to resources online, which contain reference information on the organisation and their role within it, including job descriptions for each of the trustee roles, a history of the organisation, the business plan, and all policies. These resources are regularly updated. Training for trustees may take place during trustee meeting times or during development/training days. Any specific training needs may be met through external training courses.

## 2.3 Risk Management

The trustees continually review risks and take action to mitigate them. Our dependence on high value contracts, the withdrawal of which would seriously affect our income, is a risk that the trustees continually try to reduce through management of the contracts and development of services funded by other partners.

Internal risks are minimised by the implementation of effective internal control procedures that ensure both appropriate authorisation of all transactions and projects and consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed for their continuing effectiveness. For all other areas of risk, Resolve West has a full range of policies and procedures to govern the operation of the organisation and meet statutory requirements, which are regularly reviewed.

## 3. Achievements during the year

Resolve West have had a very busy year providing neighbourhood/community Conflict Resolution (CR) and Restorative Justice (RJ) services across Avon & Somerset, as well as our ongoing partnership work as part of Bristol Hate Crime and Discrimination service with our partners, SARI (Stand against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record and Bristol Law Centre. We also developed closer working relationships with housing providers leading to an increase in service level agreements which gave us increased security during this year.

During this period, we have worked with 1,188 direct beneficiaries across all of our services including those who have attended our workshops, trainings and briefings. Of course, indirect beneficiaries are far greater including family, friends, colleagues and the wider communities who are also impacted by conflict and crime. We have delivered and have provided support and supervision to 57 volunteer practitioners who between them have volunteered in excess of 5,415 hours with a social value exceeding £111,572 per annum.

During 2024 we developed our training and recruited and trained 8 people in conflict coaching, 6 of which went onto volunteer with us as well as recruiting a number of volunteers already trained elsewhere and also ran further training in complex and sensitive work to a group of our RJ volunteers. In early 2025 we were able to run a number of information and awareness sessions and commenced the joint process of recruiting volunteers for both our RJ Service and also for our Conflict Resolution service in Spring 2025. We were also able to provide development opportunities to our staff team through training and supervision. To streamline the RJ process, the RJ staff team were subject to security clearance and appropriate training to permit access the police system, Niche.

Commissioning for the RJ services and victim services went live in March 2024 and following some changes to this, we worked closely in partnership with other commissioned victim services linking up to develop a new model of working with a lead provider. This culminated in a joint bid for victim services with us working with Victim Support as the lead

provider and SARI (Stand against Racism and Inequality). We were delighted to have found out in July 2024 that this had been successful and commenced a mobilisation period prior to the new contract commencing on 1<sup>st</sup> April 2025. We were very excited with this new development which enables us to work closer together, for the opportunity to develop the services further and for Resolve West to continue deliver Restorative Justice to 2032.

This new contract has come with some challenges for Resolve West with a significant reduction in funding which led to us exploring various accommodation options and we successfully moved offices in April 2024 to The Old Coop in Easton. In addition to this, we had to look at our expenditure, particularly our core expenditure and salaries and commenced an open and transparent consultation with our valued staff team leading to some reductions in some staffing hours.

During this period, we attended a number of events and consultations related to our hate crime and discrimination funding. This was as part of Bristol Impact Fund (BIF) 3 developments and future funding options that were being explored by the local authority for the funding of these services from 1<sup>st</sup> April 2026 until 2030. BIF3 will build on the foundations of BIF1 and BIF2 to prioritise investments into neighbourhood organisations and citywide equalities communities. This commissioning process opened in March 2025 and working closely with SARI, Bristol MIND, Bristol Law Centre and Off the Record we submitted a bid and are expecting a decision in December 2025.

We have had ongoing positive contact with all of our funders and referrers throughout this period and delivered an increased number of awareness sessions to local authorities, housing providers and criminal justice agencies. Our collaborative work as part of Bristol Hate Crime and Discrimination Services has helped to raise awareness and understanding of hate incidents and the impacts of this through workshops, forums to upskill the attendees in managing these in the future.

We work collaboratively and regularly liaised with agencies that we link with including our attendance at their team meetings and also representatives coming along to our group supervision sessions to highlight to our volunteers their services and how we link together. We have continued to be part of the Civil Mediation Council Community Mediation working group and also the Regional RJ Forum and were delighted to host one of these in June 2024 focussing on Equality, Diversity and Inclusion.

We have continued to network and link with other national providers, sharing training opportunities and ensuring that we can share best practice and continue to learn from each other.

All of these developments, and the services we have continued to deliver in the past 12 months, would not have been possible without the ongoing commitment, resilience, skills and expertise of all of our staff and volunteers. We were delighted in this period to welcome the new volunteers to our CR service and are excited as more join the RJ service and our conflict resolution service. Our volunteers and staff continue to be Resolve West's greatest asset and what enables us to continue to provide these vital services to people who have experienced harm or conflict across the region.

## **Financial Report**

### **Results for the year**

Income for the year amounted to £312,077 (2023-24: £316,305), a decrease of £4,228. Bristol Impact fund and RAAS both continued to receive an uplift in 2024-25 (£2,623.41 for BIF and £8,950 for RAAS) due to inflationary pressures. The income from Neighbourhood conflict resolution cases has reduced from £53,380 to £52,262. This is due to a reduction in the income from Housing Association Contracts. Fundraising levels have remained good with only a small reduction of £9,072 from £50,097 to £41,025.

Expenditure during the year amounted to £329,911 (2023-24: £344,903). Our direct costs have reduced by £8,130 however in reality they have stayed stable as the additional costs in the year 2023-24 were due to the expenditure of a legacy we received being spent on a new website. We also had a reduction in the cost for raising funds as we have taken fundraising in house saving £9,490.

The result is that there was net movement of £9,898 (deficit) on unrestricted funds (2023-24: £21,123 deficit) and a deficit of £7,936 on restricted funds (2023-24: £7,475 deficit), giving an overall deficit of £17,834 (2023-24: deficit of £28,598). At the end of the year there were accumulated unrestricted funds of £127,821 (2023-24: £137,719) and restricted funds carried forward amounted to zero (2023-24: £7,936).

The contracts we have in place have continued during this financial year - the Restorative Approaches Avon & Somerset contract ran until 31<sup>st</sup> March 2025 with the new Avon & Somerset Victim Service commencing from 1<sup>st</sup> April 2025. Our Hate Crime and Discrimination contract runs to 31<sup>st</sup> March 2026, and our contract with Bristol City Council has now been extended to 31<sup>st</sup> May 2026. In addition to this we have contracts in place with Curo Housing, Alliance Homes and Brighter Places all of which provide welcome financial security.

### **Reserves Policy**

The policy of the trustees is to maintain free financial reserves equivalent to between three (£71,000) and six months (£142,000) of core running costs and salaries, plus redundancy costs (£42,000).

The total reserves should therefore be between £113,000 and £183,000. At the end of the year, the balance of unrestricted free reserves was £127,821 (2023-24: £137,719).

### **Statement of trustees' responsibilities**

The trustees (who are also directors of Resolve West Limited for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of 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 accounting 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 trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees on .....22nd October 2025..... and signed on their behalf by

*Kim Smith*      *Tony Hughes*

Kim Smith & Tony Hughes (Acting Co-Chairs)

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**INDEPENDENT EXAMINER'S REPORT  
TO THE TRUSTEES OF RESOLVE WEST LIMITED ('THE COMPANY')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2025.

**Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

**Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Joshua Kingston*

Joshua Kingston BSc ACA,  
Burton Sweet Limited  
The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton,  
Bristol BS48 1UR

Date: .....22nd October 2025.....

**RESOLVE WEST LTD****STATEMENT OF FINANCIAL ACTIVITIES (Including income & expenditure account)****YEAR ENDED 31 MARCH 2025**

|                                             |             | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2025<br/>£</b> | <b>Total Funds<br/>2024<br/>£</b> |
|---------------------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
|                                             | <b>Note</b> |                                     |                                   |                                   |                                   |
| <b>Income from:</b>                         |             |                                     |                                   |                                   |                                   |
| Donations and legacies                      | <b>2</b>    | 41,025                              | -                                 | 41,025                            | 50,097                            |
| Investment income                           |             | 1,987                               | -                                 | 1,987                             | 1,273                             |
| Charitable activities                       | <b>3</b>    | 52,262                              | 216,803                           | 269,065                           | 264,935                           |
| <b>Total income</b>                         |             | <b>95,274</b>                       | <b>216,803</b>                    | <b>312,077</b>                    | <b>316,305</b>                    |
| <b>Expenditure on:</b>                      |             |                                     |                                   |                                   |                                   |
| Raising funds                               |             | 1,710                               | -                                 | 1,710                             | 11,200                            |
| Charitable activities                       | <b>4</b>    | 111,346                             | 216,855                           | 328,201                           | 333,703                           |
| <b>Total expenditure</b>                    |             | <b>113,056</b>                      | <b>216,855</b>                    | <b>329,911</b>                    | <b>344,903</b>                    |
| <b>Net income/(expenditure)</b>             | <b>6</b>    | <b>(17,782)</b>                     | <b>(52)</b>                       | <b>(17,834)</b>                   | <b>(28,598)</b>                   |
| <b>Transfers between funds</b>              | <b>9</b>    | <b>7,884</b>                        | <b>(7,884)</b>                    | <b>-</b>                          | <b>-</b>                          |
| <b>Net movement in funds</b>                |             | <b>(9,898)</b>                      | <b>(7,936)</b>                    | <b>(17,834)</b>                   | <b>(28,598)</b>                   |
| <b>Total funds at the start of the year</b> | <b>9</b>    | <b>137,719</b>                      | <b>7,936</b>                      | <b>145,655</b>                    | <b>174,253</b>                    |
| <b>Total funds at the end of the year</b>   | <b>9</b>    | <b>127,821</b>                      | <b>-</b>                          | <b>127,821</b>                    | <b>145,655</b>                    |

The charity has no recognised gains or losses other than the results for the year as set out above.  
All of the activities of the charity are classed as continuing.

**Prior year fund comparatives are shown in note 13.**  
**The notes on pages 13 to 18 form part of these financial statements.**

**RESOLVE WEST LTD****BALANCE SHEET****AS AT 31 MARCH 2025****Company No: 02538842**

|                                                   | Note | 2025<br>£      | 2024<br>£      |
|---------------------------------------------------|------|----------------|----------------|
| <b>Current assets</b>                             |      |                |                |
| Debtors                                           | 7    | 8,886          | 29,457         |
| Cash at bank                                      |      | 139,035        | 133,809        |
| Total current assets                              |      | <u>147,921</u> | <u>163,266</u> |
| <b>Creditors : Amounts falling due within one</b> | 8    | (20,100)       | (17,611)       |
| <b>Net assets</b>                                 |      | <u>127,821</u> | <u>145,655</u> |
| <b>Restricted funds</b>                           | 9    | -              | 7,936          |
| <b>Unrestricted funds</b>                         | 9    | 127,821        | 137,719        |
|                                                   |      | <u>127,821</u> | <u>145,655</u> |

For the year ending 31 March 2025 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on ..... 22nd October 2025 ..... and are signed on their behalf by:



Kim Smith, Acting Co-chair and director

The notes on pages 13 to 18 form part of these financial statements.

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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### 1 Accounting policies

#### a) Basis of preparation of accounts

The financial statements have been prepared in accordance with the historical cost convention (except where otherwise stated in the accounting policy note) and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

The charity is a Public Benefit entity.

There are no material uncertainties about the charity's ability to continue as a going concern, despite the significant uncertainty being caused by the national cost of living crisis. Whilst the Trustees expect there to be an impact on the charity's operations and reserves in the coming months and years, the charity has sufficient reserves to be able to meet these challenges.

#### b) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

#### c) Income

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations and legacies are accounted for in full in the Statement of Financial Activities when receivable; except as follows:

- a) when donors specify that donations given to the charity must be used in future accounting periods: and
- b) when donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

#### d) Expenditure

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs directly attributable to that activity. Where costs (including overheads such as wages and salaries) cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources and the time spent on those activities. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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 the independent examination fees and costs linked to the strategic management of the charity.

#### e) Debtors

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

### 1 Accounting policies (continued)

#### f) Creditors and provisions

Creditors and provisions are recognised where the charity has present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### g) Fixed assets and depreciation

Fixed assets are included at cost, where this is in excess of £1,000 per item. Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a reducing balance basis as follows:

Equipment - 15% reducing balance

#### h) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2 Income from: donations and legacies

|                            | Total Funds<br>2025<br>£ | Total Funds<br>2024<br>£ |
|----------------------------|--------------------------|--------------------------|
| Grants and donations       | 41,025                   | 50,046                   |
| Legacies                   | -                        | -                        |
| Other income and donations | -                        | 51                       |
|                            | <u>41,025</u>            | <u>50,097</u>            |

All income from donations and legacies was unrestricted in the current and prior year.

### 3 Income from: charitable activities

|                                               | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2025<br>£ |
|-----------------------------------------------|----------------------------|--------------------------|--------------------------|
| Conflict Resolution: Bristol City Council     | 37,000                     | -                        | 37,000                   |
| Conflict Resolution: Housing Associations etc | 15,262                     | -                        | 15,262                   |
| Conflict Resolution: Commercial Cases         | -                          | -                        | -                        |
| RAAS (Restorative Approaches Avon & Som)      | -                          | 187,950                  | 187,950                  |
| Hate Crime Service (Prospectus)               | -                          | 28,853                   | 28,853                   |
|                                               | <u>52,262</u>              | <u>216,803</u>           | <u>269,065</u>           |

#### Prior year comparative

|                                               | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2024<br>£ |
|-----------------------------------------------|----------------------------|--------------------------|--------------------------|
| Conflict Resolution: Bristol City Council     | 37,000                     | -                        | 37,000                   |
| Conflict Resolution: Housing Associations etc | 11,570                     | -                        | 11,570                   |
| Conflict Resolution: Commercial Cases         | 5,349                      | -                        | 5,349                    |
| RAAS (Restorative Approaches Avon & Som)      | -                          | 183,475                  | 183,475                  |
| Hate Crime Service (Prospectus)               | -                          | 27,541                   | 27,541                   |
|                                               | <u>53,919</u>              | <u>211,016</u>           | <u>264,935</u>           |

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

### 4 Expenditure on: charitable activities

|                                 | Salary<br>costs<br>£ | Direct<br>costs<br>£ | Total<br>costs<br>£ | Recharges<br>to projects<br>£ | Total<br>2025<br>£ |
|---------------------------------|----------------------|----------------------|---------------------|-------------------------------|--------------------|
| <b>Unrestricted expenditure</b> |                      |                      |                     |                               |                    |
| Conflict Resolution Service     | 49,923               | 4,038                | 53,961              | -                             | 53,961             |
| Core                            | 78,500               | 37,640               | 116,140             | (79,865)                      | 36,275             |
| Organisational Development      | 20,100               | 1,010                | 21,110              | -                             | 21,110             |
|                                 | <u>148,523</u>       | <u>42,688</u>        | <u>191,211</u>      | <u>(79,865)</u>               | <u>111,346</u>     |
| <b>Restricted expenditure</b>   |                      |                      |                     |                               |                    |
| RAAS                            | 102,661              | 13,558               | 116,219             | 69,493                        | 185,712            |
| Hate Crime Service              | 20,641               | 130                  | 20,771              | 10,372                        | 31,143             |
|                                 | <u>123,302</u>       | <u>13,688</u>        | <u>136,990</u>      | <u>79,865</u>                 | <u>216,855</u>     |
| <b>Total</b>                    | <u>271,825</u>       | <u>56,376</u>        | <u>328,201</u>      | <u>-</u>                      | <u>328,201</u>     |
| <b>Prior year</b>               |                      |                      |                     |                               |                    |
|                                 | Salary<br>costs<br>£ | Direct<br>costs<br>£ | Total<br>costs<br>£ | Recharges<br>to projects<br>£ | Total<br>2024<br>£ |
| <b>Unrestricted expenditure</b> |                      |                      |                     |                               |                    |
| Conflict Resolution Service     | 56,310               | 4,113                | 60,423              | -                             | 60,423             |
| Core                            | 72,181               | 43,245               | 115,426             | (78,450)                      | 36,976             |
| Organisational Development      | 15,812               | 1,315                | 17,127              | -                             | 17,127             |
|                                 | <u>144,303</u>       | <u>48,673</u>        | <u>192,976</u>      | <u>(78,450)</u>               | <u>114,526</u>     |
| <b>Restricted expenditure</b>   |                      |                      |                     |                               |                    |
| RAAS                            | 107,182              | 14,608               | 121,790             | 69,160                        | 190,950            |
| Hate Crime Service              | 17,712               | 1,225                | 18,937              | 9,290                         | 28,227             |
| Schools Project                 | -                    | -                    | -                   | -                             | -                  |
|                                 | <u>124,894</u>       | <u>15,833</u>        | <u>140,727</u>      | <u>78,450</u>                 | <u>219,177</u>     |
| <b>Total</b>                    | <u>269,197</u>       | <u>64,506</u>        | <u>333,703</u>      | <u>-</u>                      | <u>333,703</u>     |

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

### 5 Staff costs

|                                     | Total<br>2025<br>£ | Total<br>2024<br>£ |
|-------------------------------------|--------------------|--------------------|
| Gross wages and salaries            | 248,189            | 244,957            |
| Employer's National Insurance costs | 15,442             | 15,059             |
| Pension contributions               | 7,446              | 7,531              |
| Redundancy                          | -                  | -                  |
| Total staff costs                   | <u>271,077</u>     | <u>267,547</u>     |

The average number of employees during the year, calculated on the basis of headcount, was as follows:

|                       | 2025<br>No. | 2024<br>No. |
|-----------------------|-------------|-------------|
| Charitable activities | 9           | 9           |
| Administration        | 2           | 3           |
|                       | <u>11</u>   | <u>12</u>   |

Resolve West Limited considers its key management personnel to be the members of the trustee board and the director. The total employee benefits, including employer pension contributions, of the key management personnel were £77,242 (2024: £45,135).

There were no employees whose emoluments were in excess of £60,000 during the current or previous year.

### 6 Net income for the year

| This is stated after charging:        | 2025<br>£ | 2024<br>£ |
|---------------------------------------|-----------|-----------|
| Independent examiner's fees:          |           |           |
| - Independent Examination             | 965       | 880       |
| - Accounts Preparation                | 1,210     | 1,100     |
| - Under /(Over) Accrual in prior year | -         | (360)     |

### 7 Debtors

|             | 2025<br>£    | 2024<br>£     |
|-------------|--------------|---------------|
| Debtors     | 6,794        | 24,788        |
| Prepayments | 2,092        | 4,669         |
|             | <u>8,886</u> | <u>29,457</u> |

### 8 Creditors - amounts falling due within one year

|                            | 2025<br>£     | 2024<br>£     |
|----------------------------|---------------|---------------|
| Trade creditors            | 3,211         | 1,831         |
| Social security            | 5,557         | 5,331         |
| Accruals & deferred income | 11,332        | 10,449        |
|                            | <u>20,100</u> | <u>17,611</u> |

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

### 9 Movement in funds

|                                               | 1 April<br>2024<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>£ | 31 March<br>2025<br>£ |
|-----------------------------------------------|----------------------|----------------|------------------|----------------|-----------------------|
| <b>Restricted funds</b>                       |                      |                |                  |                |                       |
| RAAS (Restorative Approaches Avon & Somerset) | 7,936                | 187,950        | (185,712)        | (10,174)       | -                     |
| Hate Crime Service (Prospectus)               | -                    | 28,853         | (31,143)         | 2,290          | -                     |
|                                               | <u>7,936</u>         | <u>216,803</u> | <u>(216,855)</u> | <u>(7,884)</u> | <u>-</u>              |
| <b>Unrestricted funds</b>                     |                      |                |                  |                |                       |
| General funds                                 | 137,719              | 95,274         | (113,056)        | 7,884          | 127,821               |
|                                               | <u>137,719</u>       | <u>95,274</u>  | <u>(113,056)</u> | <u>7,884</u>   | <u>127,821</u>        |
| <b>Total funds</b>                            | <u>145,655</u>       | <u>312,077</u> | <u>(329,911)</u> | <u>-</u>       | <u>127,821</u>        |
| <b>Prior year comparative</b>                 | 1 April<br>2023<br>£ | Income<br>£    | Expenditure<br>£ | Transfers<br>£ | 31 March<br>2024<br>£ |
| <b>Restricted funds</b>                       |                      |                |                  |                |                       |
| RAAS (Restorative Approaches Avon & Somerset) | 15,411               | 183,475        | (190,950)        | -              | 7,936                 |
| Hate Crime Service (Prospectus)               | -                    | 27,541         | (28,227)         | 686            | -                     |
|                                               | <u>15,411</u>        | <u>211,016</u> | <u>(219,177)</u> | <u>686</u>     | <u>7,936</u>          |
| <b>Unrestricted funds</b>                     |                      |                |                  |                |                       |
| General funds                                 | 158,842              | 105,289        | (125,726)        | (686)          | 137,719               |
|                                               | <u>158,842</u>       | <u>105,289</u> | <u>(125,726)</u> | <u>(686)</u>   | <u>137,719</u>        |
| <b>Total funds</b>                            | <u>174,253</u>       | <u>316,305</u> | <u>(344,903)</u> | <u>-</u>       | <u>145,655</u>        |

#### RAAS (Restorative Approaches Avon and Somerset)

This service which commenced in June 2017 worked in collaboration with Avon and Somerset Police to provide restorative justice across Avon and Somerset. The funding for this service was from the Office of the Police Crime Commissioner for Avon and Somerset. The RAAS fund closed as of end March 2025, with the remaining funds transferred to general funds.

#### Bristol Hate Crime Project

In this project we work in partnership with SARI (Stand Against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record Bristol and Avon and Bristol Law Centre. The project is grant funded by Bristol City Council's Impact Fund (Prospectus). A transfer has been included from general funds to reflect a small over spend in the project.

### 10 Taxation

The registered charity is exempt from corporation tax as all income arises from charitable activities.

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2025

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### 11 Trustees and other related parties

No remuneration was paid to trustees in the previous year and there were no payments made in respect of trustee expenses in the current or previous year.

There are no transactions with trustees or other related parties other than those disclosed as required by the SORP elsewhere in the financial statements.

### 12 Company limited by guarantee

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

### 13 Prior year fund comparatives - Statement of Financial Activities

|                                              | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2024<br>£ |
|----------------------------------------------|----------------------------|--------------------------|--------------------------|
| <b>Income from:</b>                          |                            |                          |                          |
| Donations and legacies                       | 50,097                     | -                        | 50,097                   |
| Investment income                            | 1,273                      | -                        | 1,273                    |
| Charitable activities                        | 53,919                     | 211,016                  | 264,935                  |
| <b>Total income</b>                          | <b>105,289</b>             | <b>211,016</b>           | <b>316,305</b>           |
| <b>Expenditure on:</b>                       |                            |                          |                          |
| Raising funds                                | 11,200                     | -                        | 11,200                   |
| Charitable activities                        | 114,526                    | 219,177                  | 333,703                  |
| <b>Total expenditure</b>                     | <b>125,726</b>             | <b>219,177</b>           | <b>344,903</b>           |
| <b>Net income/(expenditure) for the year</b> | <b>(20,437)</b>            | <b>(8,161)</b>           | <b>(28,598)</b>          |
| <b>Transfers between funds</b>               | <b>(686)</b>               | <b>686</b>               | <b>-</b>                 |
| <b>Net movement in funds</b>                 | <b>(21,123)</b>            | <b>(7,475)</b>           | <b>(28,598)</b>          |
| <b>Total funds at the start of the year</b>  | <b>158,842</b>             | <b>15,411</b>            | <b>174,253</b>           |
| <b>Total funds at the end of the year</b>    | <b>137,719</b>             | <b>7,936</b>             | <b>145,655</b>           |

**Resolve West LTD**

England & Wales - Charity number 1000641

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# Accounts

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**TRUSTEES ANNUAL REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2024**

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## **BOARD REPORT FOR THE YEAR ENDED 31 MARCH 2024**

Welcome to Resolve West's 2023 -2024 Annual Report and Financial Statements.

As you will see from this report there is much to celebrate, as our core services continue to support our clients across Bristol and the surrounding counties.

We have continued to invest in new ways to showcase our work and were delighted to launch our new website in September 2023 which has given us greater opportunities for those that want to find out more and refer into our services. We also used this opportunity to refresh our resources for volunteers with secure log in areas for both our volunteer facilitators and trustees. We have refreshed our other areas of communication through regular newsletters and increased use of our social media platforms.

As an agency we were delighted that our Restorative Justice Service was awarded Registered Service Provider Status by the Restorative Justice Council. This status enables us to continue to build public trust in the professional services that we deliver and clearly demonstrates that our organisation, our practitioners and the services that we deliver meet best practice standards.

As to the board of Trustees, we said farewell to Michael, our Chair who served on the board for six years. We are incredibly grateful for all of his support over the years including his support through some of our most challenging times, particularly the Covid-19 pandemic, and we wish him the very best for the future. Lou, one of our existing trustees offered to step up into the role of interim chair while we plan for the recruitment of a permanent chair. We were also pleased to welcome Martin to the board.

The financial reports below show that we have remained consistent on last year in overall income and expenditure. With the challenges in the public funding sector and the general increase of inflationary costs, we anticipate that funding will be a challenge next year. However, by maintaining sensible financial discipline as well as looking for new areas of funding, we are confident in our financial resilience in future.

As a board we would like to thank all the staff and volunteers who have supported Resolve West.

Date: 3 October 2024

## **TRUSTEES' ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2024**

The trustees have pleasure in presenting their report and the financial statements of the charity for the year ended 31 March 2024.

#### **Status**

Resolve West Ltd is a registered charity and a company limited by guarantee, governed by Memorandum and Articles of Association dated September 1990 and subsequent amendments. It changed its name from Bristol Mediation Ltd on 5 February 2019.

#### **Trustees**

The Trustees who served during the year were as follows:

|                  |                                                        |
|------------------|--------------------------------------------------------|
| Lucretia Gray    | (Interim Chair from 24.01.2024, Resigned - 04.07.2024) |
| Michael Alderman | Resigned - 24.01.2024                                  |
| Tony Hughes      |                                                        |
| Silvia Laraia    |                                                        |
| Iain Large       |                                                        |
| Wendy McLean     |                                                        |
| Jill Maycock     |                                                        |
| Kim Smith        |                                                        |

#### **Principal Address:**

Unit 40 Easton Business Centre, Felix Road, Easton, Bristol, BS5 0HE

#### **Independent Examiner**

Joshua Kingston BSc ACA, Burton Sweet Limited, The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton, Bristol BS48 1UR

#### **Bankers:**

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Mailing, Kent ME19 4JQ  
Co-operative Bank PO Box 250, Skelmersdale WN8 6WT

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2024**

### **DIRECTOR'S REPORT FOR THE YEAR ENDED 31 MARCH 2024**

#### **Structure, Governance and Management**

New or additional trustees are appointed in the manner set out in the Charity's governing documents, namely by way of election at the Annual General Meeting.

Resolve West Limited is governed by the Board of Trustees, which meets bi-monthly, and which carries the ultimate responsibility for the activities of the organisation. They appoint the Director who is entrusted to make any decisions that enable the delivery of the business plan. A bi-monthly report on management activity is given at each Board meeting. The Board, in conjunction with the Director, makes strategic decisions. Other staff and volunteers are accountable to the Director.

#### **Training of trustees**

Each new trustee has access to resources online, which contain reference information on the organisation and their role within it, including job descriptions for each of the trustee roles, a history of the organisation, the business plan, and all policies. These resources are regularly updated. Training for trustees may take place during trustee meeting times or during development/training days. Any specific training needs may be met through external training courses.

#### **Risk Management**

The trustees continually review risks and take action to mitigate them. Our dependence on service agreements including that with Bristol City Council and the Office of the Police Crime Commissioner, the withdrawal of which would seriously affect our income, is a risk that the trustees continually try to reduce through management of the contracts and development of services funded by other partners. Internal risks are minimized by the implementation of effective internal control procedures that ensure both appropriate authorization of all transactions and projects and consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed for their continuing effectiveness.

#### **Objectives and Activities**

These are set out in the Memorandum and Articles of Association, namely:

*To promote for the public benefit of the citizens and communities in and around the City of Bristol and surrounding counties and with a view to the preservation of public order, the provision of services directed to repairing harm by restorative justice working with victims of crime and perpetrators of harm; and resolving conflict by mediation and conciliation between persons, organisations and groups who are involved or who are at risk of becoming involved in disputes or interpersonal conflicts where any such dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of the peace.*

To achieve these objectives, and this aim, Resolve West trains mediators and restorative justice facilitators for ourselves and other organisations. We have a body of volunteers who work with parties who have experienced conflict or criminal activity. Referrals come from Avon & Somerset Constabulary, Criminal Justice Agencies, Housing Associations, and Local

Authority. In addition, we have referrals from other sources such as individuals, other statutory and voluntary agencies, housing associations, which we encourage and want to increase.

Conflict and criminal activity are very detrimental to the lives of those directly involved and have impacts on people's health and wellbeing. We do carry out surveys of those we have helped and, while not claiming complete success in every case, with our help our clients show high satisfaction in the services that they receive, enabling them to have a voice and to feel heard, to be able to move forward and to have some closure that greatly improves their quality of life.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities.

The aims, methods and benefits of restorative approaches are not widely appreciated, and we are keen to improve society's knowledge of them. To that end, our trustees and staff attend meetings and make presentations when appropriate opportunities arise.

Since Bristol Mediation was originally incorporated in 1990 after the St Pauls Riots, restorative approaches have been taken up and developed by other organisations. We will make every effort to continue with this work and develop new services, both by ourselves and in conjunction with other like-minded organisations.

## **Achievements during the year**

Resolve West started the year positively following a successful bidding process leading to continued funding from Bristol City Council to deliver conflict resolution services for two years and also relationships and contracts with other housing providers. We also started to work closely with the Office of the Police Crime Commissioner and an independent agency evaluating the commissioned victim services, regarding future funding beyond 2025.

We provided neighbourhood/community conflict resolution (CR) and Restorative Justice (RJ) services across Avon & Somerset, as well as our ongoing partnership work as part of Bristol Hate Crime and Discrimination service with our partners, SARI (Stand against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record and Bristol Law Centre. In addition we continued to provide ad-hoc conflict resolution services to organisations related to workplace conflict.

During this period, we worked with 994 direct beneficiaries across all of our services including those who have attended our workshops, trainings and briefings. Of course, indirect beneficiaries are far greater. We have delivered and have provided support and supervision to 67 volunteer practitioners who between them have volunteered in excess of 6,432 hours with a social value exceeding £103,000 per annum.

We were delighted to have welcomed back Nina Bayandor following her maternity leave in October 2023, and said goodbye to Sam Edwards who covered the role of Service manager during her maternity leave.

We have continued with the positive contact with all of our funders and referrers throughout this period and were pleased to have received an uplift from the Office of the Police Crime Commissioner towards our Restorative Justice Service and an uplift from Local Authority as part of our Hate Crime and Discrimination Services.

Following significant work from the RJ team and also our valued RJ volunteers we were delighted to have been awarded Registered Provider Status through the Restorative Justice Council, which highlighted through this independent evaluation the high quality of the service that we provide.

We have continued to work closely with our partners as part of Bristol Hate Crime and Discrimination Services and worked collaboratively to deliver workshops and forums to raise awareness of Hate and understanding of Hate Incidents, the impact of these, how we can help, and to upskill the attendees in managing these in the future.

We have continued to work in partnership with others and to link up regularly with providers locally as part of a regional RJ Working Group and a RJ Tactical group to develop and to pilot areas of work to increase the use of RJ. We have also linked with others across the country at meetings, forums and strategic boards to ensure that restorative approaches and conflict resolution are built into plans when working to tackle crime and conflict.

We have continued to network and link with other national providers, sharing training opportunities and ensuring that we can share best practice and continue to learn from each other.

Internally we completed a review of our IT Security, putting in additional measures to ensure our systems are secure, and continued to review, update and implement policy updates moving forward. We successfully completed our updated website which included renewing and updating our branding and launched the new website in September 2023 improving the opportunities to showcase our work and services including important resources for our volunteers and developed monthly bulletins and quarterly newsletters as well as developing a social media sub-group so that this is updated on a regular basis.

All of these developments, and the services we have continued to deliver in the past 12 months would not have been possible without the ongoing commitment, resilience, skills and expertise of all of our staff and volunteers. We were delighted in this period to welcome new volunteers to the RJ service and the CR service. Our volunteers and staff continue to be Resolve West's greatest asset and what enables us to continue to provide these vital services to people who have experienced harm or conflict across the region.

## **Financial Report**

### **Results for the year**

Income for the year amounted to £316,305 (2022-23: £391,007), a decrease of £74,702. Bristol Impact fund and RAAS both received an uplift in 2023-24 (£1,311 for BIF and £4,475 for RAAS) due to inflationary pressures. This will continue to the end of these projects. The income from Neighbourhood conflict resolution cases has reduced from £68,361 to £53,380. This is due to a reduction in funding from the BCC (£8,000) and other housing associations. Fundraising levels have remained good and taking the legacy received in 2022-23 (£53,201) out of the equation there was just a drop of £3,079.

Expenditure during the year amounted to £344,903 (2022-23: £344,855). There has been an increase in salaries across all teams due to inflationary and incremental rises. Direct costs have not changed significantly and in some areas reduced as we try to make the best use of our income and hybrid working patterns. There has been an increase in Core IT and Phones as we used some of the legacy money from 2021-22 to rebuild our website. The spending on this came to £7,000.

The result is that there was net movement of £21,123 (deficit) on unrestricted funds (2022-23: £46,957 surplus) and a deficit of £7,475 on restricted funds (2022-23: £805 deficit), giving an overall deficit of £28,598 (2022-23: surplus of £46,152). At the end of the year there were accumulated unrestricted funds of £137,719 (2022-23: £158,842) and restricted funds carried forward amounted to £7,936 (2022-23: £15,411), our net assets decreased to £145,655 (2022-23: £174,253).

The contracts we have in place have continued during the current financial year - the Restorative Approaches Avon & Somerset contract runs until March 2025, our Hate Crime and Discrimination contract to March 2026, and our contract with Bristol City Council to end of May 2025 which provides welcome financial security.

## **Reserves Policy**

The policy of the Trustees is to maintain free financial reserves equivalent to between three (£70,000) and six months (£140,000) of core running costs and Salaries, plus redundancy costs (£37,000).

The total Reserves should therefore be between £107,000 and £177,000. At the end of the year, the balance of unrestricted free reserves was £137,719 (2022-23: £158,842).

## **Statement of trustees' responsibilities**

The trustees (who are also directors of Resolve West Limited for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of 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 accounting 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 trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees on 3<sup>rd</sup> October and signed on their behalf by

*Wendy McLean*

3 October 2024

Wendy McLean  
Co-chair and director

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## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RESOLVE WEST LIMITED ('THE COMPANY')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Joshua Kingston*

Joshua Kingston BSc ACA,  
Burton Sweet Limited  
The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton,  
Bristol BS48 1UR

Date: 3 October 2024

**RESOLVE WEST LTD****STATEMENT OF FINANCIAL ACTIVITIES (Including income & expenditure account)****YEAR ENDED 31 MARCH 2024**

|                                             | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2024<br>£ | Total Funds<br>2023<br>£ |
|---------------------------------------------|------|----------------------------|--------------------------|--------------------------|--------------------------|
| <b>Income from:</b>                         |      |                            |                          |                          |                          |
| Donations and legacies                      | 2    | 50,097                     | -                        | 50,097                   | 106,377                  |
| Investment income                           |      | 1,273                      | -                        | 1,273                    | 1,137                    |
| Charitable activities                       | 3    | 53,919                     | 211,016                  | 264,935                  | 283,493                  |
| <b>Total income</b>                         |      | <b>105,289</b>             | <b>211,016</b>           | <b>316,305</b>           | <b>391,007</b>           |
| <b>Expenditure on:</b>                      |      |                            |                          |                          |                          |
| Raising funds                               |      | 11,200                     | -                        | 11,200                   | 18,234                   |
| Charitable activities                       | 4    | 114,526                    | 219,177                  | 333,703                  | 326,621                  |
| <b>Total expenditure</b>                    |      | <b>125,726</b>             | <b>219,177</b>           | <b>344,903</b>           | <b>344,855</b>           |
| <b>Net income/(expenditure)</b>             | 6    | <b>(20,437)</b>            | <b>(8,161)</b>           | <b>(28,598)</b>          | <b>46,152</b>            |
| <b>Transfers between funds</b>              | 10   | <b>(686)</b>               | <b>686</b>               | <b>-</b>                 | <b>-</b>                 |
| <b>Net movement in funds</b>                |      | <b>(21,123)</b>            | <b>(7,475)</b>           | <b>(28,598)</b>          | <b>46,152</b>            |
| <b>Total funds at the start of the year</b> | 10   | <b>158,842</b>             | <b>15,411</b>            | <b>174,253</b>           | <b>128,101</b>           |
| <b>Total funds at the end of the year</b>   | 10   | <b>137,719</b>             | <b>7,936</b>             | <b>145,655</b>           | <b>174,253</b>           |

The charity has no recognised gains or losses other than the results for the year as set out above.  
All of the activities of the charity are classed as continuing.

**Prior year fund comparatives are shown in note 13.**  
**The notes on pages 12 to 17 form part of these financial statements.**

**RESOLVE WEST LTD**  
**BALANCE SHEET**  
**AS AT 31 MARCH 2024**

**Company No: 02538842**

|                                                   | <b>Note</b> | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
|---------------------------------------------------|-------------|-------------------|-------------------|
| <b>Current assets</b>                             |             |                   |                   |
| Debtors                                           | <b>8</b>    | 29,457            | 6,184             |
| Cash at bank                                      |             | 133,809           | 180,518           |
| Total current assets                              |             | <u>163,266</u>    | <u>186,702</u>    |
| <b>Creditors : Amounts falling due within one</b> | <b>9</b>    | (17,611)          | (12,449)          |
| <b>Net assets</b>                                 |             | <u>145,655</u>    | <u>174,253</u>    |
| <b>Restricted funds</b>                           | <b>10</b>   | 7,936             | 15,411            |
| <b>Unrestricted funds</b>                         | <b>10</b>   | 137,719           | 158,842           |
|                                                   |             | <u>145,655</u>    | <u>174,253</u>    |

For the year ending 31 March 2024 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on 03 October 2024 and are signed on their behalf by:

*Wendy McLean*

Wendy McLean, Co-chair and director

**The notes on pages 12 to 17 form part of these financial statements.**

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

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**1 Accounting policies**

**a) Basis of preparation of accounts**

The financial statements have been prepared in accordance with the historical cost convention (except where otherwise stated in the accounting policy note) and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

The charity is a Public Benefit entity.

There are no material uncertainties about the charity's ability to continue as a going concern, despite the significant uncertainty being caused by the national cost of living crisis. Whilst the Trustees expect there to be an impact on the charity's operations and reserves in the coming months and years, the charity has sufficient reserves to be able to meet these challenges.

**b) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**c) Income**

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations and legacies are accounted for in full in the Statement of Financial Activities when receivable; except as follows:

- a) when donors specify that donations given to the charity must be used in future accounting periods: and
- b) when donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

**d) Expenditure**

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs directly attributable to that activity. Where costs (including overheads such as wages and salaries) cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources and the time spent on those activities. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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 the independent examination fees and costs linked to the strategic management of the charity.

**e) Debtors**

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

**1 Accounting policies (continued)**

**f) Creditors and provisions**

Creditors and provisions are recognised where the charity has present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**g) Fixed assets and depreciation**

Fixed assets are included at cost, where this is in excess of £1,000 per item. Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a reducing balance basis as follows:

Equipment - 15% reducing balance

**h) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2 Income from: donations and legacies**

|                            | <b>Total Funds<br/>2024<br/>£</b> | <b>Total Funds<br/>2023<br/>£</b> |
|----------------------------|-----------------------------------|-----------------------------------|
| Grants and donations       | 50,046                            | 53,171                            |
| Legacies                   | -                                 | 53,201                            |
| Other income and donations | 51                                | 5                                 |
|                            | <u>50,097</u>                     | <u>106,377</u>                    |

All income from donations and legacies was unrestricted in the current and prior year.

**3 Income from: charitable activities**

|                                               | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2024<br/>£</b> |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 37,000                              | -                                 | 37,000                            |
| Conflict Resolution: Housing Associations etc | 11,570                              | -                                 | 11,570                            |
| Conflict Resolution: Commercial Cases         | 5,349                               | -                                 | 5,349                             |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 183,475                           | 183,475                           |
| Hate Crime Service (Prospectus)               | -                                   | 27,541                            | 27,541                            |
|                                               | <u>53,919</u>                       | <u>211,016</u>                    | <u>264,935</u>                    |

**Prior year comparative**

|                                               | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2023<br/>£</b> |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 15,804                              | -                                 | 15,804                            |
| Conflict Resolution: Commercial Cases         | 7,520                               | -                                 | 7,520                             |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 191,438                           | 191,438                           |
| Hate Crime Service (Prospectus)               | -                                   | 23,731                            | 23,731                            |
|                                               | <u>68,324</u>                       | <u>215,169</u>                    | <u>283,493</u>                    |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

**4 Expenditure on: charitable activities**

|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2024<br/>£</b> |
|---------------------------------|-------------------------------|-------------------------------|------------------------------|----------------------------------------|-----------------------------|
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 56,310                        | 4,113                         | 60,423                       | -                                      | 60,423                      |
| Core                            | 72,181                        | 43,245                        | 115,426                      | (78,450)                               | 36,976                      |
| Organisational Development      | 15,812                        | 1,315                         | 17,127                       | -                                      | 17,127                      |
|                                 | <b>144,303</b>                | <b>48,673</b>                 | <b>192,976</b>               | <b>(78,450)</b>                        | <b>114,526</b>              |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 107,182                       | 14,608                        | 121,790                      | 69,160                                 | 190,950                     |
| Hate Crime Service              | 17,712                        | 1,225                         | 18,937                       | 9,290                                  | 28,227                      |
|                                 | <b>124,894</b>                | <b>15,833</b>                 | <b>140,727</b>               | <b>78,450</b>                          | <b>219,177</b>              |
| <b>Total</b>                    | <b>269,197</b>                | <b>64,506</b>                 | <b>333,703</b>               | <b>-</b>                               | <b>333,703</b>              |
| <b>Prior year</b>               |                               |                               |                              |                                        |                             |
|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 60,523                        | 4,112                         | 64,635                       | -                                      | 64,635                      |
| Core                            | 49,564                        | 36,555                        | 86,119                       | (60,518)                               | 25,601                      |
| Organisational Development      | 15,627                        | 1,759                         | 17,386                       | -                                      | 17,386                      |
|                                 | <b>125,714</b>                | <b>42,426</b>                 | <b>168,140</b>               | <b>(60,518)</b>                        | <b>107,622</b>              |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 118,017                       | 15,330                        | 133,347                      | 52,340                                 | 185,687                     |
| Hate Crime Service              | 17,178                        | 452                           | 17,630                       | 8,178                                  | 25,808                      |
| Schools Project                 | 2,487                         | 5,017                         | 7,504                        | -                                      | 7,504                       |
|                                 | <b>137,682</b>                | <b>20,799</b>                 | <b>158,481</b>               | <b>60,518</b>                          | <b>218,999</b>              |
| <b>Total</b>                    | <b>263,396</b>                | <b>63,225</b>                 | <b>326,621</b>               | <b>-</b>                               | <b>326,621</b>              |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

**5 Staff costs**

|                                     | <b>Total<br/>2024<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|-------------------------------------|-----------------------------|-----------------------------|
| Gross wages and salaries            | 244,957                     | 235,750                     |
| Employer's National Insurance costs | 15,059                      | 14,292                      |
| Pension contributions               | 7,531                       | 5,726                       |
| Redundancy                          | -                           | 977                         |
| <b>Total staff costs</b>            | <b>267,547</b>              | <b>256,745</b>              |

The average number of employees during the year, calculated on the basis of headcount, was as follows:

|                       | <b>2024<br/>No.</b> | <b>2023<br/>No.</b> |
|-----------------------|---------------------|---------------------|
| Charitable activities | 9                   | 9                   |
| Administration        | 3                   | 2                   |
|                       | <b>12</b>           | <b>11</b>           |

Resolve West Limited considers its key management personnel to be the members of the trustee board and the director. The total employee benefits, including employer pension contributions, of the key management personnel were £45,135 (2023: £48,632).

There were no employees whose emoluments were in excess of £60,000 during the current or previous year.

**6 Net income for the year**

|                                       |                   |                   |
|---------------------------------------|-------------------|-------------------|
| <b>This is stated after charging:</b> | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
| Independent examiner's fees:          |                   |                   |
| - Independent Examination             | 880               | 800               |
| - Accounts Preparation                | 1,100             | 1,000             |
| - Under /(Over) Accrual in prior year | (360)             | -                 |

**7 Taxation**

The registered charity is exempt from corporation tax as all income arises from charitable activities.

**8 Debtors**

|             | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
|-------------|-------------------|-------------------|
| Debtors     | 24,788            | 655               |
| Prepayments | 4,669             | 5,529             |
|             | <b>29,457</b>     | <b>6,184</b>      |

**9 Creditors - amounts falling due within one year**

|                            | <b>2024<br/>£</b> | <b>2023<br/>£</b> |
|----------------------------|-------------------|-------------------|
| Trade creditors            | 1,831             | 718               |
| Social security            | 5,331             | 7,613             |
| Other creditors            | -                 | 306               |
| Accruals & deferred income | 10,449            | 3,812             |
|                            | <b>17,611</b>     | <b>12,449</b>     |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

**10 Movement in funds**

|                                               | <b>1 April<br/>2023<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>31 March<br/>2024<br/>£</b> |
|-----------------------------------------------|-------------------------------|---------------------|--------------------------|------------------------|--------------------------------|
| <b>Restricted funds</b>                       |                               |                     |                          |                        |                                |
| RAAS (Restorative Approaches Avon & Somerset) | 15,411                        | 183,475             | (190,950)                | -                      | 7,936                          |
| Hate Crime Service (Prospectus)               | -                             | 27,541              | (28,227)                 | 686                    | -                              |
|                                               | <u>15,411</u>                 | <u>211,016</u>      | <u>(219,177)</u>         | <u>686</u>             | <u>7,936</u>                   |
| <b>Unrestricted funds</b>                     |                               |                     |                          |                        |                                |
| General funds                                 | 158,842                       | 105,289             | (125,726)                | (686)                  | 137,719                        |
|                                               | <u>158,842</u>                | <u>105,289</u>      | <u>(125,726)</u>         | <u>(686)</u>           | <u>137,719</u>                 |
| <b>Total funds</b>                            | <u>174,253</u>                | <u>316,305</u>      | <u>(344,903)</u>         | <u>-</u>               | <u>145,655</u>                 |
| <b>Prior year comparative</b>                 |                               |                     |                          |                        |                                |
|                                               | <b>1 April<br/>2022<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>31 March<br/>2023<br/>£</b> |
| <b>Restricted funds</b>                       |                               |                     |                          |                        |                                |
| RAAS (Restorative Approaches Avon & Somerset) | 9,660                         | 191,438             | (185,687)                | -                      | 15,411                         |
| Hate Crime Service (Prospectus)               | -                             | 23,731              | (25,808)                 | 2,077                  | -                              |
| Schools Project                               | 6,556                         | -                   | (7,504)                  | 948                    | -                              |
|                                               | <u>16,216</u>                 | <u>215,169</u>      | <u>(218,999)</u>         | <u>3,025</u>           | <u>15,411</u>                  |
| <b>Unrestricted funds</b>                     |                               |                     |                          |                        |                                |
| General funds                                 | 111,885                       | 175,838             | (125,856)                | (3,025)                | 158,842                        |
|                                               | <u>111,885</u>                | <u>175,838</u>      | <u>(125,856)</u>         | <u>(3,025)</u>         | <u>158,842</u>                 |
| <b>Total funds</b>                            | <u>128,101</u>                | <u>391,007</u>      | <u>(344,855)</u>         | <u>-</u>               | <u>174,253</u>                 |

**RAAS (Restorative Approaches Avon and Somerset)**

This service which commenced in June 2017 is working in collaboration with Avon and Somerset Police to provide restorative justice across Avon and Somerset. The funding for this service is from the Office of the Police Crime Commissioner for Avon and Somerset.

**Bristol Hate Crime Project**

In this project we work in partnership with SARI (Stand Against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record Bristol and Avon and Bristol Law Centre. The project is grant funded by Bristol City Council's Impact Fund (Prospectus). A transfer has been included from general funds to reflect a small over spend in the project.

**Schools Project**

The schools project (Take 5) is an early intervention project based in Somerset to prevent victimisation and revictimization working collaboratively with Victim Support, SafeLink, Young Victims Service and SWAN Vocas funded by the Office of the Police Crime Commissioner.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2024**

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**11 Trustees and other related parties**

No remuneration was paid to trustees in the previous year and there were no payments made in respect of trustee expenses in the current or previous year.

There are no transactions with trustees or other related parties other than those disclosed as required by the SORP elsewhere in the financial statements. In previous year, remuneration of £1,450 for Mediation for Case was paid to Hughes Enterprise Law, where Trustee Tony Hughes is principal of the company.

**12 Company limited by guarantee**

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

**13 Prior year fund comparatives - Statement of Financial Activities**

|                                              | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2023<br/>£</b> |
|----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| <b>Income from:</b>                          |                                     |                                   |                                   |
| Donations and legacies                       | 106,377                             | -                                 | 106,377                           |
| Investment income                            | 1,137                               | -                                 | 1,137                             |
| Charitable activities                        | 68,324                              | 215,169                           | 283,493                           |
| <b>Total income</b>                          | <b>175,838</b>                      | <b>215,169</b>                    | <b>391,007</b>                    |
| <b>Expenditure on:</b>                       |                                     |                                   |                                   |
| Raising funds                                | 18,234                              | -                                 | 18,234                            |
| Charitable activities                        | 107,622                             | 218,999                           | 326,621                           |
| <b>Total expenditure</b>                     | <b>125,856</b>                      | <b>218,999</b>                    | <b>344,855</b>                    |
| <b>Net income/(expenditure) for the year</b> | <b>49,982</b>                       | <b>(3,830)</b>                    | <b>46,152</b>                     |
| <b>Transfers between funds</b>               | <b>(3,025)</b>                      | <b>3,025</b>                      | <b>-</b>                          |
| <b>Net movement in funds</b>                 | <b>46,957</b>                       | <b>(805)</b>                      | <b>46,152</b>                     |
| <b>Total funds at the start of the year</b>  | <b>111,885</b>                      | <b>16,216</b>                     | <b>128,101</b>                    |
| <b>Total funds at the end of the year</b>    | <b>158,842</b>                      | <b>15,411</b>                     | <b>174,253</b>                    |

**Resolve West LTD**

England & Wales - Charity number 1000641

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# Accounts

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**TRUSTEES ANNUAL REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2023**

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## **CHAIR'S REPORT YEAR ENDED 31 MARCH 2023**

Welcome to Resolve West's 2022-2023 Annual Report and Financial Statements.

As you will see from this report there is lots to celebrate as our core services have continued to support our clients across Bristol and the surrounding counties.

We have also continued to invest in new systems building from last years successful database migration with a new website that will launch in Autumn of 2023. This will give a refresh whilst also offering several capabilities longer term that we are excited to share with you. I want to thank the team for all the effort in making this happen.

The Trustees too have had some changes and I pleased to welcome a number of new trustees with Kim, Lou, Silvia and Iain all joining. They each bring an excellent range of skills, experience and viewpoints that have enhanced both the resilience and the capability of the team. We have however, had to say farewell to Emma who stood down as she is taking a career break to go traveling and we wish her the best and thank her for guidance the last couple of years.

From the financials you will see that we have remained consistent on last year in overall income and expenditure. The increase in donations principally comes from a single legacy from a former trustee of which we are grateful and offer our condolences to the family. With the challenges in the public funding sector and the general increase of inflationary costs we anticipate that funding will be a challenge next year. However, by maintaining sensible fiscal discipline as well as looking for new areas of funding, I am confident in our financial resilience.

We have also continued to invest in new systems building on last year's successful database migration. The team have been working on developing a new website with support from external contractors. The new website will offer several new capabilities that will support the organisation long term and which we are excited to share with you at the end of 2023. This also includes a Brand refresh with improvements to both on and offline formats. I want to thank the team for their efforts in making the success.

I would like to thank all the staff and volunteers who have supported Resolve West.

Michael Alderman *Michael Alderman*

Chair

Nov 09 2023

Date: .....

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

The trustees have pleasure in presenting their report and the financial statements of the charity for the year ended 31 March 2023.

### **Status**

Resolve West Ltd is a registered charity and a company limited by guarantee, governed by Memorandum and Articles of Association dated September 1990 and subsequent amendments. It changed its name from Bristol Mediation Ltd on 5 February 2019.

### **Trustees**

The Trustees who served during the year were as follows:

#### **Name**

|                  |                          |
|------------------|--------------------------|
| Michael Alderman | (Chair)                  |
| Emma Goulden     | (Resigned November 2022) |
| Wendy Mclean     |                          |
| Jill Maycock     |                          |
| Tony Hughes      |                          |
| Kim Smith        | (Joined November 2022)   |
| Iain Large       | (Joined November 2022)   |
| Silvia Lararia   | (Joined January 2023)    |
| Lou Gray         | (Joined January 2023)    |

### **Principal Address:**

Unit 40 Easton Business Centre, Felix Road, Easton, Bristol, BS5 0HE

### **Independent Examiner**

Joshua Kingston BSc ACA, Burton Sweet Limited, The Clock Tower, 5 Farleigh Court, Old Weston Road, Flax Bourton, Bristol BS48 1UR

### **Bankers:**

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Mailing, Kent ME19 4JQ  
Co-operative Bank PO Box 250, Skelmersdale WN8 6WT

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

### **Structure, Governance and Management**

The Trustees have the power to appoint new or additional trustees by a resolution of the trustees. In selecting persons to be appointed, the trustees shall take into account the benefits of appointing a person who is able by virtue of his or her professional qualifications to make a contribution to the pursuits of the objects or the management of the charity.

Resolve West Limited is governed by the Board of Trustees, which meets bi-monthly, and which carries the ultimate responsibility for the activities of the organisation. They appoint the Director who is entrusted to make any decisions that enable the delivery of the business plan. A bi-monthly report on management activity is given at each Board meeting. The Board, in conjunction with the Director, makes strategic decisions. Other staff and volunteers are accountable to the Director.

### **Induction and training of trustees**

Each new trustee has access to all policies and a handbook online, which contains reference information on the organisation and their role within it, job descriptions for the trustee roles, a history of the organisation, and the business plan all of which is regularly updated. Training for trustees may take place during trustee meeting times or during development/training days. Any specific training needs may be met through external training courses.

### **Risk Management**

The trustees regularly review risks and take action to mitigate them. Our dependence on contracts with Bristol City Council and the Office of the Police Crime Commissioner, the withdrawal of which would seriously affect our income, is a risk that the trustees continually try to reduce through management of the contracts and development of services funded by other partners. Internal risks are minimized by the implementation of effective internal control procedures that ensure both appropriate authorization of all transactions and projects and consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed for their continuing effectiveness.

### **Objectives and Activities**

These are set out in the Memorandum and Articles of Association, namely:

*To promote for the public benefit of the citizens and communities in and around the City of Bristol and surrounding counties and with a view to the preservation of public order, the provision of services directed towards repairing harm by restorative justice working with victims of crime and perpetrators of harm; and resolving conflict by mediation and conciliation between persons, organisations and groups who are involved or who are at risk of becoming involved in disputes or interpersonal conflicts where any such dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of the peace.*

*The aim of the Trustees is to ensure that everybody in and around the city of Bristol and surrounding counties has access to relevant and useable community resolution and restorative justice services. We believe that the alleviation of individual and community tensions will benefit everybody by contributing towards safer and more peaceful communities.*

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

### **Objectives and Activities (continued)**

To achieve these objectives, and this aim, we train mediators and restorative justice facilitators for ourselves and other organisations. We have a body of volunteers who work with parties who have experienced conflict or criminal activity. Referrals come from Avon & Somerset Constabulary, Criminal Justice Agencies, Housing Associations, and Local Authority. In addition, we have referrals from other sources including self referrals from individuals, other statutory and voluntary agencies, housing associations, which we encourage and want to increase.

Conflict and criminal activity are very detrimental to the lives of those directly involved and have impacts on people's health and wellbeing. We carry out surveys of those we have helped and, while not claiming complete success in every case, with our help our clients show high satisfaction in the services that they receive, enabling them to have a voice and to feel heard, to be able to move forward and to have some closure that greatly improves their quality of life.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities.

The aims, methods and benefits of restorative approaches are not widely appreciated, and we are keen to improve society's knowledge of them. To that end, our trustees and staff attend meetings and make presentations when appropriate opportunities arise.

Since Bristol Mediation was originally formed in 1990 after the St Pauls Riots, restorative approaches have been taken up and developed by other organisations. We will make every effort to continue with this work and develop new services, both by ourselves and in conjunction with other like-minded organisations.

### **Achievements during the year**

Resolve West was robust in managing all of the services following the challenges of the previous years. We started the year with some successes including the recruitment of 12 new volunteers to our Conflict Resolution Service who received their training during April and May 2022 and also an extension of funding for our restorative justice service to 2025. We developed a clear framework for working safely face to face whilst retaining the learning from working virtually and continued to develop our new database to benefit our services and casework teams.

We provided services including neighbourhood/community conflict resolution and Restorative Justice (RJ) services across Avon & Somerset, our Take 5 Project working in partnership with Victim Support, Young Victims Service, Safelink and SWAN VOCAS as well as our ongoing partnership work as part of Bristol Hate Crime and Discrimination service with our partners, SARI (Stand against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record and Bristol Law Centre. In addition we were also able to provide some ad-hoc conflict resolution services to organisations related to workplace conflict.

During this period we worked with 1149 direct beneficiaries across all of our services including those who have attended our workshops, trainings and briefings we have delivered and have provided support and supervision to 68 volunteer practitioners who between them have volunteered in excess of 6520 hours with a social value exceeding £105,035 per annum.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

### **Achievements during the year (continued)**

Following the extension of funding of the Take 5 Project during 2021/2022, we were able to cover all the final deliverables and subsequently worked closely with an experienced and skilled academic who did an independent external evaluation of this two year project that was submitted to the OPCC with the funding and project coming to a close at the end of April 2022. There were some funds outstanding that with agreement from our funders we were able to take forward focussing on our work with young people within the RJ service.

We managed a lot of changes and developments within our staff team and whilst we were sad to see Simone Lemon leave in April, as the Take 5 Project came to an end, we were pleased to welcome Jane Savill as an RJ Caseworker and Luke Felton as Hate Crime Caseworker. Jules Cox, our Director, had to take a step back in April for 6 months following unforeseen health issues, subsequent treatment and recovery and Nina our Service Manager and Deputy to the Director stepped up picking up essential roles and responsibilities in her absence, with support from the Board of Trustees.

We recruited Sophie Jansen as a Volunteer Manager who joined us in November, ensuring that there is continuity in the management, support and supervision of all of our volunteers enabling Anna Hill, our RJ Coordinator to move into the role of Senior RJ Case Manager, taking overall responsibility for oversight of cases and responsibility for supervision of cases and Isabel Hawley moved from Case Worker to the role of Case Manager within the RJ Service. We were able to give recognition to the skills and experience Anita Bieda has brought to the agency and she moved from Admin Assistant to our Administrator taking on additional responsibilities. Lesley Cogan who was seconded across as an RJ Coordinator returned to Avon & Somerset Police in July 2022 where she was able to focus on a review of RJ with internal and external stakeholders as well as an opportunity for her to look at best practice and areas for learning across Avon & Somerset Police, particularly as the profile of RJ had diminished within the force.

We were delighted to welcome back Jules in October and in December Sam Edwards joined the team as Maternity Cover for our Service Manager, Nina, as she commenced her Maternity Leave.

We have continued with the positive contact with all of our funders and referrers throughout this period and were pleased to have received an uplift from the Office of the Police Crime Commissioner towards the work undertaken within the Restorative Justice service related to complex and sensitive work, particularly focussing on cases related to Sexual Harm enabling us to provide additional training and support to our staff and volunteers working on these cases. In consultation with our partners within the Police Crime Commissioner office we also scoped the process of applying for the Registered Provider Status with the Restorative Justice Council, an independent evaluation of the quality of our Restorative Justice Service which will commence in Spring/Summer of 2023.

We have worked closely with our partners as part of Bristol Hate Crime and Discrimination Services and worked collaboratively to deliver workshops and forums to raise awareness of Hate and understanding of Hate Incidents, the impact of these, how we can help, and to upskill the attendees in managing these in the future.

We have continued to work in partnership with others and to link up regularly with providers locally as part of an RJ Working Group to develop an RJ Action Plan and pilot areas of work to increase the use of RJ. We have also linked with others across the country at meetings, forums and strategic boards to ensure that restorative approaches are built into plans when working to tackle crime and conflict.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

### **Achievements during the year (continued)**

We have continued to network and link with other national providers, sharing training opportunities and ensuring that we can share best practice and continue to learn from each other.

Internally we have completed a review of our policies including undertaking data protection and safeguarding audits with a clear implementation plan for this moving forward as well as commencing work on the development of our website and our communication and social media channels so we can better communicate internally to our volunteers and externally. This is a great opportunity to showcase the services and quality of our work to referrers, partners, existing and potential funders and to the clients that we support.

All of these challenges, developments, and services we have continued to deliver in the past 12 months would not have been possible without the ongoing commitment, resilience, skills and expertise of all of our staff and volunteers. They are Resolve West's greatest asset and what enables us to continue to provide these vital services to people who have experienced harm or conflict across the region.

### **Financial Report**

#### **Results for the year**

Total income this year increased by £40,049 to £391,007 (2021-22 £350,958.) Whilst we had a reduction in funding for our hate crime and conflict resolution services we received an increase in funding for the RJ service and a significant legacy payment.

Expenditure during the year amounted to £344,855 (2021-22 £346,131), a reduction of £1,276 from the previous year. Whilst costs increased slightly for other services, including inflationary increases in our core costs, as the schools project came to an end the costs associated with this reduced significantly.

The result is that there was net movement of £46,957 on unrestricted funds (2021/22 £15,654 surplus) and a deficit of £805 on restricted funds (2021-22 £10,827 deficit), giving an overall surplus of £46,152 (2021-22 £4,827 surplus). At the end of the year there were accumulated unrestricted surpluses of £158,842 (2021-22 £111,885) and restricted funds carried forward amounted to £15,411 (2021-22 £16,216), our net assets increased to £174,253 (2021-22 £128,101).

Whilst the Take 5 schools contract came to an end May 2022, the other contracts we have in place have continued during the current financial year - the RAAS contract and Hate Crime Contracts run until end of March 2025, which provides welcome financial security with the conflict resolution contract due for renewal in May 2023.

#### **Reserves Policy**

The policy of the Trustees is to maintain free financial reserves equivalent to between three (£67,000) and six months (£134,000) of core running costs and Salaries, plus redundancy costs (£30,000). At the end of the year, unrestricted free reserves of £158,842 amounted to approximately 5.5 months of forecast unrestricted expenditure.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2023**

### **Statement of trustees' responsibilities**

The trustees (who are also directors of Resolve West Limited for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of 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 accounting 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 trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Nov 09 2023

Approved by the trustees on ..... and signed on their behalf by



Michael Alderman  
Director

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RESOLVE WEST LIMITED ('THE COMPANY')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2023.

### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

*Joshua Kingston*

Joshua Kingston BSc ACA,  
Burton Sweet Limited  
The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton,  
Bristol BS48 1UR

Nov 09 2023

Date: .....

**RESOLVE WEST LTD****STATEMENT OF FINANCIAL ACTIVITIES (Including income & expenditure account)****YEAR ENDED 31 MARCH 2023**

|                                             | <b>Note</b> | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2023<br/>£</b> | <b>Total Funds<br/>2022<br/>£</b> |
|---------------------------------------------|-------------|-------------------------------------|-----------------------------------|-----------------------------------|-----------------------------------|
| <b>Income from:</b>                         |             |                                     |                                   |                                   |                                   |
| Donations and legacies                      | <b>2</b>    | 106,377                             | -                                 | 106,377                           | 45,013                            |
| Investment income                           |             | 1,137                               | -                                 | 1,137                             | 24                                |
| Charitable activities                       | <b>3</b>    | 68,324                              | 215,169                           | 283,493                           | 305,921                           |
| <b>Total income</b>                         |             | <u>175,838</u>                      | <u>215,169</u>                    | <u>391,007</u>                    | <u>350,958</u>                    |
| <b>Expenditure on:</b>                      |             |                                     |                                   |                                   |                                   |
| Raising funds                               |             | 18,234                              | -                                 | 18,234                            | 15,400                            |
| Charitable activities                       | <b>4</b>    | 107,622                             | 218,999                           | 326,621                           | 330,731                           |
| <b>Total expenditure</b>                    |             | <u>125,856</u>                      | <u>218,999</u>                    | <u>344,855</u>                    | <u>346,131</u>                    |
| <b>Net income/(expenditure)</b>             | <b>6</b>    | 49,982                              | (3,830)                           | 46,152                            | 4,827                             |
| <b>Transfers between funds</b>              | <b>10</b>   | (3,025)                             | 3,025                             | -                                 | -                                 |
| <b>Net movement in funds</b>                |             | <u>46,957</u>                       | <u>(805)</u>                      | <u>46,152</u>                     | <u>4,827</u>                      |
| <b>Total funds at the start of the year</b> | <b>10</b>   | 111,885                             | 16,216                            | 128,101                           | 123,274                           |
| <b>Total funds at the end of the year</b>   | <b>10</b>   | <u>158,842</u>                      | <u>15,411</u>                     | <u>174,253</u>                    | <u>128,101</u>                    |

The charity has no recognised gains or losses other than the results for the year as set out above.  
All of the activities of the charity are classed as continuing.

**Prior year fund comparatives are shown in note 13.**  
**The notes on pages 13 to 18 form part of these financial statements.**

**RESOLVE WEST LTD****BALANCE SHEET****AS AT 31 MARCH 2023****Company No: 02538842**

|                                                   | <b>Note</b> | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|---------------------------------------------------|-------------|-------------------|-------------------|
| <b>Current assets</b>                             |             |                   |                   |
| Debtors                                           | <b>8</b>    | 6,184             | 12,468            |
| Cash at bank                                      |             | 180,518           | 130,752           |
| Total current assets                              |             | <u>186,702</u>    | <u>143,220</u>    |
| <b>Creditors : Amounts falling due within one</b> | <b>9</b>    | (12,449)          | (15,119)          |
| <b>Net assets</b>                                 |             | <u>174,253</u>    | <u>128,101</u>    |
| <b>Restricted funds</b>                           | <b>10</b>   | 15,411            | 16,216            |
| <b>Unrestricted funds</b>                         | <b>10</b>   | 158,842           | 111,885           |
|                                                   |             | <u>174,253</u>    | <u>128,101</u>    |

For the year ending 31 March 2023 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

Nov 09 2023

These financial statements were approved by the trustees on ..... and are signed on their behalf by:



Michael Alderman - Chair

**The notes on pages 13 to 18 form part of these financial statements.**

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

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**1 Accounting policies**

**a) Basis of preparation of accounts**

The financial statements have been prepared in accordance with the historical cost convention (except where otherwise stated in the accounting policy note) and in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019, and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), and the Companies Act 2006.

The charity is a Public Benefit entity.

There are no material uncertainties about the charity's ability to continue as a going concern, despite the significant uncertainty being caused by the national cost of living crises. Whilst the Trustees expect there to be an impact on the charity's operations and reserves in the coming months and years, the charity has sufficient reserves to be able to meet these challenges.

**b) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**c) Income**

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations and legacies are accounted for in full in the Statement of Financial Activities when receivable; except as follows:

- a) when donors specify that donations given to the charity must be used in future accounting periods: and
- b) when donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

**d) Expenditure**

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs directly attributable to that activity. Where costs (including overheads such as wages and salaries) cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources and the time spent on those activities. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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 the independent examination fees and costs linked to the strategic management of the charity.

**e) Debtors**

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**1 Accounting policies (continued)**

**f) Creditors and provisions**

Creditors and provisions are recognised where the charity has present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

**g) Fixed assets and depreciation**

Fixed assets are included at cost, where this is in excess of £1,000 per item. Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a reducing balance basis as follows:

Equipment - 15% reducing balance

**h) Cash at bank and in hand**

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

**2 Income from: donations and legacies**

|                            | <b>Total Funds<br/>2023<br/>£</b> | <b>Total Funds<br/>2022<br/>£</b> |
|----------------------------|-----------------------------------|-----------------------------------|
| Grants and donations       | 53,171                            | 44,989                            |
| Legacies                   | 53,201                            | -                                 |
| Other income and donations | 5                                 | 24                                |
|                            | <b>106,377</b>                    | <b>45,013</b>                     |

All income from donations and legacies was unrestricted in the current and prior year.

**3 Income from: charitable activities**

|                                               | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2023<br/>£</b> |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 15,804                              | -                                 | 15,804                            |
| Conflict Resolution: Commercial Cases         | 7,520                               | -                                 | 7,520                             |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 191,438                           | 191,438                           |
| Hate Crime Service (Prospectus)               | -                                   | 23,731                            | 23,731                            |
|                                               | <b>68,324</b>                       | <b>215,169</b>                    | <b>283,493</b>                    |

**Prior year comparative**

|                                               | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2022<br/>£</b> |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 20,022                              | -                                 | 20,022                            |
| Conflict Resolution: Commercial Cases         | 14,949                              | -                                 | 14,949                            |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 179,000                           | 179,000                           |
| Hate Crime Service (Prospectus)               | -                                   | 24,540                            | 24,540                            |
| Schools Project                               | -                                   | 22,410                            | 22,410                            |
|                                               | <b>79,971</b>                       | <b>225,950</b>                    | <b>305,921</b>                    |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**4 Expenditure on: charitable activities**

|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2023<br/>£</b> |
|---------------------------------|-------------------------------|-------------------------------|------------------------------|----------------------------------------|-----------------------------|
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 60,523                        | 4,112                         | 64,635                       | -                                      | 64,635                      |
| Core                            | 49,564                        | 36,555                        | 86,119                       | (60,518)                               | 25,601                      |
| Organisational Development      | 15,627                        | 1,759                         | 17,386                       | -                                      | 17,386                      |
|                                 | <u>125,714</u>                | <u>42,426</u>                 | <u>168,140</u>               | <u>(60,518)</u>                        | <u>107,622</u>              |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 118,017                       | 15,330                        | 133,347                      | 52,340                                 | 185,687                     |
| Hate Crime Service              | 17,178                        | 452                           | 17,630                       | 8,178                                  | 25,808                      |
| Schools Project                 | 2,487                         | 5,017                         | 7,504                        | -                                      | 7,504                       |
|                                 | <u>137,682</u>                | <u>20,799</u>                 | <u>158,481</u>               | <u>60,518</u>                          | <u>218,999</u>              |
| <b>Total</b>                    | <u>263,396</u>                | <u>63,225</u>                 | <u>326,621</u>               | <u>-</u>                               | <u>326,621</u>              |
| <b>Prior year</b>               |                               |                               |                              |                                        |                             |
|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 59,336                        | 3,394                         | 62,730                       | -                                      | 62,730                      |
| Core                            | 29,254                        | 36,385                        | 65,639                       | (49,626)                               | 16,013                      |
| Organisational Development      | 12,118                        | 1,137                         | 13,255                       | -                                      | 13,255                      |
|                                 | <u>100,708</u>                | <u>40,916</u>                 | <u>141,624</u>               | <u>(49,626)</u>                        | <u>91,998</u>               |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 119,917                       | 13,623                        | 133,540                      | 36,898                                 | 170,438                     |
| Hate Crime Service              | 17,339                        | 6,036                         | 23,375                       | 6,101                                  | 29,476                      |
| Schools Project                 | 27,382                        | 4,810                         | 32,192                       | 6,627                                  | 38,819                      |
|                                 | <u>164,638</u>                | <u>24,469</u>                 | <u>189,107</u>               | <u>49,626</u>                          | <u>238,733</u>              |
| <b>Total</b>                    | <u>265,346</u>                | <u>65,385</u>                 | <u>330,731</u>               | <u>-</u>                               | <u>330,731</u>              |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**5 Staff costs**

|                                     | <b>Total<br/>2023<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
|-------------------------------------|-----------------------------|-----------------------------|
| Gross wages and salaries            | 235,750                     | 227,771                     |
| Employer's National Insurance costs | 14,292                      | 10,824                      |
| Pension contributions               | 5,726                       | 4,867                       |
| Redundancy                          | 977                         | -                           |
| <b>Total staff costs</b>            | <b>256,745</b>              | <b>243,462</b>              |

The average number of employees during the year, calculated on the basis of headcount, was as follows:

|                       | <b>2023<br/>No.</b> | <b>2022<br/>No.</b> |
|-----------------------|---------------------|---------------------|
| Charitable activities | 9                   | 8                   |
| Administration        | 2                   | 2                   |
|                       | <b>11</b>           | <b>10</b>           |

Resolve West Limited considers its key management personnel to be the members of the trustee board and the director. The total employee benefits, including employer pension contributions, of the key management personnel were £48,632 (2022: £47,004).

There were no employees whose emoluments were in excess of £60,000 during the current or previous year.

**6 Net income for the year**

| <b>This is stated after charging:</b> | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|---------------------------------------|-------------------|-------------------|
| Independent examiner's fees:          |                   |                   |
| - Independent Examination             | 800               | 654               |
| - Accounts Preparation                | 1,000             | 792               |
| - Under /(Over) Accrual in prior year | -                 | 100               |
| - Other Services                      | -                 | 250               |

**7 Taxation**

The registered charity is exempt from corporation tax as all income arises from charitable activities.

**8 Debtors**

|             | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|-------------|-------------------|-------------------|
| Debtors     | 655               | 6,020             |
| Prepayments | 5,529             | 6,448             |
|             | <b>6,184</b>      | <b>12,468</b>     |

**9 Creditors - amounts falling due within one year**

|                            | <b>2023<br/>£</b> | <b>2022<br/>£</b> |
|----------------------------|-------------------|-------------------|
| Trade creditors            | 718               | 8,589             |
| Social security            | 7,613             | 3,956             |
| Other creditors            | 306               | 1,128             |
| Accruals & deferred income | 3,812             | 1,446             |
|                            | <b>12,449</b>     | <b>15,119</b>     |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

**10 Movement in funds**

|                                               | <b>1 April<br/>2022<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>31 March<br/>2023<br/>£</b> |
|-----------------------------------------------|-------------------------------|---------------------|--------------------------|------------------------|--------------------------------|
| <b>Restricted funds</b>                       |                               |                     |                          |                        |                                |
| RAAS (Restorative Approaches Avon & Somerset) | 9,660                         | 191,438             | (185,687)                | -                      | 15,411                         |
| Hate Crime Service (Prospectus)               | -                             | 23,731              | (25,808)                 | 2,077                  | -                              |
| Schools Project                               | 6,556                         | -                   | (7,504)                  | 948                    | -                              |
|                                               | <u>16,216</u>                 | <u>215,169</u>      | <u>(218,999)</u>         | <u>3,025</u>           | <u>15,411</u>                  |
| <b>Unrestricted funds</b>                     |                               |                     |                          |                        |                                |
| General funds                                 | 111,885                       | 175,838             | (125,856)                | (3,025)                | 158,842                        |
|                                               | <u>111,885</u>                | <u>175,838</u>      | <u>(125,856)</u>         | <u>(3,025)</u>         | <u>158,842</u>                 |
| <b>Total funds</b>                            | <u>128,101</u>                | <u>391,007</u>      | <u>(344,855)</u>         | <u>-</u>               | <u>174,253</u>                 |
| <b>Prior year comparative</b>                 | <b>1 April<br/>2021<br/>£</b> | <b>Income<br/>£</b> | <b>Expenditure<br/>£</b> | <b>Transfers<br/>£</b> | <b>31 March<br/>2022<br/>£</b> |
| <b>Restricted funds</b>                       |                               |                     |                          |                        |                                |
| RAAS (Restorative Approaches Avon & Somerset) | 1,098                         | 179,000             | (170,438)                | -                      | 9,660                          |
| Hate Crime Service (Prospectus)               | 2,980                         | 24,540              | (29,476)                 | 1,956                  | -                              |
| Schools Project                               | 22,965                        | 22,410              | (38,819)                 | -                      | 6,556                          |
|                                               | <u>27,043</u>                 | <u>225,950</u>      | <u>(238,733)</u>         | <u>1,956</u>           | <u>16,216</u>                  |
| <b>Unrestricted funds</b>                     |                               |                     |                          |                        |                                |
| General funds                                 | 96,231                        | 125,008             | (107,398)                | (1,956)                | 111,885                        |
|                                               | <u>96,231</u>                 | <u>125,008</u>      | <u>(107,398)</u>         | <u>(1,956)</u>         | <u>111,885</u>                 |
| <b>Total funds</b>                            | <u>123,274</u>                | <u>350,958</u>      | <u>(346,131)</u>         | <u>-</u>               | <u>128,101</u>                 |

**RAAS (Restorative Approaches Avon and Somerset)**

This service which commenced in June 2017 is working in collaboration with Avon and Somerset Police to provide restorative justice across Avon and Somerset. The funding for this service is from the Office of the Police Crime Commissioner for Avon and Somerset.

**Bristol Hate Crime Project**

In this project we work in partnership with SARI (Stand Against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record Bristol and Avon and Bristol Law Centre. The project is grant funded by Bristol City Council's Impact Fund (Prospectus). A transfer has been included from general funds to reflect a small over spend in the project.

**Schools Project**

The schools project (Take 5) is an early intervention project based in Somerset to prevent victimisation and revictimization working collaboratively with Victim Support, SafeLink, Young Victims Service and SWAN Vocas funded by the Office of the Police Crime Commissioner.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**

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**11 Trustees and other related parties**

No remuneration was paid to trustees in the previous year and there were no payments made in respect of trustee expenses in the current or previous year.

Remuneration of £1,450 for Mediation for Case was paid to Hughes Enterprise Law, where Trustee Tony Hughes is principal of the company. There were no transactions carried out with related parties during the previous year.

**12 Company limited by guarantee**

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

**13 Prior year fund comparatives - Statement of Financial Activities**

|                                              | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2022<br/>£</b> |
|----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| <b>Income from:</b>                          |                                     |                                   |                                   |
| Donations and legacies                       | 45,013                              | -                                 | 45,013                            |
| Investment income                            | 24                                  | -                                 | 24                                |
| Charitable activities                        | 79,971                              | 225,950                           | 305,921                           |
| <b>Total income</b>                          | <b>125,008</b>                      | <b>225,950</b>                    | <b>350,958</b>                    |
| <b>Expenditure on:</b>                       |                                     |                                   |                                   |
| Raising funds                                | 15,400                              | -                                 | 15,400                            |
| Charitable activities                        | 91,998                              | 238,733                           | 330,731                           |
| <b>Total expenditure</b>                     | <b>107,398</b>                      | <b>238,733</b>                    | <b>346,131</b>                    |
| <b>Net income/(expenditure) for the year</b> | <b>17,610</b>                       | <b>(12,783)</b>                   | <b>4,827</b>                      |
| <b>Transfers between funds</b>               | <b>(1,956)</b>                      | <b>1,956</b>                      | <b>-</b>                          |
| <b>Net movement in funds</b>                 | <b>15,654</b>                       | <b>(10,827)</b>                   | <b>4,827</b>                      |
| <b>Total funds at the start of the year</b>  | <b>96,231</b>                       | <b>27,043</b>                     | <b>123,274</b>                    |
| <b>Total funds at the end of the year</b>    | <b>111,885</b>                      | <b>16,216</b>                     | <b>128,101</b>                    |

**Resolve West LTD**

England & Wales - Charity number 1000641

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# Accounts

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**TRUSTEES ANNUAL REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2022**

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## **CHAIR'S REPORT FOR THE YEAR ENDED 31 MARCH 2022**

Welcome to Resolve West's 2021 -2022 Annual Report and Financial Statements.

The period was one of change and readjustment for Resolve West as we continued our work through the tail end of the pandemic restrictions. While the previous year had been one of significant adjustment, this year was about the gradual return to "normal" working conditions which required a great deal of care and consideration. I am pleased to say that thanks to the patience and resilience of our staff and volunteer teams we were able to safely return to face-to-face work alongside the new ways of working adopted at the start of the Pandemic.

Notwithstanding the operational challenges, we have had a number of successes this year. Crucially we saw the completion of the Take 5 schools project, on time and within budget. While our work in this initiative has come to a close I am delighted to hear that Simone our project lead was able to continue this work with the schools directly showing how engagement at this level can have a real impact in young people's lives and is valued by the educational profession. As you will hear throughout this report our main projects too have had successes and critically we have secured contract extensions which provides welcome long term security.

We have also been able to invest in new systems for the organisation with the introduction of a new database. Migration to a new system is always challenging and risky particularly in small organisations without direct inhouse technical support. Fortunately, through a careful selection process and the use of trusted external partners we were able to migrate without any significant issues. While not as exciting as a new project this investment will improve both the resilience and efficiency of the organisation for years to come. I am grateful for the staff teams engagement with making this a success.

In terms of the Trustee board it is with sadness that both Claire Preskett and Dawn Appleford have retired due to personal circumstances and moving away from the area. I would like to extend my personal thanks to each for their counsel. Dawn in particular joined the board in 2017 just before me and was key in how the organisation responded to the staff during the pandemic and the many changes to the structure over the years.

From the financials you will see that we have remained resilient and that despite a small decrease in funding we have managed through the period without needing to use any of our reserve funds. This is a consequence of having secured long term contracts and retaining a steady flow of income from housing association contracts. We have also been able to fundraise which is not something that historically Resolve West has focused on. This has provided a welcome boost in unrestricted funds providing a greater degree of flexibility to our finances.

I would like to thank all the staff and volunteers who have supported Resolve West. Your patience, commitment and professionalism in difficult circumstances has benefited clients immeasurably.

Michael Alderman

Chair

Date: .....

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

The trustees have pleasure in presenting their report and the financial statements of the charity for the year ended 31 March 2022.

### **Status**

Resolve West Ltd is a registered charity and a company limited by guarantee, governed by Memorandum and Articles of Association dated September 1990 and subsequent amendments. It changed its name from Bristol Mediation Ltd on 5 February 2019.

### **Trustees**

The Trustees who served during the year were as follows:

#### **Name**

|                  |                          |
|------------------|--------------------------|
| Michael Alderman | (Chair)                  |
| Dawn Appleford   | (resigned November 2021) |
| Emma Goulden     |                          |
| Wendy Mclean     |                          |
| Jill Maycock     |                          |
| Clare Preskett   | (resigned November 2021) |
| Tony Hughes      |                          |

### **Principal Address:**

Unit 40 Easton Business Centre, Felix Road, Easton, Bristol, BS5 0HE

### **Independent Examiner**

Joshua Kingston BSc ACA, Burton Sweet Limited, The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton, Bristol BS48 1UR

### **Bankers:**

CAF Bank Ltd, 25 Kings Hill Avenue, Kings Hill, West Mailing, Kent ME19 4JQ  
Co-operative Bank PO Box 250, Skelmersdale WN8 6WT

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

### **Structure, Governance and Management**

The Trustees have the power to appoint new or additional trustees by a resolution of the trustees. In selecting persons to be appointed, the trustees shall take into account the benefits of appointing a person who is able by virtue of his or her professional qualifications to make a contribution to the pursuits of the objects or the management of the charity.

Resolve West Limited is governed by the Board of Trustees, which meets bi-monthly, and which carries the ultimate responsibility for the activities of the organisation. They appoint the Director who is entrusted to make any decisions that enable the delivery of the business plan. A monthly report on management activity is given at each Board meeting. The Board, in conjunction with the Director, makes strategic decisions. Other staff and volunteers are accountable to the Director.

### **Induction and training of trustees**

Each new trustee receives a Handbook, which contains reference information on the organisation and their role within it, including job descriptions for each of the trustee roles, a history of the organisation, the business plan, and all policies. The handbook is updated regularly. Training for trustees may take place during trustee meeting times or during development/training days. Any specific training needs may be met through external training courses.

### **Risk Management**

The trustees continually review risks and take action to mitigate them. Our dependence on service agreements with Bristol City Council, the withdrawal of which would seriously affect our income, is a risk that the trustees continually try to reduce through management of the contracts and development of services funded by other partners. Internal risks are minimized by the implementation of effective internal control procedures that ensure both appropriate authorization of all transactions and projects and consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed for their continuing effectiveness.

### **Objectives and Activities**

These are set out in the Memorandum and Articles of Association, namely:

*To promote for the public benefit of the citizens and communities in and around the City of Bristol and surrounding counties and with a view to the preservation of public order, the provision of services directed towards repairing harm by restorative justice working with victims of crime and perpetrators of harm; and resolving conflict by mediation and conciliation between persons, organisations and groups who are involved or who are at risk of becoming involved in disputes or interpersonal conflicts where any such dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of the peace.*

*The aim of the Trustees is to ensure that everybody in and around the city of Bristol and surrounding counties has access to relevant and useable community resolution and restorative justice services. We believe that the alleviation of individual and community tensions will benefit everybody by contributing towards safer and more peaceful communities.*

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

### **Objectives and Activities (continued)**

To achieve these objectives, and this aim, we train mediators and restorative justice facilitators for ourselves and other organisations. We have a body of volunteers who work with parties who have experienced conflict or criminal activity. Referrals come from Avon & Somerset Constabulary, Criminal Justice Agencies, Housing Associations, and Local Authority. In addition, we have referrals from other sources such as individuals, other statutory and voluntary agencies, housing associations, which we encourage and want to increase.

Conflict and criminal activity are very detrimental to the lives of those directly involved and have impacts on people's health and wellbeing. We do carry out surveys of those we have helped and, while not claiming complete success in every case, with our help our clients show high satisfaction in the services that they receive, enabling them to have a voice and to feel heard, to be able to move forward and to have some closure that greatly improves their quality of life.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities.

The aims, methods and benefits of restorative approaches are not widely appreciated, and we are keen to improve society's knowledge of them. To that end, our trustees and staff attend meetings and make presentations when appropriate opportunities arise.

Since Bristol Mediation was originally formed in 1990 after the St Pauls Riots, restorative approaches have been taken up and developed by other organisations. We will make every effort to continue with this work and develop new services, both by ourselves and in conjunction with other like-minded organisations.

### **Achievements during the year**

Resolve West was robust in managing the challenges during 2021/22 as restrictions and impacts from the pandemic continued to impact our services, whilst having a busy year with significant developments in some of our ways of working, including recommencing face to face support with our service users as necessary and as restrictions eased.

We retained the learning from virtual work, also offering face to face support where it was safely possible within the neighbourhood/ community conflict resolution and Restorative Justice (RJ) services across Avon & Somerset, our Take 5 Project working in partnership with Victim Support, Young Victims Service, Safelink and SWAN VOCAS as well as our ongoing partnership work as part of Bristol Hate Crime and Discrimination service with our partners, SARI (Stand against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record and Bristol Law Centre.

We worked closely with our partners as part of Take 5 Project and also our funders of this service within the OPCC and due to the impacts of the restrictions related to the pandemic impacting this project were successful in securing additional funding so that this could be extended to end of April 2022 and so that the planned deliverables and also external evaluation of this work could be completed.

We had some exciting developments within our staff team where, following the changes in 2020/21, we were able to put into place part of our strategic plan to enable greater resilience across the agency and in April

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

2021 recruited a part time Service Manager, Nina Bayandor, working as a deputy to our Director. Following Jo Quinton, one of our RJ Coordinators moving back to working within Avon & Somerset Police following her secondment with us, we looked at our processes and developed new pathways for our staff to ensure best service delivery. Debbie Cockroft and Catherine Burridge left us as RJ caseworkers however we were delighted to increase the hours of our RJ Coordinator, Anna Hill, to full time on a permanent basis, and our Hate Crime Caseworker, Kai Duffy moved to full time to enable them to work across all our services. We were also pleased to welcome Izzy Hawley to the RJ team as caseworker who joined in November 2021, Jane Savill as an RJ Caseworker and Luke Felton as Hate Crime Caseworkers in April 2022. Other changes in our staff team including recruitment of an Admin Assistant, Anita Bieda who joined us in September 2021, supporting all of our services.

From the experiences of working remotely with our existing database, IT and security systems over the previous year we spent time and resources looking into secure casework database systems and implemented a new database which was first utilised by the RJ team before being rolled out to our other services early 2022. This has enabled us to streamline our processes, enables greater accessibility, security and support moving forward so that this can also be adapted for monitoring and evaluation purposes.

We have remained in regular contact with our funders and referrers throughout this period and were pleased that our neighbourhood conflict resolution service contract was extended by a further year to 31<sup>st</sup> May 2022 and now to May 2023. We also worked closed with our partners as part of Bristol Hate Crime and Discrimination Services and submitted a further bid for the continuation and development of this vital work in the city which was successful and was funded from 1<sup>st</sup> October 2021 for 4 years to 30<sup>th</sup> September 2025. We have also continued to work in partnership with others and to link up regularly with other providers locally and across the country in forums, sharing best practice guidelines and ways of working so we continue to learn from each other.

We continue to attend strategic meetings and boards to ensure that restorative approaches are built into actions plans when working to tackle crime and conflict and have maintained regular links with other national providers.

All of the challenges, adaptations, and services we have continued to deliver in the past 12 months would not have been possible without the commitment, resilience, skills and commitment of all of our staff and volunteers. They are Resolve West's greatest asset and what enables us to continue to provide these vital services to people who have experienced harm or conflict across Avon & Somerset.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

### **Financial Report**

#### **Results for the year**

Total income this year increased by £4,487 to £350,958 (2020-21 £346,471), although we had a reduction in funding for Hate project we had an increase in Neighbourhood case income and Donations.

Expenditure during the year amounted to £346,131 (2020-21 £326,334), an increase of £19,797. Core and Neighbourhood Salaries have increased due to employment of our new Admin assistant, as well as inflationary and incremental rises. In the RAAS and Hate Crime project salary charges have reduced due to staffing changes. Direct costs have increased in the year within the projects as we have now implemented our new database and as we moved back to face to face working. Core costs have stayed constant to last year.

The result is that there was net movement of £15,654 on unrestricted funds (2020-21 £21,430 surplus) and a deficit of £10,827 on restricted funds (2020-21 £1,293 deficit), giving an overall surplus of £4,827 (2020-21 £20,137 surplus). At the end of the year there were accumulated unrestricted surpluses of £111,885 (2020-21 £96,231) and restricted funds carried forward amounted to £16,216 (2020-21 £27,043), our net assets increased to £128,101 (2020-21 £123,274).

The contracts we have in place have continued during the current financial year - the RAAS contract runs until March 2025, which provides welcome financial security.

#### **Reserves Policy**

The policy of the Trustees is to maintain free financial reserves equivalent to between three (£63,000) and six months (£126,000) of core running costs and Salaries, plus redundancy costs (£33,000). At the end of the year, unrestricted free reserves of £111,885 amounted to approximately 4 months of forecast unrestricted expenditure.

#### **Covid-19 Policy**

The trustees will comply with Government guidance regarding Covid-19 to ensure the safety and wellbeing of staff, volunteers, and clients at all times. Restrictions have been introduced and will be reassessed as necessary to comply with current and future Government guidance regarding office-based working, volunteer training and meeting with clients. The work of Resolve West and its various projects has continued with the introduction of online working to allow staff and volunteers to work from home and for client meetings to happen virtually. As and when face to face contact is reintroduced, where appropriate, health & safety risk assessments will be carried out prior to any meeting or return to office-based working.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2022**

### **Statement of trustees' responsibilities**

The trustees (who are also directors of Resolve West Limited for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of 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 accounting 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 trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Approved by the trustees on ..... and signed on their behalf by

Michael Alderman  
Director

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RESOLVE WEST LIMITED ('THE COMPANY')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Joshua Kingston BSc ACA,  
Burton Sweet Limited  
The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton,  
Bristol BS48 1UR

Date: .....

**RESOLVE WEST LTD****STATEMENT OF FINANCIAL ACTIVITIES (Including income & expenditure account)****YEAR ENDED 31 MARCH 2022**

|                                             | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2022<br>£ | Total Funds<br>2021<br>£ |
|---------------------------------------------|------|----------------------------|--------------------------|--------------------------|--------------------------|
| <b>Income from:</b>                         |      |                            |                          |                          |                          |
| Donations and legacies                      | 2    | 45,013                     | -                        | 45,013                   | 40,758                   |
| Investment income                           |      | 24                         | -                        | 24                       | 63                       |
| Charitable activities                       | 3    | 79,971                     | 225,950                  | 305,921                  | 305,650                  |
| <b>Total income</b>                         |      | <u>125,008</u>             | <u>225,950</u>           | <u>350,958</u>           | <u>346,471</u>           |
| <b>Expenditure on:</b>                      |      |                            |                          |                          |                          |
| Raising funds                               |      | 15,400                     | -                        | 15,400                   | -                        |
| Charitable activities                       | 4    | 91,998                     | 238,733                  | 330,731                  | 326,334                  |
| <b>Total expenditure</b>                    |      | <u>107,398</u>             | <u>238,733</u>           | <u>346,131</u>           | <u>326,334</u>           |
| <b>Net income/(expenditure)</b>             | 6    | 17,610                     | (12,783)                 | 4,827                    | 20,137                   |
| <b>Transfers between funds</b>              | 10   | (1,956)                    | 1,956                    | -                        | -                        |
| <b>Net movement in funds</b>                | 10   | 15,654                     | (10,827)                 | 4,827                    | 20,137                   |
| <b>Total funds at the start of the year</b> | 10   | 96,231                     | 27,043                   | 123,274                  | 103,137                  |
| <b>Total funds at the end of the year</b>   | 10   | <u>111,885</u>             | <u>16,216</u>            | <u>128,101</u>           | <u>123,274</u>           |

The charity has no recognised gains or losses other than the results for the year as set out above.  
All of the activities of the charity are classed as continuing.

Prior year fund comparatives are shown in note 14.  
The notes on pages 13 to 19 form part of these financial statements.

**RESOLVE WEST LTD****BALANCE SHEET****AS AT 31 MARCH 2022****Company No: 02538842**

|                                                   | Note | 2022<br>£      | 2021<br>£      |
|---------------------------------------------------|------|----------------|----------------|
| <b>Current assets</b>                             |      |                |                |
| Debtors                                           | 8    | 12,468         | 16,246         |
| Cash at bank                                      |      | 130,752        | 117,577        |
| Total current assets                              |      | <u>143,220</u> | <u>133,823</u> |
| <b>Creditors : Amounts falling due within one</b> | 9    | (15,119)       | (10,549)       |
| <b>Net assets</b>                                 |      | <u>128,101</u> | <u>123,274</u> |
| <b>Restricted funds</b>                           | 11   | 16,216         | 27,043         |
| <b>Unrestricted funds</b>                         | 11   | 111,885        | 96,231         |
|                                                   |      | <u>128,101</u> | <u>123,274</u> |

For the year ending 31 March 2022 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on ..... and are signed on their behalf by:

---

Michael Alderman - Chair

The notes on pages 13 to 19 form part of these financial statements.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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**1 Accounting policies**

**a) Basis of preparation of accounts**

The financial statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Companies Act 2006 and UK Generally Accepted Practice as it applies from 1 January 2019.

The charity is a Public Benefit entity.

Along with other similar charities and organisations, the COVID-19 pandemic after the year end has brought many uncertainties to the global economy. The impact of this on the charity is highlighted in further detail within the Trustees' annual report. Notwithstanding these uncertainties, the Trustees have chosen to prepare the financial statements on a going concern basis given the free reserves held by the charity and the careful planning of the Trustees.

**b) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**c) Income**

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations and legacies are accounted for in full in the Statement of Financial Activities when receivable; except as follows:

- a) when donors specify that donations given to the charity must be used in future accounting periods: and
- b) when donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

**d) Expenditure**

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs directly attributable to that activity. Where costs (including overheads such as wages and salaries) cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources and the time spent on those activities. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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 the independent examination fees and costs linked to the strategic management of the charity.

**e) Debtors**

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2022

### 1 Accounting policies (continued)

#### f) Creditors and provisions

Creditors and provisions are recognised where the charity has present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### g) Fixed assets and depreciation

Fixed assets are included at cost, where this is in excess of £1,000 per item. Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a reducing balance basis as follows:

Equipment - 15% reducing balance

#### h) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2 Income from: donations and legacies

|                      | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2022<br>£ | Total Funds<br>2021<br>£ |
|----------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Grants and donations | 44,989                     | -                        | 44,989                   | 28,482                   |
| Furlough grant       | 24                         | -                        | 24                       | 12,276                   |
|                      | <u>45,013</u>              | <u>-</u>                 | <u>45,013</u>            | <u>40,758</u>            |

£1,000 from Grants and donations was restricted in the prior year.

### 3 Income from: charitable activities

|                                               | Unrestricted<br>Funds<br>£          | Restricted<br>Funds<br>£          | Total Funds<br>2022<br>£          |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 20,022                              | -                                 | 20,022                            |
| Conflict Resolution: commercial cases         | 14,949                              | -                                 | 14,949                            |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 179,000                           | 179,000                           |
| Hate Crime Service (Prospectus)               | -                                   | 24,540                            | 24,540                            |
| Schools Project                               | -                                   | 22,410                            | 22,410                            |
|                                               | <u>79,971</u>                       | <u>225,950</u>                    | <u>305,921</u>                    |
| <b>Prior year</b>                             | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2021<br/>£</b> |
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 13,487                              | -                                 | 13,487                            |
| Conflict Resolution: commercial cases         | 13,317                              | -                                 | 13,317                            |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 179,000                           | 179,000                           |
| Hate Crime Service (Prospectus)               | -                                   | 29,846                            | 29,846                            |
| Schools Project                               | -                                   | 25,000                            | 25,000                            |
|                                               | <u>71,804</u>                       | <u>233,846</u>                    | <u>305,650</u>                    |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**4 Expenditure on: charitable activities**

|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2022<br/>£</b> |
|---------------------------------|-------------------------------|-------------------------------|------------------------------|----------------------------------------|-----------------------------|
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 59,336                        | 3,394                         | 62,730                       | -                                      | 62,730                      |
| Core                            | 29,254                        | 36,385                        | 65,639                       | (49,626)                               | 16,013                      |
| Organisational Development      | 12,118                        | 1,137                         | 13,255                       | -                                      | 13,255                      |
|                                 | <u>100,708</u>                | <u>40,916</u>                 | <u>141,624</u>               | <u>(49,626)</u>                        | <u>91,998</u>               |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 119,917                       | 13,623                        | 133,540                      | 36,898                                 | 170,438                     |
| Hate Crime Service              | 17,339                        | 6,036                         | 23,375                       | 6,101                                  | 29,476                      |
| Schools Project                 | 27,382                        | 4,810                         | 32,192                       | 6,627                                  | 38,819                      |
|                                 | <u>164,638</u>                | <u>24,469</u>                 | <u>189,107</u>               | <u>49,626</u>                          | <u>238,733</u>              |
| <b>Total</b>                    | <u>265,346</u>                | <u>65,385</u>                 | <u>330,731</u>               | <u>-</u>                               | <u>330,731</u>              |
| <b>Prior year</b>               |                               |                               |                              |                                        |                             |
|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 50,996                        | 5,706                         | 56,702                       | -                                      | 56,702                      |
| Core                            | 24,369                        | 30,873                        | 55,242                       | (34,870)                               | 20,372                      |
| Organisational Development      | 7,022                         | 6,099                         | 13,121                       | -                                      | 13,121                      |
|                                 | <u>82,387</u>                 | <u>42,678</u>                 | <u>125,065</u>               | <u>(34,870)</u>                        | <u>90,195</u>               |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 144,029                       | 9,413                         | 153,442                      | 26,338                                 | 179,780                     |
| Hate Crime Service              | 20,485                        | 1,030                         | 21,515                       | 5,640                                  | 27,155                      |
| Schools Project                 | 24,965                        | 347                           | 25,312                       | 2,892                                  | 28,204                      |
| Other small projects            | -                             | 1,000                         | 1,000                        | -                                      | 1,000                       |
|                                 | <u>189,479</u>                | <u>11,790</u>                 | <u>201,269</u>               | <u>34,870</u>                          | <u>236,139</u>              |
| <b>Total</b>                    | <u>271,866</u>                | <u>54,468</u>                 | <u>326,334</u>               | <u>-</u>                               | <u>326,334</u>              |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**5 Staff costs**

|                                     | <b>Total<br/>2022</b> | <b>Total<br/>2021</b> |
|-------------------------------------|-----------------------|-----------------------|
|                                     | <b>£</b>              | <b>£</b>              |
| Gross wages and salaries            | 227,771               | 256,739               |
| Employer's National Insurance costs | 10,824                | 9,120                 |
| Pension contributions               | 4,867                 | 4,738                 |
| Total staff costs                   | <u>243,462</u>        | <u>270,597</u>        |

The average number of employees during the year, calculated on the basis of headcount, was as follows:

|                       | <b>2022</b> | <b>2021</b> |
|-----------------------|-------------|-------------|
|                       | <b>No.</b>  | <b>No.</b>  |
| Charitable activities | 8           | 9           |
| Administration        | 2           | 2           |
|                       | <u>10</u>   | <u>11</u>   |

Resolve West Limited considers its key management personnel to be the members of the trustee board and the director. The total employee benefits, including employer pension contributions, of the key management personnel were £47,004 (2021: £49,271).

There were no employees whose emoluments were in excess of £60,000 during the current or previous year.

**6 Net income for the year**

**This is stated after charging:**

|                                       | <b>2022</b> | <b>2021</b> |
|---------------------------------------|-------------|-------------|
|                                       | <b>£</b>    | <b>£</b>    |
| Independent examiner's fees:          |             |             |
| - Independent Examination             | 654         | 545         |
| - Accounts Preparation                | 792         | 665         |
| - Under /(Over) Accrual in prior year | 100         | -           |
| - Other Services                      | 250         | -           |
|                                       | <u>250</u>  | <u>-</u>    |

**7 Taxation**

The registered charity is exempt from corporation tax as all income arises from charitable activities.

**8 Debtors**

|             | <b>2022</b>   | <b>2021</b>   |
|-------------|---------------|---------------|
|             | <b>£</b>      | <b>£</b>      |
| Debtors     | 6,020         | 12,484        |
| Prepayments | 6,448         | 3,762         |
|             | <u>12,468</u> | <u>16,246</u> |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

**9 Creditors - amounts falling due within one year**

|                            | <b>2022</b>   | <b>2021</b>   |
|----------------------------|---------------|---------------|
|                            | <b>£</b>      | <b>£</b>      |
| Trade creditors            | 8,589         | 972           |
| Social security            | 1,569         | 1,406         |
| Other creditors            | 3,515         | 7,171         |
| Accruals & deferred income | 1,446         | 1,000         |
|                            | <u>15,119</u> | <u>10,549</u> |

**10 Movement in funds**

|                                               | <b>1 April</b> |                |                    |                  | <b>31 March</b> |
|-----------------------------------------------|----------------|----------------|--------------------|------------------|-----------------|
|                                               | <b>2021</b>    | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>2022</b>     |
|                                               | <b>£</b>       | <b>£</b>       | <b>£</b>           | <b>£</b>         | <b>£</b>        |
| <b>Restricted funds</b>                       |                |                |                    |                  |                 |
| RAAS (Restorative Approaches Avon & Somerset) | 1,098          | 179,000        | (170,438)          | -                | 9,660           |
| Hate Crime Service (Prospectus)               | 2,980          | 24,540         | (29,476)           | 1,956            | -               |
| Schools Project                               | 22,965         | 22,410         | (38,819)           | -                | 6,556           |
|                                               | <u>27,043</u>  | <u>225,950</u> | <u>(238,733)</u>   | <u>1,956</u>     | <u>16,216</u>   |

**Unrestricted funds**

|               |               |                |                  |                |                |
|---------------|---------------|----------------|------------------|----------------|----------------|
| General funds | 96,231        | 125,008        | (107,398)        | (1,956)        | 111,885        |
|               | <u>96,231</u> | <u>125,008</u> | <u>(107,398)</u> | <u>(1,956)</u> | <u>111,885</u> |

**Total funds**

|  |                |                |                  |          |                |
|--|----------------|----------------|------------------|----------|----------------|
|  | <u>123,274</u> | <u>350,958</u> | <u>(346,131)</u> | <u>-</u> | <u>128,101</u> |
|--|----------------|----------------|------------------|----------|----------------|

**Prior year**

|                                               | <b>1 April</b> |                |                    |                  | <b>31 March</b> |
|-----------------------------------------------|----------------|----------------|--------------------|------------------|-----------------|
|                                               | <b>2020</b>    | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>2021</b>     |
|                                               | <b>£</b>       | <b>£</b>       | <b>£</b>           | <b>£</b>         | <b>£</b>        |
| <b>Restricted funds</b>                       |                |                |                    |                  |                 |
| RAAS (Restorative Approaches Avon & Somerset) | 1,878          | 179,000        | (179,780)          | -                | 1,098           |
| Hate Crime Service (Prospectus)               | 289            | 29,846         | (27,155)           | -                | 2,980           |
| Schools Project                               | 26,169         | 25,000         | (28,204)           | -                | 22,965          |
| Small Projects                                | -              | 1,000          | (1,000)            | -                | -               |
|                                               | <u>28,336</u>  | <u>234,846</u> | <u>(236,139)</u>   | <u>-</u>         | <u>27,043</u>   |

**Unrestricted funds**

|               |               |                |                 |          |               |
|---------------|---------------|----------------|-----------------|----------|---------------|
| General funds | 74,801        | 111,625        | (90,195)        | -        | 96,231        |
|               | <u>74,801</u> | <u>111,625</u> | <u>(90,195)</u> | <u>-</u> | <u>96,231</u> |

**Total funds**

|  |                |                |                  |          |                |
|--|----------------|----------------|------------------|----------|----------------|
|  | <u>103,137</u> | <u>346,471</u> | <u>(326,334)</u> | <u>-</u> | <u>123,274</u> |
|--|----------------|----------------|------------------|----------|----------------|

**RAAS (Restorative Approaches Avon and Somerset)**

This service which commenced in June 2017 is working in collaboration with Avon and Somerset Police to provide restorative justice across Avon and Somerset. The funding for this service is from the Office of the Police Crime Commissioner for Avon and Somerset.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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**10 Movement in funds (continued)**

**Bristol Hate Crime Project**

In this project we work in partnership with SARI (Stand Against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record Bristol and Avon and Bristol Law Centre. The project is grant funded by Bristol City Council's Impact Fund (Prospectus). A transfer has been included from general funds to reflect a small over spend in the project.

**Schools Project**

The schools project (Take 5) is an early intervention project based in Somerset to prevent victimisation and revictimization working collaboratively with Victim Support, SafeLink, Young Victims Service and SWAN Vocas funded by the Office of the Police Crime Commissioner.

**Small Projects**

This fund represents monies received from The John Thaw Foundation to support underprivileged and young people across our conflict resolution and restorative justice services.

**11 Analysis of net assets**

|                  | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>General<br/>Funds</b> | <b>Total<br/>2022</b> |
|------------------|-----------------------------|-------------------------------------------|-----------------------|
|                  | <b>£</b>                    | <b>£</b>                                  | <b>£</b>              |
| Other net assets | 16,216                      | 111,885                                   | 128,101               |
|                  | <u>16,216</u>               | <u>111,885</u>                            | <u>128,101</u>        |

**Prior year comparative**

|                  | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>General<br/>Funds</b> | <b>Total<br/>2021</b> |
|------------------|-----------------------------|-------------------------------------------|-----------------------|
|                  | <b>£</b>                    | <b>£</b>                                  | <b>£</b>              |
| Other net assets | 27,043                      | 96,231                                    | 123,274               |
|                  | <u>27,043</u>               | <u>96,231</u>                             | <u>123,274</u>        |

**12 Trustees and other related parties**

No remuneration was paid to trustees in the current or previous year and there were no payments made in respect of trustee expenses in the current or previous year.

There were no transactions carried out with related parties during the current or previous year.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2022**

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**13 Company limited by guarantee**

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

**14 Prior year fund comparatives - Statement of Financial Activities**

|                                              | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2021<br/>£</b> |
|----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| <b>Income from:</b>                          |                                     |                                   |                                   |
| Donations and legacies                       | 39,758                              | 1,000                             | 40,758                            |
| Investment income                            | 63                                  | -                                 | 63                                |
| Charitable activities                        | 71,804                              | 233,846                           | 305,650                           |
| <b>Total income</b>                          | <b>111,625</b>                      | <b>234,846</b>                    | <b>346,471</b>                    |
| <b>Expenditure on:</b>                       |                                     |                                   |                                   |
| Charitable activities                        | 90,195                              | 236,139                           | 326,334                           |
| <b>Total expenditure</b>                     | <b>90,195</b>                       | <b>236,139</b>                    | <b>326,334</b>                    |
| <b>Net income/(expenditure) for the year</b> | <b>21,430</b>                       | <b>(1,293)</b>                    | <b>20,137</b>                     |
| <b>Transfers between funds</b>               | <b>-</b>                            | <b>-</b>                          | <b>-</b>                          |
| <b>Net movement in funds</b>                 | <b>21,430</b>                       | <b>(1,293)</b>                    | <b>20,137</b>                     |
| <b>Total funds at the start of the year</b>  | <b>74,801</b>                       | <b>28,336</b>                     | <b>103,137</b>                    |
| <b>Total funds at the end of the year</b>    | <b>96,231</b>                       | <b>27,043</b>                     | <b>123,274</b>                    |

**Resolve West LTD**

England & Wales - Charity number 1000641

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# Accounts

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**TRUSTEES ANNUAL REPORT  
AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED  
31 MARCH 2021**

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## **CHAIR'S REPORT FOR THE YEAR ENDED 31 MARCH 2021**

Welcome to Resolve West's 2020 -2021 Annual Report and Financial Statements.

Undoubtedly, the last 12 months have been one of the most challenging periods in the history of Resolve West. The Covid pandemic has presented much uncertainty as well numerous operational and personal challenges. Like most organisations, we had to rapidly adapt to the realities of the restrictions necessitated by the pandemic. Despite the short notice switch to remote working and newfound dominance of virtual collaboration, Resolve West has continued operations throughout.

Through close collaboration with our partners and funders, there have been some significant achievements within our services. In the period from 1st April 2020 to 31st March 2021, we provided direct support to more than 1040 individuals across Avon & Somerset who were experiencing conflict or those that are victims or perpetrators of crime. Indirect beneficiaries are even greater, including the family and friends of these individuals. Despite the ban on close contact and the closure of schools and community venues, we were able to continue to provide restorative services virtually. This offered a crash course in new ways of working and many of the lessons and best practice will continue to the benefit of both client and volunteer.

With regards to the board of Trustees, I am pleased to report that it has been a stable year. I am pleased to welcome several new board members. Jill Maycock brings extensive corporate experience, as well as many years as a RJ volunteer. Clare Preskett brings significant marketing, communication, and commercial experience. Lastly Tony Hughes, a long-standing mediation volunteer, brings experience within the legal and commercial mediation sector. Sadly, like so many small organisations a treasurer remains elusive however, we continue to leverage existing professional relationships to supplement board financial oversight.

In terms of financials, Resolve West has been in the enviable situation of having a secured funding position, thanks to our efforts last year to retain our existing Mediation and Restorative Justice contracts with Bristol City Council and Avon and Somerset police. Our unrestricted funds have also grown through increased external donations. As an organisation that has always been dependent on service contracts, this is welcome development which we hope to build on in the next twelve months.

I would like to thank all the staff and volunteers who have supported Resolve West through these most difficult of times. Your patience, commitment and professionalism in difficult circumstances has benefited clients immeasurably.



Michael Alderman

Chair

Date: ...03/11/2021.....

## **TRUSTEES ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

The trustees have pleasure in presenting their report and the financial statements of the charity for the year ended 31 March 2021.

### **Status**

Resolve West Ltd is a registered charity and a company limited by guarantee, governed by Memorandum and Articles of Association dated September 1990 and subsequent amendments. It changed its name from Bristol Mediation Ltd on 5 February 2019.

### **Trustees**

The Trustees who served during the year were as follows:

#### **Name**

|                        |                              |
|------------------------|------------------------------|
| Michael Alderman       | (Chair)                      |
| Dawn Appleford         |                              |
| Emma Goulden           |                              |
| Wendy Mclean           |                              |
| Jill Maycock           | (appointed 4 June 2020)      |
| Clare Preskett         | (appointed 23 November 2020) |
| Rebecca Caroline Lloyd | (resigned June 2020)         |
| Tony Hughes            | (appointed 2 February 2021)  |

### **Principal Address:**

Unit 40 Easton Business Centre, Felix Road, Easton, Bristol, BS5 0HE

### **Independent Examiner**

Neil Kingston FCA, Burton Sweet Limited, The Clock Tower, 5 Farleigh Court,  
Old Weston Road, Flax Bourton, Bristol BS48 1UR

### **Bankers:**

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

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

### **Structure, Governance and Management**

The Trustees have the power to appoint new or additional trustees by a resolution of the trustees. In selecting persons to be appointed, the trustees shall take into account the benefits of appointing a person who is able by virtue of his or her professional qualifications to make a contribution to the pursuits of the objects or the management of the charity.

Resolve West Limited is governed by the Board of Trustees, which meets monthly, and which carries the ultimate responsibility for the activities of the organisation. They appoint the Director who is entrusted to make any decisions that enable the delivery of the business plan. A monthly report on management activity is given at each Board meeting. The Board, in conjunction with the Director, makes strategic decisions. Other staff and volunteers are accountable to the Director.

### **Induction and training of trustees**

Each new trustee receives a Handbook, which contains reference information on the organisation and their role within it, including job descriptions for each of the trustee roles, a history of the organisation, the business plan, and all policies. The handbook is updated regularly. Training for trustees may take place during trustee meeting times or during development/training days. Any specific training needs may be met through external training courses.

### **Risk Management**

The trustees continually review risks and take action to mitigate them. Our dependence on service agreements with Bristol City Council, the withdrawal of which would seriously affect our income, is a risk that the trustees continually try to reduce through management of the contracts and development of services funded by other partners. Internal risks are minimized by the implementation of effective internal control procedures that ensure both appropriate authorization of all transactions and projects and consistent quality of delivery for all operational aspects of the charity. These procedures are periodically reviewed for their continuing effectiveness.

### **Objectives and Activities**

These are set out in the Memorandum and Articles of Association, namely:

*To promote for the public benefit of the citizens and communities in and around the City of Bristol and surrounding counties and with a view to the preservation of public order, the provision of services directed towards repairing harm by restorative justice working with victims of crime and perpetrators of harm; and resolving conflict by mediation and conciliation between persons, organisations and groups who are involved or who are at risk of becoming involved in disputes or interpersonal conflicts where any such dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of the peace.*

*The aim of the Trustees is to ensure that everybody in and around the city of Bristol and surrounding counties has access to relevant and useable community resolution and restorative justice services. We believe that the alleviation of individual and community tensions will benefit everybody by contributing towards safer and more peaceful communities.*

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

### **Objectives and Activities (continued)**

To achieve these objectives, and this aim, we train mediators and restorative justice facilitators for ourselves and other organisations. We have a body of volunteers who work with parties who have experienced conflict or criminal activity. Referrals come from Avon & Somerset Constabulary, Criminal Justice Agencies, Housing Associations, and Local Authority. In addition, we have referrals from other sources such as individuals, other statutory and voluntary agencies, housing associations, which we encourage and want to increase.

Conflict and criminal activity are very detrimental to the lives of those directly involved and have impacts on people's health and wellbeing. We do carry out surveys of those we have helped and, while not claiming complete success in every case, with our help our clients show high satisfaction in the services that they receive, enabling them to have a voice and to feel heard, to be able to move forward and to have some closure that greatly improves their quality of life.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aim and objectives and in planning our future activities.

The aims, methods and benefits of restorative approaches are not widely appreciated, and we are keen to improve society's knowledge of them. To that end, our trustees and staff attend meetings and make presentations when appropriate opportunities arise.

Since Bristol Mediation was originally formed in 1990 after the St Pauls Riots, restorative approaches have been taken up and developed by other organisations. We will make every effort to continue with this work and develop new services, both by ourselves and in conjunction with other like-minded organisations.

### **Achievements during the year**

Resolve West has had a challenging and very busy year during 2020/2021. The pandemic and subsequent lockdowns have greatly impacted our services, clients, our volunteers, and our staff team.

When the Covid pandemic hit us in March 2020, it was essential that we made adaptations to continue to provide our services virtually and safely. This included our neighbourhood/ community conflict resolution and Restorative Justice (RJ) services across Avon & Somerset, our Take 5 Project working in partnership with Victim Support, Young Victims Service, Safelink and SWAN VOCAS as well as our partnership work as part of Bristol Hate Crime and Discrimination service with our partners, SARI (Stand against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record and Bristol Law Centre.

Due to the impacts on communities from the pandemic, government restrictions and lockdowns we saw a significant increase of enquiries and referrals into our conflict resolution/neighbourhood and community service. Many more people were stuck at home, with children off school and for many there were additional frustrations, financial and health pressures that came with the pandemic.

As schools and community venues were closed, we had to furlough Simone Lemon, our Take 5 Schools Coordinator. She was able to return in August 2020, and in consultation with our partners and funders, we were able to agree that we would extend the project by the period of her furlough to August 2021.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

### **Achievements during the year (continued)**

It was essential that we ensured that we supported our staff to work flexibly alongside managing the impact of the pandemic. This led to us furloughing our Admin Assistant, Olivia Wheatley and our Senior Caseworker, Ishshah Fleming. Ishshah's hours were reallocated across to the casework team within the neighbourhood conflict resolution service due to the high demands from referrals and enquiries. I am pleased to say that we ceased using the furlough scheme by the end of September 2020 and the total financial saving from the scheme was £12,276

As we navigated the option of delivering our vital services virtually, we also had to adapt our technology, IT and security systems so that our teams were able to work from home. This included the provision of a VPN and laptops for all staff. The total directly associated financial impact of the pandemic was £7,454 in these adaptations.

We remained in regular contact with our funders and referrers through virtual meetings. We also linked up regularly with other providers across the country in forums on virtual platforms which enabled us to share best practice guidelines and ways of working so we could learn from each other. We ensured that we communicated regularly to our essential staff and volunteers, so they were aware of our plans moving forward. They were able to input into this through newsletters, surveys and online meetings and we provided essential training and awareness sessions on how to continue to provide quality, confidential and secure services.

Initially, we had to postpone our face-to-face briefings and trainings to the police, and other partner agencies, however, we were eventually able to move towards delivering these virtually to ensure that our partners and referrers were aware of our ways of working and the adaptations we had made.

As well as impacting our services and ways of working, the pandemic also impacted our valued and skilled staff team as they adapted to working remotely. This has led to a lot of changes in staffing in the past year. Hannah Pepper, our Volunteer Manager and Community Engagement Officer chose to step down in August 2020, however, remains with Resolve West as our freelance Supervisor and Consultant. As a result of the adaptations made to meet current organisational demands, the Trustees and Director looked at the structure of the Conflict Resolution Service, highlighting the need for additional casework hours and a Services Manager role to act as a deputy to our Director. This led to the position of Senior Caseworker being fragmented. Following a consultation period, our Senior Caseworker, Ishshah Fleming, left in October 2020. We were pleased to welcome Mark Rutherford to our conflict resolution services as part-time caseworker in November 2020. In April 2021, Nina Bayandor, our new Services Manager joined us, enabling greater resilience across all our services.

Emma Tyler left the Restorative Justice Service team in January 2021. Anna Hill, one of our RJ Coordinators, subsequently took on additional casework hours in addition to her coordinator role. This gave us an opportunity to look at the structure within the RJ team and the roles and responsibilities of the staff members and make necessary and positive changes to enable development opportunities across the team into the future.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

### **Achievements during the year (continued)**

Olivia Wheatley, our Admin Apprentice, continued working with us part time as an Admin Assistant alongside her University studies until December 2020. We also said goodbye to Steve Marsden our Finance Officer who was with Resolve West for over 10 years when he retired in February 2021. We were delighted to welcome Fee Barton as our new part time Finance Officer who joined us in February 2021.

Resolve West continues to be busy. As we have eased out of the restrictions in 2021, we have made sure to retain the learning we have gained through the ways of working forced on us by the pandemic, meaning we continue to provide our vital services both virtually and face to face. We continue to attend other strategic meetings and boards virtually to ensure that restorative approaches are built into actions plans when working to tackle crime and conflict and have maintained regular links with other national providers.

All of the challenges, adaptations, and services we have continued to deliver in the past 12 months would not have been possible without the commitment, resilience, skills and commitment of all of our staff and volunteers. They are Resolve West's greatest asset and what enables us to continue to provide these vital services to people who have experienced harm or conflict across Avon & Somerset.

### **Financial Report**

#### **Results for the year**

Total income this year decreased by £1,354 to £346,471 (2019-20 £347,825), as whilst we saw an increase in external donations the Homelessness Prevention Project came to an end.

Expenditure during the year amounted to £326,334 (2019-20 £322,408), an increase of £3,926. Salary costs have increased by £23,548 due to changes in staffing including recruitment of an additional Caseworker who joined the conflict resolution service, our apprentice moving into an Admin Assistant role, inflationary and incremental rises across the team and associated overtime across all of our services to manage the increase in demand. Direct costs have decreased in the year by £19,622 as we moved to virtual working, therefore reducing our room booking costs and associated travel and volunteer expenses across all of our services.

The result is that there was a surplus of £21,430 on unrestricted funds (2019-20 £7,086 deficit) and a deficit of £1,293 on restricted funds (2019-20 £32,503 surplus), giving an overall surplus of £20,137 (2019-20 £25,417 surplus). At the end of the year there were accumulated unrestricted surpluses of £96,231 (2019-20 £74,801) and restricted funds carried forward amounted to £27,043 (2019-20 £28,336), our net assets increased to £123,274 (2019-20 £103,137).

The contracts we have in place have continued during the current financial year - the RAAS contract runs until March 2024, which provides welcome financial security.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

### **Reserves Policy**

The policy of the Trustees is to maintain free financial reserves equivalent to between three (approx. £23k) and six months (approx. £46k) of running costs. At the end of the year, unrestricted free reserves of £96,231 amounted to approximately twelve months of forecast unrestricted expenditure. We are currently holding a surplus of reserves as a consequence of cautious approach over the period as well as marked increase in fundraising. The situation has improved, and we have received more certainty from service providers we are seeking to invest some of the surplus in core systems such as our database.

### **Covid-19 Policy**

The trustees will comply with Government guidance regarding Covid-19 to ensure the safety and wellbeing of staff, volunteers, and clients at all times. Restrictions have been introduced and will be reassessed as necessary to comply with current and future Government guidance regarding office-based working, volunteer training and meeting with clients. The work of Resolve West and its various projects has continued with the introduction of online working to allow staff and volunteers to work from home and for client meetings to happen virtually. As and when face to face contact is reintroduced, where appropriate, health & safety risk assessments will be carried out prior to any meeting or return to office-based working.

### **Statement of trustees' responsibilities**

The trustees (who are also directors of Resolve West Ltd -Ref 1599 for the purposes of company law) are responsible for preparing the Trustees' Report (incorporating the strategic report and directors' report) and the financial statements in accordance with applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of 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 accounting 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.

## **TRUSTEES' ANNUAL REPORT YEAR ENDED 31 MARCH 2021**

The trustees are responsible for keeping adequate accounting records that 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. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In so far as the trustees are aware, there is no relevant audit information of which the charitable company's auditors are unaware; and the trustees have taken all steps that they ought to make themselves aware of that information.

Approved by the trustees on ...03/11/2021..... and signed on their behalf by



Michael Alderman  
Director

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF RESOLVE WEST LIMITED ('THE COMPANY')**

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2021.

### **Responsibilities and basis of report**

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

### **Independent examiner's statement**

Since the Company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act. I confirm that I am qualified to undertake the examination because I am a member of the Institute of Chartered Accountants in England and Wales, which is one of the listed bodies.

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
- the accounts do not accord with those records; or
- the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a 'true and fair view which is not a matter considered as part of an independent examination; or
- the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

Neil Kingston FCA  
Burton Sweet Limited  
The Clock Tower, 5 Farleigh Court  
Old Weston Road, Flax Bourton  
Bristol BS48 1UR

Date: 27/10/2021.....

**RESOLVE WEST LTD****STATEMENT OF FINANCIAL ACTIVITIES (Including income & expenditure account)****YEAR ENDED 31 MARCH 2021**

|                                             | Note | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2021<br>£ | Total Funds<br>2020<br>£ |
|---------------------------------------------|------|----------------------------|--------------------------|--------------------------|--------------------------|
| <b>Income from:</b>                         |      |                            |                          |                          |                          |
| Donations and legacies                      | 2    | 39,758                     | 1,000                    | 40,758                   | 16,120                   |
| Investment income                           |      | 63                         | -                        | 63                       | 225                      |
| Charitable activities                       | 3    | 71,804                     | 233,846                  | 305,650                  | 331,480                  |
| <b>Total income</b>                         |      | <u>111,625</u>             | <u>234,846</u>           | <u>346,471</u>           | <u>347,825</u>           |
| <b>Expenditure on:</b>                      |      |                            |                          |                          |                          |
| Charitable activities                       | 4    | 90,195                     | 236,139                  | 326,334                  | 322,408                  |
| <b>Total expenditure</b>                    |      | <u>90,195</u>              | <u>236,139</u>           | <u>326,334</u>           | <u>322,408</u>           |
| <b>Net income/(expenditure)</b>             | 6    | 21,430                     | (1,293)                  | 20,137                   | 25,417                   |
| <b>Transfers between funds</b>              | 10   | -                          | -                        | -                        | -                        |
| <b>Net movement in funds</b>                | 10   | 21,430                     | (1,293)                  | 20,137                   | 25,417                   |
| <b>Total funds at the start of the year</b> | 10   | 74,801                     | 28,336                   | 103,137                  | 77,720                   |
| <b>Total funds at the end of the year</b>   | 10   | <u>96,231</u>              | <u>27,043</u>            | <u>123,274</u>           | <u>103,137</u>           |

The charity has no recognised gains or losses other than the results for the year as set out above.  
All of the activities of the charity are classed as continuing.

Prior year fund comparatives are shown in note 15.  
The notes on pages 14 to 20 form part of these financial statements.

**RESOLVE WEST LTD****BALANCE SHEET****AS AT 31 MARCH 2021****Company No: 02538842**

|                                                   | Note | 2021<br>£      | 2020<br>£      |
|---------------------------------------------------|------|----------------|----------------|
| <b>Current assets</b>                             |      |                |                |
| Debtors                                           | 8    | 16,246         | 4,828          |
| Cash at bank                                      |      | 117,577        | 112,389        |
| Total current assets                              |      | <u>133,823</u> | <u>117,217</u> |
| <b>Creditors : Amounts falling due within one</b> | 9    | (10,549)       | (14,080)       |
| <b>Net assets</b>                                 |      | <u>123,274</u> | <u>103,137</u> |
| <b>Restricted funds</b>                           | 11   | 27,043         | 28,336         |
| <b>Unrestricted funds</b>                         | 11   | 96,231         | 74,801         |
|                                                   |      | <u>123,274</u> | <u>103,137</u> |

For the year ending 31 March 2021 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- (i) The members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476
- (ii) The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts

These accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the trustees on .....03/11/2021..... and are signed on their behalf by:



Michael Alderman - Chair

The notes on pages 14 to 20 form part of these financial statements.

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

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**1 Accounting policies**

**a) Basis of preparation of accounts**

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom Accounting Standards, the Companies Act 2006, the Charities Act 2011, FRS 102 and the Charities Statement of Recommended Practice (FRS 102).

The charity is a Public Benefit entity.

Along with other similar charities and organisations, the COVID-19 pandemic after the year end has brought many uncertainties to the global economy. The impact of this on the charity is highlighted in further detail within the Trustees' annual report. Notwithstanding these uncertainties, the Trustees have chosen to prepare the financial statements on a going concern basis given the free reserves held by the charity and the careful planning of the Trustees.

**b) 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. Expenditure which meets these criteria is charged to the fund, together with a fair allocation of management costs. Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**c) Income**

All income is included in the Statement of Financial Activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- Donations and legacies are accounted for in full in the Statement of Financial Activities when receivable; except as follows:

- a) when donors specify that donations given to the charity must be used in future accounting periods; and
- b) when donors impose conditions which must be fulfilled before the charity becomes entitled to use such income, the income is deferred until the pre-conditions have been met.

**d) Expenditure**

All expenditure is accounted for on an accruals basis and has been listed under headings that aggregate all the costs directly attributable to that activity. Where costs (including overheads such as wages and salaries) cannot be directly attributed, they have been allocated to activities on a basis consistent with the use of resources and the time spent on those activities. Expenditure includes any VAT which cannot be fully recovered and is reported as part of the expenditure to which it relates.

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 the independent examination fees and costs linked to the strategic management of the charity.

**e) Debtors**

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any trade discount due.

# RESOLVE WEST LTD

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2021

### 1 Accounting policies (continued)

#### f) Creditors and provisions

Creditors and provisions are recognised where the charity has present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### g) Fixed assets and depreciation

Fixed assets are included at cost, where this is in excess of £1,000 per item. Depreciation is provided to write off the cost of fixed assets over their estimated useful lives on a reducing balance basis as follows:

Equipment - 15% reducing balance

#### h) Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

### 2 Income from: donations and legacies

|                      | Unrestricted<br>Funds<br>£ | Restricted<br>Funds<br>£ | Total Funds<br>2021<br>£ | Total Funds<br>2020<br>£ |
|----------------------|----------------------------|--------------------------|--------------------------|--------------------------|
| Grants and donations | 27,482                     | 1,000                    | 28,482                   | 16,120                   |
| Furlough grant       | 12,276                     | -                        | 12,276                   | -                        |
|                      | <u>39,758</u>              | <u>1,000</u>             | <u>40,758</u>            | <u>16,120</u>            |

Income from donations and legacies in the prior year was unrestricted.

### 3 Income from: charitable activities

|                                               | Unrestricted<br>Funds<br>£          | Restricted<br>Funds<br>£          | Total Funds<br>2021<br>£          |
|-----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 13,487                              | -                                 | 13,487                            |
| Conflict Resolution: commercial cases         | 13,317                              | -                                 | 13,317                            |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 179,000                           | 179,000                           |
| Hate Crime Service (Prospectus)               | -                                   | 29,846                            | 29,846                            |
| Schools Project                               | -                                   | 25,000                            | 25,000                            |
|                                               | <u>71,804</u>                       | <u>233,846</u>                    | <u>305,650</u>                    |
| <b>Prior year</b>                             | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2020<br/>£</b> |
| Conflict Resolution: Bristol City Council     | 45,000                              | -                                 | 45,000                            |
| Conflict Resolution: Housing Associations etc | 15,337                              | -                                 | 15,337                            |
| Conflict Resolution: commercial cases         | 839                                 | -                                 | 839                               |
| Other sundry income                           | 6,446                               | -                                 | 6,446                             |
| RAAS (Restorative Approaches Avon & Som)      | -                                   | 179,152                           | 179,152                           |
| Hate Crime Service (Prospectus)               | -                                   | 32,206                            | 32,206                            |
| Schools Project                               | -                                   | 40,000                            | 40,000                            |
| Refugee/Homelessness Project                  | -                                   | 12,500                            | 12,500                            |
|                                               | <u>67,622</u>                       | <u>263,858</u>                    | <u>331,480</u>                    |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

**4 Expenditure on: charitable activities**

|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2021<br/>£</b> |
|---------------------------------|-------------------------------|-------------------------------|------------------------------|----------------------------------------|-----------------------------|
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 50,996                        | 5,706                         | 56,702                       | -                                      | 56,702                      |
| Core                            | 24,369                        | 30,873                        | 55,242                       | (34,870)                               | 20,372                      |
| Organisational Development      | 7,022                         | 6,099                         | 13,121                       | -                                      | 13,121                      |
|                                 | <u>82,387</u>                 | <u>42,678</u>                 | <u>125,065</u>               | <u>(34,870)</u>                        | <u>90,195</u>               |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 144,029                       | 9,413                         | 153,442                      | 26,338                                 | 179,780                     |
| Hate Crime Service              | 20,485                        | 1,030                         | 21,515                       | 5,640                                  | 27,155                      |
| Schools Project                 | 24,965                        | 347                           | 25,312                       | 2,892                                  | 28,204                      |
| Other small projects            | -                             | 1,000                         | 1,000                        | -                                      | 1,000                       |
|                                 | <u>189,479</u>                | <u>11,790</u>                 | <u>201,269</u>               | <u>34,870</u>                          | <u>236,139</u>              |
| <b>Total</b>                    | <u>271,866</u>                | <u>54,468</u>                 | <u>326,334</u>               | <u>-</u>                               | <u>326,334</u>              |
| <b>Prior year</b>               |                               |                               |                              |                                        |                             |
|                                 | <b>Salary<br/>costs<br/>£</b> | <b>Direct<br/>costs<br/>£</b> | <b>Total<br/>costs<br/>£</b> | <b>Recharges<br/>to projects<br/>£</b> | <b>Total<br/>2020<br/>£</b> |
| <b>Unrestricted expenditure</b> |                               |                               |                              |                                        |                             |
| Conflict Resolution Service     | 57,118                        | 3,824                         | 60,942                       | -                                      | 60,942                      |
| Core                            | 20,548                        | 40,078                        | 60,626                       | (40,308)                               | 20,318                      |
| Organisational Development      | 8,829                         | 964                           | 9,793                        | -                                      | 9,793                       |
|                                 | <u>86,495</u>                 | <u>44,866</u>                 | <u>131,361</u>               | <u>(40,308)</u>                        | <u>91,053</u>               |
| <b>Restricted expenditure</b>   |                               |                               |                              |                                        |                             |
| RAAS                            | 134,178                       | 16,758                        | 150,936                      | 26,338                                 | 177,274                     |
| Hate Crime Service              | 15,184                        | 11,093                        | 26,277                       | 5,640                                  | 31,917                      |
| Schools Project                 | 11,200                        | 1,185                         | 12,385                       | 1,446                                  | 13,831                      |
| Refugee/Homelessness Project    | 1,261                         | 188                           | 1,449                        | 6,884                                  | 8,333                       |
|                                 | <u>161,823</u>                | <u>29,224</u>                 | <u>191,047</u>               | <u>40,308</u>                          | <u>231,355</u>              |
| <b>Total</b>                    | <u>248,318</u>                | <u>74,090</u>                 | <u>322,408</u>               | <u>-</u>                               | <u>322,408</u>              |

**RESOLVE WEST LTD**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2021**

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**5 Staff costs**

|                                     | <b>Total<br/>2021</b> | <b>Total<br/>2020</b> |
|-------------------------------------|-----------------------|-----------------------|
|                                     | <b>£</b>              | <b>£</b>              |
| Gross wages and salaries            | 256,739               | 248,318               |
| Employer's National Insurance costs | 9,120                 | 10,783                |
| Pension contributions               | 4,738                 | 4,092                 |
| Total staff costs                   | <u>270,597</u>        | <u>263,193</u>        |

The average number of employees during the year, calculated on the basis of headcount, was as follows:

|                       | <b>2021<br/>No.</b> | <b>2020<br/>No.</b> |
|-----------------------|---------------------|---------------------|
| Charitable activities | <b>9</b>            | <b>7</b>            |
| Administration        | <b>2</b>            | <b>1</b>            |
|                       | <u><b>11</b></u>    | <u><b>8</b></u>     |

Resolve West Limited considers its key management personnel to be the members of the trustee board and the director. The total employee benefits, including employer pension contributions, of the key management personnel were £49,271 (2020: £44,143).

There were no employees whose emoluments were in excess of £60,000 during the current or previous year.

**6 Net income for the year**

**This is stated after charging:**

|                             | <b>2021</b>  | <b>2020</b> |
|-----------------------------|--------------|-------------|
|                             | <b>£</b>     | <b>£</b>    |
| Independent examiner's fees | <u>1,210</u> | <u>840</u>  |

**7 Taxation**

The registered charity is exempt from corporation tax as all income arises from charitable activities.

**8 Debtors**

|             | <b>2021</b>   | <b>2020</b>  |
|-------------|---------------|--------------|
|             | <b>£</b>      | <b>£</b>     |
| Debtors     | 12,484        | 1,066        |
| Prepayments | 3,762         | 3,762        |
|             | <u>16,246</u> | <u>4,828</u> |

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**9 Creditors - amounts falling due within one year**

|                            | <b>2021</b>   | <b>2020</b>   |
|----------------------------|---------------|---------------|
|                            | <b>£</b>      | <b>£</b>      |
|                            |               | (Restated)    |
| Trade creditors            | 972           | 8,585         |
| Social security            | 1,406         | 1,387         |
| Other creditors            | 7,171         | 3,268         |
| Accruals & deferred income | 1,000         | 840           |
|                            | <u>10,549</u> | <u>14,080</u> |

**10 Movement in funds**

|                                               | <b>1 April</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 March</b> |
|-----------------------------------------------|----------------|----------------|--------------------|------------------|-----------------|
|                                               | <b>2020</b>    | <b>£</b>       | <b>£</b>           | <b>£</b>         | <b>2021</b>     |
|                                               | <b>£</b>       |                |                    |                  | <b>£</b>        |
| <b>Restricted funds</b>                       |                |                |                    |                  |                 |
| RAAS (Restorative Approaches Avon & Somerset) | 1,878          | 179,000        | (179,780)          | -                | 1,098           |
| Hate Crime Service(Prospectus)                | 289            | 29,846         | (27,155)           | -                | 2,980           |
| Schools Project                               | 26,169         | 25,000         | (28,204)           | -                | 22,965          |
| Small Projects                                | -              | 1,000          | (1,000)            | -                | -               |
|                                               | <u>28,336</u>  | <u>234,846</u> | <u>(236,139)</u>   | <u>-</u>         | <u>27,043</u>   |

**Unrestricted funds**

|               |               |                |                 |          |               |
|---------------|---------------|----------------|-----------------|----------|---------------|
| General funds | 74,801        | 111,625        | (90,195)        | -        | 96,231        |
|               | <u>74,801</u> | <u>111,625</u> | <u>(90,195)</u> | <u>-</u> | <u>96,231</u> |

**Total funds**

|  |                |                |                  |          |                |
|--|----------------|----------------|------------------|----------|----------------|
|  | <u>103,137</u> | <u>346,471</u> | <u>(326,334)</u> | <u>-</u> | <u>123,274</u> |
|--|----------------|----------------|------------------|----------|----------------|

**Prior year**

|                                               | <b>1 April</b> | <b>Income</b>  | <b>Expenditure</b> | <b>Transfers</b> | <b>31 March</b> |
|-----------------------------------------------|----------------|----------------|--------------------|------------------|-----------------|
|                                               | <b>2019</b>    | <b>£</b>       | <b>£</b>           | <b>£</b>         | <b>2020</b>     |
|                                               | <b>£</b>       |                |                    |                  | <b>£</b>        |
| <b>Restricted funds</b>                       |                |                |                    |                  |                 |
| RAAS (Restorative Approaches Avon & Somerset) | 20,755         | 179,152        | (177,274)          | (20,755)         | 1,878           |
| Hate Crime Service(Prospectus)                | 13,031         | 32,206         | (31,917)           | (13,031)         | 289             |
| Schools Project                               | -              | 40,000         | (13,831)           | -                | 26,169          |
| Refugees Project                              | -              | 12,500         | (8,333)            | (4,167)          | -               |
|                                               | <u>33,786</u>  | <u>263,858</u> | <u>(231,355)</u>   | <u>(37,953)</u>  | <u>28,336</u>   |

**Unrestricted funds**

|               |               |               |                 |               |               |
|---------------|---------------|---------------|-----------------|---------------|---------------|
| General funds | 43,934        | 83,967        | (91,053)        | 37,953        | 74,801        |
|               | <u>43,934</u> | <u>83,967</u> | <u>(91,053)</u> | <u>37,953</u> | <u>74,801</u> |

**Total funds**

|  |               |                |                  |          |                |
|--|---------------|----------------|------------------|----------|----------------|
|  | <u>77,720</u> | <u>347,825</u> | <u>(322,408)</u> | <u>-</u> | <u>103,137</u> |
|--|---------------|----------------|------------------|----------|----------------|

**RAAS (Restorative Approaches Avon and Somerset)**

This service which commenced in June 2017 is working in collaboration with Avon and Somerset Police to provide restorative justice across Avon and Somerset. The funding for this service is from the Office of the Police Crime Commissioner for Avon and Somerset.

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**10 Movement in funds (continued)**

**Bristol Hate Crime Project**

In this project we work in partnership with SARI (Stand Against Racism and Inequality), Brandon Trust, Bristol Mind, Off the Record Bristol and Avon and Bristol Law Centre. The project is grant funded by Bristol City Council's Impact Fund (Prospectus).

**Schools Project**

The schools project (Take 5) is an early intervention project based in Somerset to prevent victimisation and revictimization working collaboratively with Victim Support, SafeLink, Young Victims Service and SWAN Vocas funded by the Office of the Police Crime Commissioner.

**Small Projects**

This fund represents monies received from The John Thaw Foundation to support underprivileged and young people across our conflict resolution and restorative justice services.

**11 Analysis of net assets**

|                  | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>General<br/>Funds</b> | <b>Total</b>   |
|------------------|-----------------------------|-------------------------------------------|----------------|
|                  | <b>£</b>                    | <b>£</b>                                  | <b>£</b>       |
| Other net assets | 27,043                      | 96,231                                    | 123,274        |
|                  | <u>27,043</u>               | <u>96,231</u>                             | <u>123,274</u> |

**Prior year comparative**

|                  | <b>Restricted<br/>Funds</b> | <b>Unrestricted<br/>General<br/>Funds</b> | <b>Total</b>   |
|------------------|-----------------------------|-------------------------------------------|----------------|
|                  | <b>£</b>                    | <b>£</b>                                  | <b>£</b>       |
| Other net assets | 28,336                      | 74,801                                    | 103,137        |
|                  | <u>28,336</u>               | <u>74,801</u>                             | <u>103,137</u> |

**12 Trustees and other related parties**

No remuneration was paid to trustees in the current or previous year and there were no payments made in respect of trustee expenses in the current or previous year.

There were no transactions carried out with related parties during the current or previous year.

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**13 Company limited by guarantee**

The company is limited by guarantee and, as such, has no issued share capital. In the event of the company being wound up, the liability of the members is limited to £1 each.

**14 Going concern**

A substantial part of our expected funding needs to 31st March 2022 have been secured and the trustees can be reasonably confident that the remainder needed to ensure the continuance of Resolve West up to that date can be secured.

**15 Prior year fund comparatives - Statement of Financial Activities**

|                                              | <b>Unrestricted<br/>Funds<br/>£</b> | <b>Restricted<br/>Funds<br/>£</b> | <b>Total Funds<br/>2020<br/>£</b> |
|----------------------------------------------|-------------------------------------|-----------------------------------|-----------------------------------|
| <b>Income from:</b>                          |                                     |                                   |                                   |
| Donations and legacies                       | 16,120                              | -                                 | 16,120                            |
| Investment income                            | 225                                 | -                                 | 225                               |
| Charitable activities                        | 67,622                              | 263,858                           | 331,480                           |
| <b>Total income</b>                          | <b>83,967</b>                       | <b>263,858</b>                    | <b>347,825</b>                    |
| <b>Expenditure on:</b>                       |                                     |                                   |                                   |
| Charitable activities                        | 91,053                              | 231,355                           | 322,408                           |
| <b>Total expenditure</b>                     | <b>91,053</b>                       | <b>231,355</b>                    | <b>322,408</b>                    |
| <b>Net income/(expenditure) for the year</b> | <b>(7,086)</b>                      | <b>32,503</b>                     | <b>25,417</b>                     |
| <b>Transfers between funds</b>               | <b>37,953</b>                       | <b>(37,953)</b>                   | <b>-</b>                          |
| <b>Net movement in funds</b>                 | <b>30,867</b>                       | <b>(5,450)</b>                    | <b>25,417</b>                     |
| <b>Total funds at the start of the year</b>  | <b>43,934</b>                       | <b>33,786</b>                     | <b>77,720</b>                     |
| <b>Total funds at the end of the year</b>    | <b>74,801</b>                       | <b>28,336</b>                     | <b>103,137</b>                    |