R.H.W.E. LIMITED

England & Wales · Charity number 1093668

Details

Other names	REVIVING THE HEART OF THE WEST END
Status	Registered
Legal form	Charitable company
Company number	03359861
Registered	2002-09-03
Register	View on the Charity Commission register

Contact

Address	Reviving the Heart of the West End John Buddle Work Village Buddle Road Newcastle Upon Tyne NE4 8AW
Phone	01912267979
Email	info@rhwe.org
Website	www.rhwe.org

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Activities

Objects: THE PROMOTION OF THE PUBLIC BENEFIT OF URBAN REGENERATION IN AREAS OF SOCIAL AND ECONOMIC DEPRIVATION (AND IN PARTICULAR THE WARDS BENWELL, ELSWICK AND WEST CITY IN THE CITY OF NEWCASTLE UPON TYNE) BY ALL OR ANY OF THE FOLLOWING MEANS:(1) THE RELIEF OF POVERTY.(2) THE RELIEF OF UNEMPLOYMENT.(3) THE ADVANCEMENT OF EDUCATION, TRAINING OR RETRAINING, PARTICULAR AMONG UNEMPLOYED PEOPLE, AND PROVIDING UNEMPLOYED PEOPLE WITH WORK EXPERIENCE.(4) THE PROVISION OF FINANCIAL ASSISTANCE, TECHNICAL ASSISTANCE, TECHNICAL; ASSISTANCE OR BUSINESS ADVICE OR CONSULTANCY IN ORDER TO PROVIDE TRAINING AND EMPLOYMENT OPPORTUNITIES FOR UNEMPLOYED PEOPLE IN CASES OF FINANCIAL OR OTHER CHARITABLE NEED THROUGH HELP: (I) IN SETTING UP THEIR BUSINESS, OR (II) TO EXISTING BUSINESSES.(5) THE CREATION OF TRAINING AND EMPLOYMENT OPPORTUNITIES BY THE PROVISION OF WORKSPACE, BUILDINGS, AND/OR LAND FOR USE ON FAVOURABLE TERMS.(6) THE MAINTENANCE, IMPROVEMENT OR PROVISION OF PUBLIC AMENITIES(7) THE PROVISION OF RECREATIONAL FACILITIES FOR THE PUBLIC AT LARGE OR THOSE WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, POVERTY OR SOCIAL AND ECONOMIC CIRCUMSTANCES, HAVE NEED OF SUCH FACILITIES.(8) THE PROTECTION OR CONSERVATION OF THE ENVIRONMENT.(9)THE PROVISION OF PUBLIC HEALTH FACILITIES AND CHILDCARE.(10) THE PROMOTION OF PUBLIC SAFETY AND PREVENTION OF CRIME.(11)SUCH OTHER MEANS AS MAY FROM TIME TO TIME BE DETERMINED SUBJECT TO THE PRIOR WRITTEN CONSENT OF THE CHARITY COMMISSIONERS FOR ENGLAND AND WALES.

Activities: Building enterprising & aspirational communities by developing resilience, skills & knowledge of unemployed or inactive residents to find jobs; explore enterprise and self-employment; & gain experience from further training, education courses or volunteering. Activities include personal coaching, specialist enterprise & employability advice & guidance, workshops, accredited courses, and events.

Classification

- **How:** Makes Grants To Organisations, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Prevention Or Relief Of Poverty, Economic/community Development/employment
- **Who:** Children/young People, People With Disabilities, People Of A Particular Ethnic Or Racial Origin, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** THE WARDS BENWELL, ELSWICK AND WEST CITY IN THE CITY OF NEWCASTLE UPON TYNE
- Newcastle Upon Tyne City

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Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£473,254	£412,928	-	-
2024-03-31	£365,417	£360,404	-	-
2023-03-31	£455,565	£414,832	-	-
2022-03-31	£502,646	£519,229	£304,618	7
2021-03-31	£458,640	£454,496	-	-

Trustees

Name	Role	Appointed
Mark Stoddart	Chair	2017-12-12
Anuoluwatomi Akinbuja		2024-12-10
Robert Gordon Webb		2015-11-12
WILLIAM MCKAY		2016-12-20

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R.H.W.E. LIMITED

England & Wales - Charity number 1093668

Accounts

COMPANY REGISTRATION NUMBER 03359861
REGISTERED CHARITY NUMBER 1093668

R.H.W.E. LIMITED
(KNOWN AS REVIVING THE HEART OF THE WEST END)
(A COMPANY LIMITED BY GUARANTEE)

FINANCIAL STATEMENTS

31ST MARCH 2025

BELL TINDLE WILLIAMSON LLP
Chartered Accountants
and Registered Auditors
The Old Post Office
63 Saville Street
North Shields
Tyne & Wear
NE30 1AY

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

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R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31 March 2025 which are also prepared to meet the requirements for a Directors' Report and financial statements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

Objectives and Activities

Purpose

The Charity's purposes as set out in the objects contained in the company's Memorandum of Association are to benefit the public, particularly those living in disadvantaged areas, through social and economic programmes to improve the welfare, resilience and lives of people and communities on their journey to get into work, self-employment, training or education.

The aims of the charity are to raise aspiration and confidence by enabling people to see the potential in themselves, identify a goal and build resilience to navigate their way to success.

People need holistic and personalised support to be able to make more informed choices and feel empowered to take the steps towards getting the job they really want, exploring a self-employment idea or consider training or education opportunities; whatever the pathway they decide.

Summary of the Year: Achievements and Performance

This has been a positive year for the charity and we are proud to report on our organisation's achievements marked by the strategic development of partnerships and innovation across all services during the year. Whilst the landscape for funding has changed, we have continued to support people facing challenging social and economic barriers that are impacting greatly on their pace and progression towards jobs or self-employment. We were delighted to be part of key delivery programmes that aligned strategically with our mission and values as well as brought about measurable impact for the people and communities we serve. Our managed workspace buildings continue to offer space and support for local enterprises to start-up, grow, thrive and provide local job opportunities.

Our key activities for the period are:

Relational Mentoring: 2024/2025

In partnership with The Wise Group, JET and Building Futures East during the period, we successfully delivered year 2 of the Relational Mentoring programme. Our holistic approach to employability for economically inactive participants aligned with the programme objectives and brought innovation with mentoring and guidance support fostering an environment where people could thrive with meaningful outcomes and responsive solutions building upon our success in year 1.

- 66 clients registered and receiving intensive support (132% of target achieved).
- 58 sessions delivered.

Support for clients included: confidence and resilience building activities, job application preparation work, job search, volunteering opportunities, basic IT skills, English conversation workshops, preparing for driving theory test workshops, help and support with applications for benefits, housing and hardship funds, wellbeing activities and working alongside Wellbeing mentors from The Wise Group accompanying participants to attend activities and meetings.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Summary of the Year: Achievements and Performance *(continued)*

Localised Provision Business Support 2024/2025

In partnership with Newcastle City Council's Business and IP Centre North East and The Millin Charity, we completed year 2 of this collaborative programme supporting local people to explore entrepreneurship and business start-up and existing enterprises to access advice and guidance to stabilise and grow their business.

- 166 Potential entrepreneurs supported to explore starting a business.
- 70 Existing enterprises accessed advice and guidance to develop their business.
- 9 Masterclass sessions delivered.
- 16 HOW2 Workshops delivered.
- £17,960 enterprise seed funding grants secured for clients.

Support for clients included: HOW2 Start and Grow a Business Workshops, 1:1 advice and guidance appointments, applications for seed funding supported, Masterclass on specialist topics, financial wellbeing support for entrepreneurs, Connecting Business Support Providers events, tickets to Social Enterprise Day and trade events eg Living North and test trading opportunities at Small Business Start Up and BIPC Business Brunches in local community venues.

Talent Pools & Pathways 2024/2025

The Talent Pools & Pathways project is a Newcastle Council led collaboration of local VCS organisations specialising in employability support created to provide a person-centred response to help people move into jobs with specific training and support for a variety of career options. Working together the TPP partners offered a menu of options that clients could self-select from that aligned to their circumstances and partners offered specialist support to complement the sector training opportunities. During the period, RHWE chaired the monthly project delivery group.

- 75 Clients registered and supported.
- 42 Sessions delivered.

Support for clients included: A Day in the Life activities taking participants to employers and workplaces building knowledge and understanding of recruitment processes, job application and CV preparation workshops, job search, volunteering opportunities, basic IT skills, training courses to develop key employment-related skills, English conversation workshops, help and support with applications for benefits, housing and hardship funds, wellbeing activities and cross-referrals to Talent Pools partners accredited courses and work experience opportunities.

Our Adelaide Terrace: Newcastle High Streets: September 2024-February 2025

Our Adelaide Terrace provided grant funding for a range of activities to take place in the Adelaide Terrace retail area that is close by to RHWE's centre in Elswick, Newcastle. Together with other VCS partners in the locality, we supported a local consultation to inform the fund themes and were delighted to receive a grant during the period to deliver a range of events and support for the community to participate in, with a strong focus on sustainability, to raise the profile of retailers and businesses trading in the area as well as introduce more businesses to the wider enterprise support available.

- 135 People reached.
- 3 Events delivered.
- 9 Sustainability Champions sessions delivered.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Summary of the Year: Achievements and Performance *(continued)*

Our Adelaide Terrace: Newcastle High Streets: September 2024-February 2025 *(continued)*

We worked in partnership with The Comfrey Project delivering a series of re-use and recycle workshop sessions that focussed on the use of seasonal and nutritional food items aimed at improving understanding of reducing food waste and saving money.

The workshops were practical with participants learning how to make fruit-based chutneys, soups and sauces and understanding the environmental and sustainable impact.

A wreath making workshop was held using foliage and plant material foraged from the grounds of RHWE's and Comfrey's buildings and participants were able to get creative.

Three events were delivered in the period with support from RHWE's Volunteer Champions, to engage the local community and raise the profile of the Adelaide Terrace area: 1. Local history trail event with VCS partners held during October half term, 2. Halloween-theme Family Event and a 3. Festive Family Event and we welcomed over 98 visitors. Using wellbeing focussed activities provides us with new ways to engage people with our services.

Managed Workspace Buildings

RHWE established our managed workspace buildings at John Buddle Work Village in 2003 to encourage and support entrepreneurs and small businesses to start and grow, and we have created a unique community where we foster business success and inspire people to explore enterprise. Our unique package of workspace, business support, events and a strong community spirit is at the heart of all that we do that. We champion the businesses who choose to locate here in our buildings and we provide connection and support when a business is starting up or exploring ways to grow. Nurturing the next generation of employers and businesses has built strong stakeholder links with employers and resident companies who provide business mentors, sponsorship of seed funding, work experience placements, volunteering and jobs for participants on our employability and enterprise projects. We continually reinvest income generated to ensure the buildings are sustainable and are providing services, facilities and the environment they need to succeed.

Wellbeing Hub Newcastle Network

We were delighted to register for our third year as a Wellbeing Hub a valuable network of hubs across the City supported by Newcastle Council's Public Health Team. A small grant supported the registration of our centre John Buddle Work Village and we delivered Let's Talk (English Conversation) group, Creative Crafts activity sessions and piloted a Wellbeing space.

Strategic Objectives and the Focus of Our Work

The Board of Trustees believe that Reviving the Heart of the West End is in a positive position to continue our important work with individuals and particularly in communities building capacity, cohesion and compassion in all that we do. We embrace the diversity of our communities and prioritise working with under-represented groups to develop confidence, resilience, self-belief, skills and knowledge through inclusivity and positive connection and a sense of belonging so people can start and grow that dream business or find jobs.

Our priorities are:

- Build and nurture partnership opportunities to deliver our services collaboratively.
- Ensure our approach continues to be responsive, agile and creative to meet the needs of our participants.

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Strategic Objectives and the Focus of Our Work *(continued)*

- Strengthen our networks and build relationships with more employers to support their recruitment needs and increase good job opportunities for participants.
- Deliver pathways into jobs or self-employment for those facing barriers through long-term unemployment, low education attainment, health issues and low self-esteem.
- Raise our profile, widen our reach and amplify our voice across VCS and statutory sectors.

We reported that 2024/2025 would be a challenging year with changes to the funding landscape, our communities being disproportionately affected by the cost of living crisis and lives becoming increasingly complex for most. During the period the RHWE team has been agile, professional and worked hard to deliver an exceptional year. As Trustees, we are proud of the dedication and commitment the RHWE team has shown to the organisation ensuring that every person we meet is given the same warm welcome and support to help them aspire and achieve – this is the ethos of how we work as a team and how we deliver our services across the whole organisation.

The adaptability of the team and their passion is reflected in the standards they set and the values they demonstrate embedded throughout their work.

Operational Perspective

The economic outlook remains challenging with the cost of living and fuel and food poverty remaining prevalent in the communities we support, and uncertainty for businesses with higher costs and pressures to maintain stability which could be reflected with fewer jobs and higher unemployment.

The change of Government has meant uncertainty for future operational income and brings to bear the importance of building networks, partnership working, increasing our circle of influence and raising the profile through stakeholders and traditional marketing as well as the development of a strong social media and web presence.

We have witnessed again an increase in demand for our support particularly with referrals from local organisations and agencies working with a diverse range of people. Through strong networks and with ideas for innovative services, we have engaged with more partners collaboratively to provide influence and expertise to develop responses with impact and we continue to explore the potential of community partnerships and initiatives.

RHWE plays a vital role and is integral to the local and regional enterprise and employability infrastructure and we will continue to ensure we are represented at local, regional and national forums and networks – an outline of how we do this is provided under Local Links.

We remain determined and focussed in our commitment to being responsive and innovative with the services we provide, enabling people to work through difficult times with timely and meaningful support.

Our staff team hold the values of RHWE in their hearts and are dedicated to supporting clients from all backgrounds and this is reflected in the quotes and case studies we share with funders and across our marketing channels. There has been a changing landscape for charities with changes in funding; and, whilst there are pressures on operational management, service delivery, and income streams, this does not detract from the excellent work the team has achieved together to deliver significant step-change in the lives of our beneficiaries.

Collaborative working and partnership development have always been key components in our approach and we continue to foster strong relationships with local steering boards, advocacy forums, voluntary sector organisations, Newcastle City Council, training providers and Job Centre+.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Operational Perspective *(continued)*

Our resolve and determination to adapt, deliver and respond to the emerging needs of our sector as well as our beneficiaries is evident as we report our funded projects during the period all exceeded target.

The Charity has always embraced change and we continue with our strategic review remaining a priority to re-visit the corporate vision and values and re-shaping of our services based on an extraordinary year of achievements made possible by the dedication and hard work of the staff team and the Trustees.

Local Links and Networks

The staff and trustees continue to advocate for our organisation and staff members are active and committed members of long-established networks and forums including:

- RHWE is the **Business and IP Centre's Expert in Residence** for pre-start and existing business support.
- **Work and Thrive Delivery Partner** – network member with local VCS and training providers.
- **Work and Thrive Strategy Group** – we attend bi-monthly meetings and focus groups to share good practice and feedback on insights in employability to regional representatives from NECA and DWP.
- **Community and Learning Insights Group** – RHWE's CEO participates in bi-monthly meetings with the Voluntary Sector leads at NECA (North East Combined Authority) to provide informed views on community insight and good practice.
- **Employer Engagement Forum** – Newcastle Council's network of partners delivering and supporting local employers in the City.
- **Local Community Partnership** – RHWE's CEO has Chaired this partnership of voluntary and statutory sector reps responsible for £2m of capital and revenue funding for Newcastle.
- **NELEP/VONNE Skills and Inclusion Group** – chaired by VONNE – quarterly meeting of a network of employability and skills training providers.
- **Locality** – RHWE member since 2008.
- **VONNE** – RHWE member since 2012.
- **Connected Voice** – RHWE member since 2004.
- **North East England Chamber of Commerce** – RHWE membership since 2016.
- **NELEP Growth Providers Network** – RHWE is a founder member of this enterprise network.
- **Community Organisations in Benwell and Scotswood group (COBS)** - local west end collective of VCS organisations.

Giving Back...

Our staff team members are actively encouraged to engage and support other charities, community and voluntary organisations and regularly volunteer their time for local good causes.

RHWE's CEO serves as a Trustee at Footsteps Children's Services (2016) and St Cuthbert's Care (2020) and volunteers regularly at two local sports clubs.

RHWE's Development Manager volunteers regularly at The People's Kitchen in Newcastle and is the Volunteer Welfare and Safeguarding Lead.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Operational Perspective *(continued)*

Charity Profile

Regular reviews of our marketing and social media has developed a powerful identity for the Charity and we have refreshed and update the marketing of our managed workspace buildings.

We have reviewed our marketing and social media platforms internally and improved direct marketing communications; however, we recognise the need for a clear, consistent brand that reflects EXPLORE START GROW as well as the aims of our Charity.

Ensuring Our Work Delivers Our Aims

When setting our aims, objectives and planning for activities, we reflect on the outcomes of our work and the benefits brought to the people we are here to help. We consider what has worked well, what we have learned and what could be done even better. Where we identify gaps, our staff team is excellent at working with stakeholders and partners to seek out services we can access or provide influence where a need is not being met; or, even where we can design a solution ourselves.

In setting objectives and planning activities, consideration is given to the general guidance published by the Charity Commission relating to the public benefit.

We understand that everyone has a unique story and a series of events, experiences and influences either now or in their past that has impacted on them personally. Many people have complex and busy lives and can lack the confidence, motivation and resilience to take a step forward to start feeling in control; and, often as a consequence of those unexpected events, lives can be transformed and it can feel impossible to get back on track.

Our EXPLORE START GROW framework has been developed in response to consultation with beneficiaries, participants and stakeholders ensuring personalised and strengths-based support to help people work through challenges and move on to brighter futures creating powerful impact.

How Our Activities Deliver Public Benefit

The Trustees have considered the guidance published by the Charity Commission on the provision of public benefit and confirm that public benefit has been provided by the range of activities described.

We embrace the diversity of our communities and support people irrespective of background, ethnicity, gender or age through the provision of personal transitions coaching and tailored activities our mission is to improve people's life chances and economic and social well-being and help those particularly who face health, social and financial inequality barriers.

People are at the heart of our Charity. Unlocking the capacity to aspire is crucial to enable meaningful and targeted support for each employment journey, whatever your background or circumstances, our support and guidance is multi-dimensional and responsive, recognising that the journey into a job, career and/or self-employment is unique to the individual and at every stage support needs to adjust and flex to overcome any personal and professional obstacles along the way.

EXPLORE START GROW is a menu of activities carefully designed following an extensive community consultation. Participants self-select the activity or activities and personal coaches wrap 1:1 support around each person to keep people energised and encouraged on their journey. Life is complex and there's often competing factors, situations, systems and back-stories that limit and curtail the ambition to aspire.

R.H.W.E. LIMITED
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How Our Activities Deliver Public Benefit *(continued)*

In a welcoming and caring environment, we build trust and respect by taking the time to get to know people. We explore talents and abilities, and hopes and dreams, peeling back the layers bit by bit. We see people grow as they become more empowered and confident about their futures.

Our relationships with existing and new partners and stakeholders continue to be strengthened with colleagues across local organisations feeding back positively about the impact we are making. As a direct result we have grown a very strong network through which cross referrals provide more cohesive and joined up offers of support to local people. Organisations we are working collaboratively with include: DWP Jobcentre Plus; local Schools; social housing providers; local charities and voluntary organisations; Newcastle City Council and Newcastle Futures.

Plans for Future Periods

Reviving the Heart of the West End will continue offering services and support to local people whatever their circumstances and overcoming personal and systemic barriers that hold people back from better jobs and the chance to work for themselves. RHWE remains rooted in its local community and this has ensured a strong connection and insight into community life and challenges people are facing. We will continue to advocate for our communities and systems-change and we remain ambitious in our practices and finding solutions.

Whilst the year to come will be challenging not least with the change of Government bringing about a review of funding and future of programmes that are created in response to unemployment and economic inactivity, we remain positive and optimistic as our dedicated efforts across the organisation have earned us a strong, trusted reputation for delivery of responsive and innovative services and exceptional performance in grants and partnership projects.

In line with our strategic objectives, we will focus on building and developing relationships with key stakeholders and partners and ensuring that within strategic networks and as part of consultations both locally and regionally, that our sector knowledge and understanding will provide perspective, insight and a meaningful contribution to decision making.

We will build on the delivery of successes in the last year which has evidenced track record for future opportunities.

We will develop and implement a comprehensive plan to secure accreditation and formally recognise the quality and impact of our work with initiatives through SHINE, Living Wage Employer, the Fair Payment Code and White Ribbon.

Launching a new website is planned for the period as part of marketing strategy that has organically grown a following of over 600 on Facebook. This will elevate our visibility and impact as well as ensure our work is easily understood and accessible.

Financial Review

The Trustees are delighted with the successes with grant funding secured for the period to support the enterprise and employability services which has enabled us to manage funds prudently and stringently which has supported the commencement of an extensive programme of property improvements across the managed workspace buildings that is essential to maintaining occupancy and continued demand for office and workshop units.

Demand for services remains high and we remain committed to our mission. Our achievements would not be possible without the hard work and dedication of our staff, Trustees, volunteers and partners. Our thanks and appreciation goes to you all together with the generosity of donors and funders whose understanding of and belief in the impact of our work has provide invaluable support that helps us to continue being transformational in our approach and transformative for people's lives.

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Financial Review *(continued)*

RHWE is delighted to report that we have successfully navigated these obstacles whilst maintaining our services, with incredible outcomes and impact achieved through an exciting series of new programs delivered during the year to date.

Throughout the period, the organisation has responded to the challenging economic landscape; and the Trustees and CEO regularly met to consider and risk plan for the potential impact.

We monitor expenditure stringently to reduce overheads during any latent periods of reduced occupancy in our buildings when income from office and workshop units is most at risk. Whilst the financial situation continued to be precarious for some tenants and certain types of business we maintained stable occupancy in our centres and our revamped business centres website has generated enquiries and referrals for space increasing against the previous period. We attracted new tenants and supported existing ones to consider expansion within our managed workspace buildings. Meeting room hire has increased as a result of new customers discovering the facilities and marketing activity.

The Trustees are pleased with the financial performance of RHWE during the year and as expected. The total income against total expenditure has returned a surplus in funds with an overall surplus for 2024/25 of £63,697. RHWE's investment in the period in infrastructure and staffing resource was planned in line with our strategic review.

During the year, the principal funding sources are from grants to provide a range of bespoke and established services for the relief of unemployment and managed workspace income. Total income for the year ended 31 March 2025 was £473,254 which represents and increase of £107,837 from 2024 and is due to the commencement of the Talent Pools project in April 2024 and the continuation of Newcastle Council BIPC North East Localised Provision Business Support project and The Wise Group Relational Mentoring project.

The Trustees have considered the results of our financial performance for the year and are assessing the actions required to deliver robust management strategies to protect the Charity in light of the ever-changing, socio-economic and political environment.

Our project planning scrutinises all aspects of the delivery process with a high level of detail, and to accompany this our project budgeting is based on a bottom-up costing method with all budgets calculated to cover direct costs and make a contribution to core costs and overhead.

Financial Risk Management

The Charity manages its cash resources, including sufficient working capital, so that operating needs are met without the need for short term borrowing.

Principal Funding Sources

Aside from income generated by our managed workspace buildings, the majority of our funding comes through grants, contracts and small donations.

We continue to pursue new grants and contracts through commissioning to provide a mix of income streams into the Charity.

In 2024/25, the Charity was extremely grateful to be awarded the grants detailed below. The amounts received during the year are recognised in note 5 of the financial statements.

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Financial Review *(continued)*

Principal Funding Sources *(continued)*

Newcastle City Council UKSPF Employment and Skills Strand 2: Provision of 1:1 and employability courses and training to support people into work.

Newcastle City Council Newcastle High Streets - Our Adelaide Terrace Grant: To support Do It Together events and activities to promote inclusivity and sustainability to support the business and local communities living around Adelaide Terrace in Elswick, Newcastle.

Newcastle City Council Economic Development Flexi Fund: Supporting participants with resources and expenses as they pursue the charity's support on a pathway to work or self employment.

Newcastle City Council UKSPF Localised Provision Support: Provision of 1:1 workshops and masterclass activities to assist Newcastle residents and business start-ups and existing enterprises to start up and grow.

The Wise Group UKSPF Employment and Skills Strand 1: Provision of 1:1 coaching to remove barriers to work and support economically inactive people in Newcastle.

Newcastle City Council: To support the Well Being Hub project.

Community Foundation: To support the delivery of an engagement event.

Cost Analysis

Wages and salaries, heat and light, tutoring costs and repairs and maintenance continue to be the main costs incurred by the Charity to enable it to deliver its charitable activities. Following increased grant funding this year there has been more associated costs incurred.

Fundraising and Income Generation

We have a clear strategy for fundraising and income generation that ensures a diverse mix of revenue streams and opportunities are considered for the organisation.

Our **EXPLORE START GROW** programme will continue to be delivered through a mix of grant, charitable support, commissions and contracts. This operates in conjunction with earned income through trading from our managed workspace buildings.

The strategy responds to the challenges across funding and commissioning with availability of large- scale grants becoming more limited and commissioned work highly competitive.

As we continue to evidence positive performance through **EXPLORE START GROW**, our development plans relating to potential sources of funding are coming to fruition with grants secured and new funding sources being proactively sought and responded to. We have identified opportunities for joint bids to develop with trusted partners where services are complementary and support our beneficiaries. Through intensive networking and relationship building with potential lead organisations, we have been part of a number of partnership bids for the delivery of employability and enterprise support with funding secured for 2025-2026.

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Financial Review *(continued)*

Fundraising and Income Generation (continued)

We have had to consider the essential investment required in time and resources to secure the sustainable future of our Charity in line with our mission. Considerable efforts have been made by the staff team to ensure continuous improvement into quality management systems, impact measurement, project planning and management and budgeting and finance. The team has delivered excellent work in support of the financial and operational plans contributing to the Charity's success.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish and the Trustees must balance competing priorities when investing on behalf of the Charity. They must use the assets to generate a reasonable income; whilst investing safely and in such a way that they are easily accessible to support cash flow to make up funding shortfalls.

The investment objective is to provide a balanced return on investments with a low to medium level of risk. Given the nature of the Charity's investment portfolio, it is the Trustees' opinion that the performance on the investment was to be expected.

Reserves Policy and Going Concern

The Trustees have examined the Charity's requirements in line with SORP, to hold reserves to cover up to six months of operational costs. Our policy is reviewed annually and considers the key risks to the Charity. In calculating reserves to meet the operational needs of the Charity, we take account of the potential risks and confirm currently we hold reserves equivalent to 5 months of operational costs. The Trustees are mindful of the need to be prudent in respect of our reserves levels and on that basis the Trustees will continue to plan for unrestricted surpluses to fund investment in the strategic development and growth of the Charity. This will be achieved through continued income generation, identifying new unrestricted income sources and robust financial management.

The Trustees have considered the Charity's reserves and reviewed the allocation of designated funds in 2024/25. Designated funds totalling £173,007 were provided for last year. Essential expenditure on property maintenance and building systems renewals is planned for the next financial year. Based on anticipated costs, the Trustees consider it appropriate to allocate a further £36,737 to designated reserves. This transfer is shown in note 16 of the financial statements. The Trustees will continue to assess this throughout 2025/26 and reflect on short and long-term risks that they need to mitigate which are relative to asset purchase, unfunded essential activity and restructure.

Our Designated Funds reserve covers:

Property Repair Fund

The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund

The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the development risks associated with designing and piloting new activities.

Restructure Fund

This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Financial Review *(continued)*

***Reserves Policy and Going Concern** (continued)*

IT Upgrade Fund

This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund

This purpose of this fund is to fund future fixed assets.

Reference and Administrative Details

Charity Name:	R.H.W.E. Limited
Charity Known Name:	Reviving the Heart of the West End
Charity Registration Number:	1093668
Company Registration Number:	03359861
Registered Office and Operational Address:	John Buddle Work Village Buddle Road Newcastle upon Tyne NE4 8AW
Bankers:	Lloyds Bank 102 Grey Street Newcastle upon Tyne NE99 1SL
Independent Examiner	E. J. Hartshorne-Ferguson BA FCA Bell Tindle Williamson LLP The Old Post Office 63 Saville Street North Shields Tyne & Wear NE30 1AY
Investment Managers	Heartwood Wealth Management Limited 1 Kings Way London WC2B 6AN
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB

Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law and throughout this report and the financial statements are collectively referred to as the Trustees.

The Trustees who served during the year were as follows:

Chairperson:	M. B. Stoddart
Vice Chairperson:	R. G. Webb

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Reference and Administrative Details *(continued)*

Trustees:	W. McKay	
	Mrs A. Akinbuja	*Appointed 10.12.24*

The key management personnel who served during the year were as follows:

Chief Executive Officer:	Mrs A. Johnson

The Enterprise Lead and the People Development Lead are also considered to be key management personnel of the charity.

Structure, Governance and Management

Governing Document

R.H.W.E. Limited was incorporated as a company limited by guarantee on 25 April 1997 (company number 03359861) and registered as a charity on 3 September 2002 (charity number 1093668). The company was established under a Memorandum of Association which states the objects and the powers of the company and is governed under its Articles of Association. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

R.H.W.E. Limited operates as Reviving the Heart of the West End.

The principal object of the charitable company is the promotion for the public benefit of urban regeneration in areas of social and economic deprivation, and in particular Newcastle upon Tyne.

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles of Association. Trustees are elected and co-opted, under the terms of the Articles of Association, at the Annual General Meeting (AGM) for a period of two years, after which they must seek re-election. All Directors of the charitable company are also Trustees under the Charities Act 2011.

Recruitment and Appointment of Trustees

Formal recruitment procedures are in place and are reviewed regularly. Trustees may be nominated on the basis of personal values and motivation consistent with the objectives of the Charity.

Trustees are committed to actively taking part in the governance and strategic development of the organisation outside regular Board Meetings. They give their time voluntarily and receive no benefits from the Charity.

The Trustee Policy is reviewed regularly and the Trustees and Chief Executive Officer work together to recruit new Trustees with expertise aligned to the Charity's vision and area of influence.

We were delighted to welcome a new Trustee to the Board during the period and strengthening the Board of Trustees has brought positive developments in policy and practice. We have developed a Trustee Pack and will be carrying out marketing activity to raise the profile of the organisation to attract new Trustees to continue increasing our membership in accordance with good governance guidelines.

Trustee Induction and Training

There is a formal induction process for all new Trustees with the Chair and Chief Executive Officer. A briefing is given together with a detailed information pack, outlining the legal obligations under Charity and Company law, Charity Commission guidance, Memorandum and Articles of Association, a Strategic Plan, financial statements and minutes of recent Trustee meetings. Those interested in becoming a Trustee are invited to attend a Board Meeting as a guest before considering applying to be a Trustee.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Structure, Governance and Management *(continued)*

Organisational Structure and Decision Making

Trustees are responsible for the governance of the charity and meet regularly with the Chief Executive Officer who provides an operational update alongside discussion on strategic matters and the development of policies. Trustees are encouraged to provide support in specific themed areas of the Charity where particular expertise and experience are relevant.

The Chief Executive Officer leads on strategic management and operational matters holding team meetings to inform decision making processes and providing a channel for staff to regularly feedback on observations, ideas and challenges and to share relevant information from clients, partners, stakeholders or impact of external factors. Staff take part in meetings on matters including health and safety, marketing, impact, data, and quality. This supports the continuous review of practice, policy and procedures.

Related Party Transactions

We have a strategic voice across local, regional and national forums that are community-based, local authority-led or sector and business specific including NELEP, NOTCA, Jobcentre Plus, NEECC, VONNE, Locality and Connected Voice. This has proved invaluable to the charity with improved organisational links leading to improved advocacy for our sector and increased collaboration for designing new services and identifying funding opportunities with key partners. The organisation's strategic presence is additionally reflected through our CEO's involvement with the development and governance model for the Newcastle and North of Tyne CLLD programme of ERDF/ESF funding moving local people furthest away from the jobs market into work or starting a business.

Pay Policy for Key Management Personnel

The Board of Trustees give their time freely and no Trustee received remuneration during the year. The key management personnel (KMP) pay is reviewed annually and is normally increased in line with average earnings. KMP salaries are considered in line with pay levels of other charities and organisations in the sector and the region and with consideration to the complexity of the role, the duties and responsibilities.

Risk Management

The Trustees understand their responsibility for the management of the risks faced by the Charity and work closely with the Chief Executive Officer. Appropriate systems, controls and procedures have been established with a Risk Register to reduce our exposure; and, manage, monitor and mitigate risk and uncertainty.

An annual review of the major risks faced by the Charity is undertaken and the Trustees are satisfied that our procedures are in line with our risk management process.

Risk management is considered at regular Trustee meetings and any changes or new risks identified are considered and responded to.

Currently, the biggest risk the Charity faces is the loss of income from the rental of office space at our two managed workspace properties in the west end of Newcastle and income from grant funded programmes.

The following are considered major risks for the Charity:

- *Financial risks* income loss, exceptional costs, fraud, insurance cover.
- *Governance risks* recruitment of Trustees and management, legislation and compliance.
- *Operational Risks* human resources, management information.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Structure, Governance and Management *(continued)*

Risk Management (continued)

- *Quality Risks* competition risk, charitable objects risk, serious incident, breach of law.
- *External Risks* adverse publicity, government and local authority policy, competitors.

Corporate Governance

The Charity has internal measures and controls in place to manage expenditure and commitments. The Chief Executive Officer works with the staff team to regularly refine these processes to improve efficiency and to ensure effective and consistent monitoring of projects continues to meet the highest performance standards. Policies and procedures are regularly checked and approved by the Board to ensure compliance and good practice.

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are also the Directors of R.H.W.E. Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 as at the balance sheet date and of its incoming resources and application of resources, including the surplus or deficit for the financial year.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have overall responsibility for ensuring that the charitable company has appropriate systems and controls, financial and otherwise. The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for their proper application as required by charity law, and hence for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- R.H.W.E. Limited is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained, and financial information used within R.H.W.E. Limited is reliable; and
- R.H.W.E. Limited complies with relevant laws and regulations.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2025

Trustees' Responsibilities in Relation to the Financial Statements *(continued)*

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees

The Board of Trustees are obliged to seek re-election, every two years, at the Annual General Meeting.

The Trustees who are Directors for the purposes of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on pages 11 to 12.

In accordance with company law, as the company's Directors, we certify that:

- So far as we are aware there is no relevant information of which the company's independent examiner is unaware; and
- As Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charity's independent examiner is aware of that information.

Independent Examiner

E. J. Hartshorne-Ferguson BA FCA of Bell Tindle Williamson LLP will be appointed as independent examiner for the ensuing year.

This report was approved by the Trustees on 10th December 2025 and is signed on their behalf by:

.....
M. B. STODDART
Chairperson/Director

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF R.H.W.E. LIMITED
FOR THE YEAR ENDED 31ST MARCH 2025

I report on the financial statements of R.H.W.E. Limited for the year ended 31st March 2025, which are set out on pages 17 to 28.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you, as Trustees, concerning any such matters. The procedures undertaken do not provide all of the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and

(b) to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006.

(c) to prepare financial statements in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Bell Tindle Williamson LLP
Chartered Accountants
The Old Post Office
63 Saville Street
North Shields, Tyne and Wear
NE30 1AY

E. J. Hartshorne-Ferguson BA FCA
Independent Examiner

CHARTERED ACCOUNTANTS AND
REGISTERED AUDITORS
10th December 2025

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2025

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2025 Total £	2024 Total £
INCOME:						
Income from Charitable Activities	3	246,430	-	-	246,430	265,983
Investment Income	4	5,435	-	-	5,435	1,369
Donations and Legacies	5	5,835	-	215,554	221,389	98,065
TOTAL INCOMING RESOURCES		257,700	-	215,554	473,254	365,417
EXPENDITURE:						
Expenditure on Charitable Activities	6	197,374	-	215,554	412,928	360,404
TOTAL EXPENDITURE		197,374	-	215,554	412,928	360,404
NET MOVEMENT OF FUNDS IN FINANCIAL YEAR		60,326	-	-	60,326	5,013
Unrealised gain on investments	13	3,371	-	-	3,371	8,577
TOTAL MOVEMENT OF FUNDS IN FINANCIAL YEAR		63,697	-	-	63,697	13,590
RECONCILIATION OF FUNDS:						
TOTAL FUNDS AT 1ST APRIL 2024		179,500	173,007	-	352,507	338,917
TOTAL MOVEMENT OF FUNDS		63,697	-	-	63,697	13,590
TRANSFER BETWEEN FUNDS		(36,737)	36,737	-	-	-
TOTAL FUNDS AT 31ST MARCH 2025		206,460	209,744	-	416,204	352,507

The Statement of Financial Activities includes all gain and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31ST MARCH 2025

	Notes	2025 £	2025 £	2024 £	2024 £
FIXED ASSETS					
Tangible Assets	12		33,656		41,074
Investments	13		123,331		119,960
			156,987		161,034
CURRENT ASSETS					
Debtors	14	149,522		86,642	
Bank and Cash Balances		406,655		336,041	
		556,177		422,683	
CREDITORS - AMOUNTS DUE WITHIN ONE YEAR	15	296,960		231,210	
			259,217		191,473
NET ASSETS			416,204		352,507
Unrestricted Funds	16				
General Funds		206,460		179,500	
Designated Funds		209,744		173,007	
			416,204		352,507
Restricted Funds	16		-		-
TOTAL FUNDS			416,204		352,507

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 10th December 2025 and are signed on behalf of the board by:

.....

M. B. STODDART
Chairperson/Director

Company Number : 03359861

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities: Statement of Recommended Practice (applicable to 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

R.H.W.E. Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Preparation of the Financial Statements on a Going Concern Basis

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. There are no significant judgments or key sources of estimation uncertainty that affect the financial statements.

c) Cash Flow Statement

The Trustees have taken advantage of the exemption from including a cash flow statement in the financial statements on the grounds that the Charity is small.

d) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

- Voluntary income received by way of grants is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.
- Rent, tenants overhead charges and room hire is included in full in the period to which it relates.
- Investment income is included when receivable.
- Other income is included when receivable.

e) Fund Accounting

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds set aside by the trustees for particular purposes. Provision has been made for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

1 ACCOUNTING POLICIES *(continued)*

e) Fund Accounting *(continued)*

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

f) Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its 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 independent examination fees and costs linked to the strategic management of the charity.
- Expenditure on grants is recognised once the trustees have made an unconditional commitment to pay the grant and this is communicated to the beneficiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Support Costs

Support costs are those functions that assist in the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, payroll and governance costs which support the charity's activities. These costs have been included within expenditure on charitable activities.

h) Operating Lease Agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SoFA as incurred.

i) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is calculated to write off the cost of fixed assets over the expected useful lives of the assets concerned. The principal annual rates for this purpose, which are consistent with those of the previous year, are:-

	%	
Fixtures and Equipment	20 & 33	on a straight line basis
Solar Energy Equipment	5	on a straight line basis

j) Investments

Fixed asset investments are included at market value at the balance sheet date.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

1 ACCOUNTING POLICIES *(continued)*

j) Investments *(continued)*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

k) Debtors

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

l) Cash at Bank and in Hand

Cash at bank and in hand comprises petty cash and funds held in the charity bank current account and deposit account.

m) Creditors and Provisions

Creditors are recognised where the charity has a 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

o) Retirement Benefits

The obligations for contributions to defined contribution retirement benefit schemes are recognised as the expense is incurred. The assets of the scheme are held separately from those of the company in an independently administered fund.

p) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee`s services are received.

2 LEGAL STATUS

R.H.W.E. Limited is a company limited by guarantee and as such has no share capital. In the event of the Charity being wound up, the trustees would be required to contribute an amount not exceeding £10.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Rents	171,467	-	171,467	186,247
Tenants Overhead Charge	20,891	-	20,891	26,288
Room Hire and Conferences	38,339	-	38,339	39,712
Education and Training Courses	585	-	585	-
Referral Fees	-	-	-	73
FIT Income	15,148	-	15,148	13,663
	246,430	-	246,430	265,983

4 INVESTMENT INCOME

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Bank Interest Received	5,435	-	5,435	1,369

5 DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Grants	750	215,554	216,304	97,584
Donations	5,085	-	5,085	481
	5,835	215,554	221,389	98,065

R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle City Council UKSPF Employment and Skills Strand 2: Provision of 1:1 and employability courses and training to support people into work.	75,982
Newcastle City Council Newcastle High Streets - Our Adelaide Terrace Grant: To support Do It Together events and activities to promote inclusivity and sustainability to support the business and local communities living around Adelaide Terrace in Elswick, Newcastle.	9,996
Newcastle City Council Economic Development Flexi Fund: Supporting participants with resources and expenses as they pursue the charity's support on a pathway to work or self employment.	872
Newcastle City Council UKSPF Localised Provision Support: Provision of 1:1 workshops and masterclass activities to assist Newcastle residents and business start-ups and existing enterprises to start up and grow.	76,269
The Wise Group UKSPF Employment and Skills Strand 1: Provision of 1:1 coaching to remove barriers to work and support economically inactive people in Newcastle.	52,435

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

5 DONATIONS AND LEGACIES *(continued)*

Continuing from overleaf, R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle City Council: Wellbeing Hub project.	250
Community Foundation: Delivering an engagment event.	500
	216,304

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Business Centres				
Repairs, Maintenance and Depreciation	38,713	-	38,713	65,448
Heat and Light	54,858	10,142	65,000	23,500
Rates and Water	20,576	5,000	25,576	13,598
Insurance	4,891	-	4,891	5,002
Security Costs	4,023	-	4,023	4,378
Cleaning	19,209	-	19,209	18,585
	142,270	15,142	157,412	130,511
Cost of Events and Activities				
Other Events	1,841	-	1,841	1,958
Advertising Marketing and Recruitment	2,153	639	2,792	3,176
Business Resources	46	795	841	540
Tutoring Costs	-	34,531	34,531	23,190
Volunteer Expenses	794	150	944	112
Conference Costs	3,337	-	3,337	5,162
	8,171	36,115	44,286	34,138
Management and Administrative Costs				
Staff Costs (Note 8)	12,053	150,645	162,698	157,466
Training	358	-	358	-
Office Costs	15,255	13,652	28,907	20,546
Legal and Professional Fees	7,328	-	7,328	8,070
Accountancy	6,625	-	6,625	6,450
Bookkeeping	2,250	-	2,250	1,200
Bad Debts	1,992	-	1,992	262
Governance Costs (Note 7)	975	-	975	950
Bank Charges and Interest	97	-	97	811
	46,933	164,297	211,230	195,755
	197,374	215,554	412,928	360,404

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

7 GOVERNANCE COSTS

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Independent Examiners Fees	975	-	975	950
	975	-	975	950

8 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF MANAGEMENT PERSONNEL

	Unrestricted £	Restricted £	2025 Total £	2024 Total £
Staff Salaries	9,928	124,093	134,021	144,964
Employers NI	512	6,392	6,904	8,105
Pension Cost	287	3,582	3,869	4,397
Agency staff	1,326	16,578	17,904	-
	12,053	150,645	162,698	157,466

No employee received emoluments in excess of £60,000 during the year (2024: £nil).

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2024: £nil). No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2024: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive and the Development Officer. The employee benefits, including pension contributions, of the Chief Executive and the Development Officer were £84,720 (2024: £93,195).

9 STAFF NUMBERS

The average monthly head count was as follows:

	2025 Number	2024 Number
Management	2	2
Administrative Staff	3	4
Total	5	6

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

10 RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under FRS 102.

11 TAXATION

The company is a registered Charity and accordingly is exempt from tax on its income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

12 TANGIBLE FIXED ASSETS

	Solar Energy Equipment £	Fixtures & Equipment £	Total £
COST			
At 1st April 2024	88,971	149,522	238,493
Additions	-	-	-
Disposals	-	(5,086)	(5,086)
At 31st March 2025	88,971	144,436	233,407
DEPRECIATION			
At 1st April 2024	54,866	142,553	197,419
Charge for year	4,449	2,969	7,418
Disposals	-	(5,086)	(5,086)
At 31st March 2025	59,315	140,436	199,751
NET BOOK VALUE			
At 31st March 2025	29,656	4,000	33,656
At 31st March 2024	34,105	6,969	41,074

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

13 INVESTMENTS

	Managed Investment Portfolio	
	2025	2024
	£	£
Market Value at 1st April 2024	119,960	111,383
Unrealised Gain/(Loss) in Year	3,371	8,577
Market Value at 31st March 2025	123,331	119,960

During the year ended 31st March 2018, R.H.W.E Limited invested £100,000 into an investment portfolio. The trustees made this investment to safeguard funds, to meet the costs, that the trustees have identified as part of the charity's designated reserves.

This investment portfolio, which includes quoted equities and bonds, is managed by Heartwood Investment Management, who have provided the year end valuation.

Each year the charity recognises the movement in the market value of the investment portfolio.

14 DEBTORS

	2025	2024
	£	£
Trade Debtors	22,838	30,746
Prepayments	26,932	19,732
Other Debtors	99,752	36,164
	149,522	86,642

15 CREDITORS

	2025	2024
	£	£
Amounts due within one year :-		
Trade Creditors	70,023	79,683
Rent Deposits	21,103	23,570
Sundry Creditors and Accruals	201,838	122,064
Value Added Tax	875	2,662
PAYE	3,121	3,231
	296,960	231,210

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

16 STATEMENT OF FUNDS

	Balance 1st April 2024 £	Income £	Transfers £	Expended £	Unrealised Investment Gain £	Balance 31st March 2025 £
Unrestricted Funds	179,500	257,700	(36,737)	(197,374)	3,371	206,460
Designated Funds	173,007	-	36,737	-	-	209,744
Restricted Funds	-	215,554	-	(215,554)	-	-
	352,507	473,254	-	(412,928)	3,371	416,204

Unrestricted Funds
These are funds which the Trustees are free to use in accordance with the Charity's objectives.

Designated Funds
Designated Funds are unrestricted funds set aside by the Trustees for particular purposes. The Trustees consider it prudent to make provision for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund, as follows:

Property Repair Fund: The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund: The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the risks associated with new work.

Restructure Fund: This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund: This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund: This purpose of this fund is to fund future fixed assets.

Restricted Funds
These are funds received for specific purposes and projects. Please see note 5 for the funds that were received this year.

All restricted funds for projects delivered during the year were spent and claims drawn down by the year end.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2025

17 INDEPENDENT EXAMINER'S FEE

	2025	2024
	£	£
Independent Examination	975	950

Management and administrative costs include £8,875 (2024 : £7,650) in respect of accountancy and book keeping services paid to Bell Tindle Williamson LLP in addition to the independent examination fee.

18 ANALYSIS OF NET ASSETS

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible Fixed Assets	33,656	-	-	33,656
Investments	-	123,331	-	123,331
Current Assets	469,764	86,413	-	556,177
Current Liabilities	(296,960)	-	-	(296,960)
	206,460	209,744	-	416,204

19 ULTIMATE CONTROLLING PARTY

In the opinion of the Trustees, there is no ultimate controlling party of the Charity other than the board itself.

R.H.W.E. LIMITED

England & Wales - Charity number 1093668

Accounts

COMPANY REGISTRATION NUMBER 03359861
REGISTERED CHARITY NUMBER 1093668

R.H.W.E. LIMITED
(KNOWN AS REVIVING THE HEART OF THE WEST END)
(A COMPANY LIMITED BY GUARANTEE)

FINANCIAL STATEMENTS

31ST MARCH 2024

BELL TINDLE WILLIAMSON LLP
Chartered Accountants
and Registered Auditors
The Old Post Office
63 Saville Street
North Shields
Tyne & Wear
NE30 1AY

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

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R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31 March 2024 which are also prepared to meet the requirements for a Directors' Report and financial statements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

Summary of the Year

Whilst facing various challenges this year, not least with the loss of funding through the European Union impacting in particular on enterprise and employability support provision; changes in government leadership and the launch of the North of Tyne Combined Authority (now North East Combined Authority) this came at a time when demand for our services continues to rise with many more cases with added complexities due to the disproportionate affect on our communities from the cost of living crisis and lives becoming increasingly complex for many.

RHWE is delighted to report that we have successfully navigated these obstacles whilst maintaining our services, with incredible outcomes and impact achieved through a series of new programs delivered during the year to date.

We remain determined and focused in our commitment to being responsive and innovative with the services we provide, enabling people to work through difficult times with timely and meaningful support.

Our staff team hold the values of RHWE in their hearts and are dedicated to supporting clients from all backgrounds and this is reflected in the quotes and case studies we share with funders and across our marketing channels. There has been a changing landscape for charities with changes in funding; and, whilst there has been pressures on operational management, service delivery, and income streams, this does not detract from the excellent work the team has achieved together to deliver significant step-change in the lives of our beneficiaries.

Collaborative working and partnership development have always been key components in our approach and we continue to foster strong relationships with local steering boards, advocacy forums, voluntary sector organisations, Newcastle City Council, training providers and Job Centre+.

Key successes for the organisation during the period:

Success in delivery of year 1 of the UKSPF Localised Business Support project in partnership with the BIPC Newcastle and The Millin Charity. Performance targets and outcomes have been exceeded for year 1 which has reinforced RHWE's credibility as a high -performing project delivery partner and recognition for the valuable enterprise support work for potential entrepreneurs and existing enterprises.

Selected as a key delivery partner on The Wise Group's Relational Mentoring programme (UKSPF) for economically inactive residents in Newcastle, we have delivered and achieved ahead of target successful outputs and outcomes exceeding performance targets demonstrating RHWE's track record in reaching and supporting beneficiaries from communities considered hardest to reach.

Public Health Funding from Newcastle Council supported the registration of our centre John Buddle Work Village for another year as a Winter Wellbeing Hub and we delivered Let's Talk English (English Conversation) group and Creative Crafts activity sessions.

Throughout the period, the organisation has responded to the challenging economic landscape, and the Trustees and CEO regularly met to consider and risk plan for the potential impact.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Summary of the Year *(continued)*

We monitor expenditure stringently to reduce overheads during any latent periods of reduced occupancy in our buildings when income from office and workshop units is most at risk. Whilst the financial situation continued to be precarious for some tenants and certain types of business we maintained stable occupancy in our centres and our revamped business centres website has generated enquiries and referrals for space increasing against the previous period. We attracted new tenants and supported existing ones to consider expansion within our managed workspace buildings. Meeting room hire has increased as a result of new customers discovering the facilities and marketing activity.

RHWE continued as an 'Expert in Residence' at BIPC Newcastle offering pre-start and existing business support through the CityLife project.

As a Work and Thrive (formerly the Skills Hub) partner since 2019, we have provided guidance to Newcastle residents giving us access to apply for participants to the Newcastle City Council Flexi Fund grant supporting journeys into jobs or self-employment. During the period, we accessed over £3,794 worth of small grants to purchase support, training and resources helping 32 people on their journey into work or self-employment during the period.

We continue into our next year positioned for the next round of funding landscape through key partnerships managing the UK Shared Prosperity Funding (UKSPF). With our strong track record and performance demonstrated across a variety of projects we have contributed impacted evidence to demonstrate RHWE's employability and enterprise expertise as well as experience of working with multiple target groups.

Our resolve and determination to adapt, deliver and respond to the emerging needs of our sector as well as our beneficiaries is evident as we report our funded projects during the period all exceeded target.

The Charity has always embraced change and we continue with our strategic review remaining a priority to re-visit the corporate vision and values and re-shaping of our services based on an extraordinary year of achievements made possible by the dedication and hard work of the staff team and the Trustees.

Our Purpose and Activities

Purpose

The Charity's purposes as set out in the objects contained in the company's Memorandum of Association are to benefit the public, particularly those living in disadvantaged areas, through social and economic programmes to improve the welfare, resilience and lives of people and communities on their journey to get into work, self-employment, training or education.

The aims of the charity are to raise aspiration and confidence by enabling people to see the potential in themselves, identify a goal and build resilience to navigate their way to success.

People need holistic and personalised support to be able to make more informed choices and feel empowered to take the steps towards getting the job they really want, exploring a self-employment idea or consider training or education opportunities; whatever the pathway they decide.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Our Purpose and Activities *(continued)*

Ensuring Our Work Delivers Our Aims

When setting our aims, objectives and planning for activities, we reflect on the outcomes of our work and the benefits brought to the people we are here to help. We consider what has worked well, what we have learned and what could be done even better. Where we identify gaps, our staff team is excellent at working with stakeholders and partners to seek out services we can access or provide influence where a need is not being met; or, even where we can design a solution ourselves.

In setting objectives and planning activities, consideration is given to the general guidance published by the Charity Commission relating to the public benefit.

We understand that everyone has a unique story and a series of events, experiences and influences either now or in their past that has impacted on them personally. Many people have complex and busy lives and can lack the confidence, motivation and resilience to take a step forward to start feeling in control; and, often as a consequence of those unexpected events, lives can be transformed and it can feel impossible to get back on track.

Our EXPLORE START GROW framework has been developed in response to consultation with beneficiaries, participants and stakeholders ensuring personalised and strengths-based support to help people work through challenges and move on to brighter futures creating powerful impact.

The Focus Of Our Work - Objectives, Strategies and Activities

We embrace the diversity of our communities and support people irrespective of background, ethnicity, gender or age through the provision of personal transitions coaching and tailored activities our mission is to improve people's life chances and economic and social well-being and help those particularly who face health, social and financial inequality barriers.

Our objectives are embedded across the organisation. We are:

People led in everything we do, we are led by people going through difficult times.

Inclusive and committed to inclusivity and diversity across our organisation and our work, advocating for equality wherever we can.

Believers in people and what they can achieve. We are aspirational advocates who are creative and imaginative in our work to respond to changes and the needs of those we support.

Strengths-based always looking for people's strengths and ways to unlock their potential through our work, our recruitment and how we work together as a team.

Kind - we treat everyone with kindness and humility.

Resilient we are brave, we persevere and we aim to empower and build our own and others' resilience keeping our promises, advocating for those without a voice and don't give up on people.

People are at the heart of our Charity. Unlocking the capacity to aspire is crucial to enable meaningful and targeted support for each employment journey, whatever your background or circumstances, our support and guidance is multi-dimensional and responsive, recognising that the journey into a job, career and/or self-employment is unique to the individual and at every stage support needs to adjust and flex to overcome any personal and professional obstacles along the way.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Our Purpose and Activities *(continued)*

The Focus Of Our Work - Objectives, Strategies and Activities (continued)

EXPLORE START GROW is a menu of activities carefully designed following an extensive community consultation. Participants self-select the activity or activities and personal coaches wrap 1:1 support around each person to keep people energised and encouraged on their journey. Life is complex and there's often competing factors, situations, systems and back-stories that limit and curtail the ambition to aspire. In a welcoming and caring environment, we build trust and respect by taking the time to get to know people. We explore talents and abilities, and hopes and dreams, peeling back the layers bit by bit. We see people grow as they become more empowered and confident about their futures.

Our relationships with existing and new partners and stakeholders continue to be strengthened with colleagues across local organisations feeding back positively about the impact we are making. As a direct result we have grown a very strong network through which cross referrals provide more cohesive and joined up offers of support to local people. Organisations we are working collaboratively with include: DWP Jobcentre Plus; local Schools; social housing providers; local charities and voluntary organisations; Newcastle City Council and Newcastle Futures.

How Our Activities Deliver Public Benefit

The Trustees have considered the guidance published by the Charity Commission on the provision of public benefit and confirm that public benefit has been provided by the range of activities described, as follows:

EXPLORE

EXPLORE activities are creative and engaging and use a variety of themes as the inspiration to support those furthest away from the jobs market to take steps towards feeling confident, resilient and ready for work. Activities are delivered flexibly through a combination of experience-based learning and workshops and we develop people's confidence towards becoming economically independent through increasing personal capacity, aspiration and motivation with goal setting and empowering people to be in control of their choices.

Explore Workshops explore skills, barriers, employment, careers and action planning. This is the starting point for the journey unlocking mindset challenges to think more positively about setting a goal and action plan.

STEPS course (accredited by The Pacific Institute) uses cognitive theory and behavioural psychology to develop positive mind-set, behaviours and beliefs that strengthens resilience and feeling of control of your own decision-making.

RHWE Volunteer Champions is our volunteering pathway particularly for participants who have experienced RHWE services and support and are advocates for RHWE by reaching out to communities and are trained to mentor people needing encouragement and help on their journey.

Lights Camera Take Action course co-designed with a local casting agency partner using TV and film techniques as the catalyst for honing work-place skills. Participants gain an understanding of the sector, what it's like to work on set, learn to pitch confidently to an audience and work effectively in a team environment. Participants are supported to produce their own CV – an on-line profile and many have gone on to secure paid work as Supporting Artists on locally produced TV shows and films, found jobs in other industries, received 1:2:1 business support to explore self-employment ideas and registered self-employed.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

How Our Activities Deliver Public Benefit *(continued)*

Financial Wellbeing workshops support people facing money management challenges in relation to benefits, work and debt. Breaking down the barriers faced, guiding and supporting people with ways to make positive changes to the way they manage their finances we offer 1:2:1 specialist advice relevant to the personal situation so options can be considered and people can make considered and informed decisions.

START

START activities support people into work or self-employment, or both. Arming people with practical knowledge they can act upon helps improve self-belief, confidence and understanding of how to relate this to job applications, starting a business or setting up a social enterprise. People can access a combination of experience-based learning, workshops, 1:2:1 coaching, business mentoring and access to enterprise funding.

HOW2 Workshops are short courses giving an introduction to working for yourself or running an enterprise with key topics relating to self-employment, finding customers, managing money for business. Participants benefit from the sharing of knowledge and peer support with others exploring a similar pathway.

Self-Employment and Universal Credit workshops are co-designed with a local welfare rights specialist for people concerned about moving towards self-employment and how this will potentially impact on their benefits. The session provides practical information about self-employment and managing their Universal Credit account.

Business Advice 1:1's with an experienced business adviser helping explore business ideas, developing from a plan into reality and the practical steps towards self-employment and starting up a business.

A Day in the Life workshops are co-delivered with local employer partners who provide inspiration and a reality check on what it is really like to work in their industry from Care to Coding, Fashion to Digital Design. The employer partner shares an understanding of what the work is like, job roles available, any training or education requirements, and how to catch the eye of the employer through your application, all ran at the employer's venue so participants can see the workplace in action. RHWE Coaches provide the wrap around support to then help people explore, prepare and apply for job roles. Partners include University of Newcastle, St Cuthbert's Care and Pink Boutique.

Creative Action workshops promote social action through use creative techniques and ideas to generate community focussed and enterprising ideas. We have supported the development of social action and enterprise ideas into a registered social enterprise or community-based business collaborating with British Council's Active Citizens and arts organisation The Empty Space.

GROW

Our Grow activities support business owners and those already self-employed to review and take practical steps toward managing, sustaining and growing a business in a fast-paced and rapidly changing enterprise landscape with a combination of workshops and 1:1 specialist support.

Business Master Classes provide access to specialist experts focussing on topics from Social Media, GDPR, Employment and HR, Leadership and Management.

TP5 Leadership and Management course (accredited by The Pacific Institute) designed to help owners and managers to be more aspirational and able to unlock personal mindset barriers that may be holding them back. Using powerful techniques and tools to develop a better understanding of managing dynamic change, set and achieve transformational goals and develop growth strategies.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

How Our Activities Deliver Public Benefit *(continued)*

COMMUNITY SUPPORT

Our Trustees and Staff are passionate about grass roots support direct to local people and families. Our EXPLORE START GROW programme provides multiple pathways helping local people move closer to jobs or enterprise. The key to its design is flexibility and allowing people to self-select activities and work at their own pace.

Reviving the Heart of the West End also designates reserves to fund the following projects:

Scholarship Fund is a three-year Scholarship providing financial support for a course of higher education as well as technical and practical assistance during and after a Degree course. Applicants must reside in Newcastle's west end to be eligible.

School Uniform Grant is a discretionary grant awarded each year to 13 local west end primary and secondary schools to assist with the purchase of school uniforms for families often hit the hardest by changes in welfare benefits or for those who are new to our community.

Managed Workspace buildings at John Buddle Work Village and Buddle House provide office and workshop units for new and young start-up businesses to rent or virtual office services to support the start-up of new enterprises who are not able to make their first steps into premises.

Achievements and Performance

We have witnessed again an increase in demand for our support particularly through referrals from local organisations and agencies working with a diverse range of people. Through strong networks and with ideas for innovative services, we have engaged with more partners collaboratively to provide influence and expertise to develop responses with impact.

During the period, we are delighted to report on successes through our activities and collaborations together with new projects and initiatives that demonstrate how we respond to need and adapt to relevant opportunities that further support the needs of our beneficiaries.

Based on our track record over the last four years of delivering activities and services under the EXPLORE STAET GROW framework we are part of new exciting partnerships with new funding streams secured. Our impact evidence has been instrumental in the business case and we are partners on two large funding programmes for employability and enterprise in Newcastle from 2023-2025. During year 1:

326 people accessed business advice and guidance support to explore working for themselves by starting up an enterprise or grow and existing enterprise.

128 people have engaged with our Explore support for personal development to pursue next steps towards work.

Our Managed Workspace buildings, John Buddle Work Village and Buddle House achieved an average occupancy of 84% and we supported 48 tenants over the period.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Achievements and Performance *(continued)*

Winter Wellbeing Hub re-registration in December 2023 provided a small pot of funding and we utilised this to run Creative Crafts weekly sessions and our English Conversation Let's Talk group twice weekly sessions. With regular group consultation, we have been able to evidence demand for specific employability support particularly from our BAME communities and welcomed representatives from DWP Job Centre to attend Let's Talk and observe the activities and responses of our participants.

As a Work and Thrive (formerly the Skills Hub) partner, we have accessed Newcastle City Council Flexi Fund grant supporting journeys into jobs or self-employment. During the period, we secured over £3,794 worth of small grants to purchase support, training and resources helping 32 people on their journey into work or self-employment during the period.

Impact Measurement. We have embedded the impact measurement tool Signal as part of our engagement and registration process for beneficiaries. Signal brings a unique insight into individuals with a temperature check on their life taking a holistic 360 perspective across a range of indicators. Coaches take the participant through a picture-based survey and together set goals and an action plan. People are able to reflect on different parts of their life and this helps build and develop the trusted relationship with their Coach putting each person in control of their decision-making.

Local Links

Our staff are actively encouraged to engage and support other charities, community and voluntary organisations and regularly volunteer their time for local good causes.

Our CEO is the Chair of the Local Community Partnership Steering Board for the North East Combined Authority of £1.4m UKSPF Communities programme in Newcastle providing capital and revenue grants to local VCS organisations. She represents the LCP and the NECA Learning and Insights Group.

She represents RHWE at the Work and Thrive Employment Partnership (Newcastle), Business and IP Centre Experts In Residence, NELEP Growth Providers Network, Newcastle City Council's Employer Engagement Forum, and the Community Organisations in Benwell and Scotswood group (COBS).

She also holds Trusteeships at Footsteps Children's Services (2016) and St Cuthbert's Care (2020).

Charity Volunteer

Our Personal Development Lead volunteers regularly at The People's Kitchen in Newcastle working with people who are homeless and those in crisis. She is their Volunteer Welfare and Safeguarding Lead.

Business and IP Expert in Residence

Our Enterprise Lead is RHWE's representative on the BIPC North East's Experts in Residence group supporting new start-ups and small businesses to access information, advice and guidance.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Financial Review

As expected, the total income against total expenditure has returned a small surplus in funds with an overall surplus for 2023/24 of £13,590. RHWE's investment in the period in infrastructure and staffing resource was planned in line with our strategic review.

During the year, we have delivered two large funded projects with activities and services, we anticipate recruiting to three new posts in the organisation to meet growing demand.

The staff team and CEO worked tirelessly to continue delivery and plan strategically whilst observing the challenges of increasing demand for our services and new funding streams announced with challenging restrictions set by procurement. The Trustees were mindful of the risks and met regularly with the CEO for progress updates on the pursuance of new funding.

The Trustees together with the CEO have balanced competing priorities when investing the Charity's assets; to use the assets to generate a reasonable income; whilst investing them safely and in such a way that they are accessible to support cash-flow.

The Trustees have considered the results of our financial performance for the year and are assessing the actions required to deliver robust management strategies to protect the Charity in light of the ever-changing, socio-economic and political environment.

Our project planning scrutinises all aspects of the delivery process with a high level of detail, and to accompany this our project budgeting is based on a bottom-up costing method with all budgets calculated to cover direct costs and make a contribution to core costs and overhead.

Financial Risk Management

The Charity manages its cash resources, including sufficient working capital, so that operating needs are met without the need for short term borrowing.

Principal Funding Sources

Aside from income generated by our managed workspace buildings, the majority of our funding comes through grants, contracts and small donations.

We continue to pursue new grants and contracts through commissioning to provide a mix of income streams into the Charity.

In 2023/24, the Charity was extremely grateful to be awarded the grants detailed below. The amounts received during the year are recognised in note 5 of the financial statements.

Relational Mentoring UKSPF funding: The Wise Group supporting Economically Inactive residents through personal development coaching and employability support into jobs, training, education and volunteering.

Localised Business Support UKSPF funding: Business and IP Centre/Newcastle City Council to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.

Newcastle City Council: To support the Multiply Project.

Newcastle City Council: To support the Well Being Hub Project.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Financial Review *(continued)*

Cost Analysis

Wages and salaries, office costs and repairs and maintenance continue to be the main costs incurred by the Charity to enable it to deliver its charitable activities. As in prior years, expenditure has been tightly controlled and as a consequence has reduced from the previous year; however, a review of staffing as part of growth plans will be key for the following financial year.

Fundraising and Income Generation

We have a clear strategy for fundraising and income generation.

Our **EXPLORE START GROW** programme will be delivered through a mix of grant, charitable support, commissions and contracts. This operates in conjunction with earned income through trading from our managed workspace buildings.

The strategy responds to the challenges across funding and commissioning with availability of large- scale grants becoming more limited and commissioned work highly competitive.

As we continue to evidence positive performance through **EXPLORE START GROW**, our development plans relating to potential sources of funding are coming to fruition with grants secured and new funding sources being proactively sought and responded to. We have identified opportunities for joint bids to develop with trusted partners where services are complementary and support our beneficiaries. Through intensive networking and relationship building with potential lead organisations, we have been invited into partnership bids for the delivery of employability and enterprise support with funding for the years 2023-2025.

We have had to consider the essential investment required in time and resources to secure the sustainable future of our Charity in line with our mission. Considerable efforts have been made by the staff team to ensure continuous improvement into quality management systems, impact measurement, project planning and management and budgeting and finance.

The team has delivered excellent work in support of the financial and operational plans contributing to the Charity's success.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish and the Trustees must balance competing priorities when investing on behalf of the Charity. They must use the assets to generate a reasonable income; whilst investing safely and in such a way that they are easily accessible to support cash flow to make up funding shortfalls.

The investment objective is to provide a balanced return on investments with a low to medium level of risk. Given the nature of the Charity's investment portfolio, it is the Trustees' opinion that the performance on the investment was to be expected

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Financial Review *(continued)*

Reserves Policy and Going Concern

The Trustees have examined the Charity's requirements in line with SORP, to hold reserves to cover up to six months of operational costs. Our policy is reviewed annually and considers the key risks to the Charity. In calculating reserves to meet the operational needs of the Charity, we take account of the potential risks and confirm currently we hold reserves equivalent to 5 months of operational costs. The Trustees are mindful of the need to be prudent in respect of our reserves levels and on that basis the Trustees will continue to plan for unrestricted surpluses to fund investment in the strategic development and growth of the Charity. This will be achieved through continued income generation, identifying new unrestricted income sources and robust financial management.

The Trustees have considered the Charity's reserves and reviewed the allocation of designated funds in 2023/24. Designated funds totalling £153,402 were provided for last year. Essential expenditure on property maintenance is planned for the next financial year and IT replacements are also due to take place. Based on anticipated costs, the Trustees consider it appropriate to allocate a further £19,605 to designated reserves. This transfer is shown in note 16 of the financial statements. The Trustees will continue to assess this throughout 2024/25 and reflect on short and long-term risks that they need to mitigate which are relative to asset purchase, unfunded essential activity and restructure.

Our Designated Funds reserve covers:

Property Repair Fund

The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund

The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the development risks associated with designing and piloting new activities.

Restructure Fund

This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund

This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund

This purpose of this fund is to fund future fixed assets.

Plans for Future Periods

Reviving the Heart of the West End will continue to play a significant role in the local community offering services and support to local people whatever their circumstances and overcoming personal and systemic barriers that hold people back from better jobs and the chance to work for themselves.

Whilst the year to come will be challenging, particularly with the cost of living crisis, fuel poverty, and high inflation leading to a downturn in economic conditions, this could manifest in higher unemployment and fewer employment opportunities.

Plans for Future Periods *(continued)*

With a reduction in availability of traditional funding streams and the end of European Union funding there is some uncertainty around operational income impacting on RHWE's ability to meet the demands and needs of all the beneficiary groups.

We will build on the delivery of successes in the last year which has evidenced track record for future opportunities.

RHWE remains rooted in its local community in Elswick and this has ensured a strong connection and understanding of community life and challenges faced.

We will continue to advocate for our communities and challenge the systemic limitations put upon them. We remain ambitious in our practices and working to provide better solutions.

We continue to build a strong social media following and an informative website and explore networks and potential partnerships that encourage community cohesion.

Collaboration and Partnerships

We are part of a strong community and voluntary sector in the City and will build on our 22 year reputation to develop opportunities we have identified and are discussing with key strategic charities who share our person-centric grass roots approach.

Accredited Training

R.H.W.E. Limited is a registered centre for SFEDi – the sector skills awards body for enterprise and employability. We have mapped qualifications across a sample of our current activities to be able to offer accredited learning that will open up potential new sources of income following positive conversations about funding with prime contractors, funders and local enterprise agencies. We continue to engage with stakeholders to explore this avenue of potential work and funding for the Charity.

Charity Profile

Regular reviewing of our brand and marketing has developed a powerful identity for the Charity and we have refreshed and update the marketing of our managed workspace buildings. We have reviewed our marketing and social media platforms internally and improved direct marketing communications; however, we recognise the need for a clear, consistent brand that reflects **EXPLORE START GROW** as well as the aims of our Charity.

Board Trustees

Strengthening the Board of Trustees has brought positive developments in policy and practice; however, recruitment of new Trustees has been a challenge with many people facing competing priorities and unable to commit to a Trusteeship during the pandemic. We have developed a Trustee Pack and will be carrying out a marketing activity to raise the profile of the organisation to attract new Trustees to bring our membership up to the recommended levels in accordance with good governance.

Advisory Sub-Groups

We will seek to establish sub-groups to support key strategic operations of the Charity to provide essential feedback to the CEO and staff team and are designing a feedback process to enable participants and clients to help shape and improve activities and services to be responsive to need.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Reference and Administrative Details

Charity Name:	R.H.W.E. Limited
Charity Known Name:	Reviving the Heart of the West End
Charity Registration Number:	1093668
Company Registration Number:	03359861
Registered Office and Operational Address:	John Buddle Work Village Buddle Road Newcastle upon Tyne NE4 8AW
Bankers:	Lloyds Bank 102 Grey Street Newcastle upon Tyne NE99 1SL
Independent Examiner	E. J. Hartshorne-Ferguson BA FCA Bell Tindle Williamson LLP The Old Post Office 63 Saville Street North Shields Tyne & Wear NE30 1AY
Investment Managers	Heartwood Wealth Management Limited 1 Kings Way London WC2B 6AN
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB

Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law and throughout this report and the financial statements are collectively referred to as the Trustees.

The Trustees who served during the year were as follows:

Chairperson:	M. B. Stoddart
Vice Chairperson:	R. G. Webb
Trustees:	W. McKay
Company Secretary:	W. McKay

The key management personnel who served during the year were as follows:

Chief Executive Officer:	Mrs A. Johnson

The Enterprise Lead and the People Development Lead are also considered to be key management personnel of the charity.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Structure, Governance and Management

Governing Document

R.H.W.E. Limited was incorporated as a company limited by guarantee on 25 April 1997 (company number 03359861) and registered as a charity on 3 September 2002 (charity number 1093668). The company was established under a Memorandum of Association which states the objects and the powers of the company and is governed under its Articles of Association. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

R.H.W.E. Limited operates as Reviving the Heart of the West End and is a long-standing member of Locality - the nationally recognised network for community led organisations.

The principal object of the charitable company is the promotion for the public benefit of urban regeneration in areas of social and economic deprivation, and in particular Newcastle upon Tyne.

Appointment of Trustees

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles of Association. Trustees are elected and co-opted, under the terms of the Articles of Association, at the Annual General Meeting (AGM) for a period of two years, after which they must seek re-election. All Directors of the charitable company are also Trustees under the Charities Act 2011.

Formal recruitment procedures are in place and are reviewed regularly. Trustees may be nominated on the basis of personal values and motivation consistent with the objectives of the Charity.

Trustees are committed to actively taking part in the governance and strategic development of the organisation outside regular Board Meetings. They give their time voluntarily and receive no benefits from the Charity.

The Trustee Policy is reviewed regularly and the Trustees and Chief Executive Officer work together to recruit new Trustees with expertise aligned to the Charity's vision and area of influence.

Trustee Induction and Training

There is a formal induction process for all new Trustees with the Chair and Chief Executive Officer. A briefing is given together with a detailed information pack, outlining the legal obligations under Charity and Company law, Charity Commission guidance, Memorandum and Articles of Association, a Strategic Plan, financial statements and minutes of recent Trustee meetings. Those interested in becoming a Trustee are invited to attend a Board Meeting as a guest before considering applying to be a Trustee.

Organisational Structure and Decision Making

Trustees are responsible for the governance of the charity and meet regularly with the Chief Executive Officer who provides an operational update alongside discussion on strategic matters and the development of policies. Trustees are encouraged to provide support in specific themed areas of the Charity where particular expertise and experience are relevant.

The Chief Executive Officer leads on strategic management and operational matters holding team meetings to inform decision making processes and providing a channel for staff to regularly feedback on observations, ideas and challenges and to share relevant information from clients, partners, stakeholders or impact of external factors. Staff take part in meetings on matters including health and safety, marketing, impact, data, and quality. This supports the continuous review of practice, policy and procedures.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Structure, Governance and Management *(continued)*

Related Party Transactions

We have a strategic voice across local, regional and national forums that are community-based, local authority-led or sector and business specific including NELEP, NOTCA, Jobcentre Plus, NEECC, VONNE, Locality and Connected Voice. This has proved invaluable to the charity with improved organisational links leading to improved advocacy for our sector and increased collaboration for designing new services and identifying funding opportunities with key partners. The organisation's strategic presence is additionally reflected through our CEO's involvement with the development and governance model for the Newcastle and North of Tyne CLLD programme of ERDF/ESF funding moving local people furthest away from the jobs market into work or starting a business.

Pay Policy for Key Management Personnel

The Board of Trustees give their time freely and no Trustee received remuneration during the year. The key management personnel (KMP) pay is reviewed annually and is normally increased in line with average earnings. KMP salaries are considered in line with pay levels of other charities and organisations in the sector and the region and with consideration to the complexity of the role, the duties and responsibilities.

Risk Management

The Trustees understand their responsibility for the management of the risks faced by the Charity and work closely with the Chief Executive Officer. Appropriate systems, controls and procedures have been established with a Risk Register to reduce our exposure; and, manage, monitor and mitigate risk and uncertainty.

An annual review of the major risks faced by the Charity is undertaken and the Trustees are satisfied that our procedures are in line with our risk management process.

Risk management is considered at regular Trustee meetings and any changes or new risks identified are considered and responded to.

Currently, the biggest risk the Charity faces is the loss of income from the rental of office space at our two managed workspace properties in the west end of Newcastle and income from grant funded programmes.

The following are considered major risks for the Charity:

- *Financial risks* income loss, exceptional costs, fraud, insurance cover.
- *Governance risks* recruitment of Trustees and management, legislation and compliance.
- *Operational Risks* human resources, management information.
- *Quality Risks* competition risk, charitable objects risk, serious incident, breach of law.
- *External Risks* adverse publicity, government and local authority policy, competitors.

Corporate Governance

The Charity has internal measures and controls in place to manage expenditure and commitments. The Chief Executive Officer works with the staff team to regularly refine these processes to improve efficiency and to ensure effective and consistent monitoring of projects continues to meet the highest performance standards. Policies and procedures are regularly checked and approved by the Board to ensure compliance and good practice.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are also the Directors of R.H.W.E. Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 as at the balance sheet date and of its incoming resources and application of resources, including the surplus or deficit for the financial year.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have overall responsibility for ensuring that the charitable company has appropriate systems and controls, financial and otherwise. The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for their proper application as required by charity law, and hence for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- R.H.W.E. Limited is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained, and financial information used within R.H.W.E. Limited is reliable; and
- R.H.W.E. Limited complies with relevant laws and regulations.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees

The Board of Trustees are obliged to seek re-election, every two years, at the Annual General Meeting.

The Trustees who are Directors for the purposes of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on page 12.

In accordance with company law, as the company's Directors, we certify that:

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2024

Trustees' Responsibilities in Relation to the Financial Statements *(continued)*

Trustees *(continued)*

- So far as we are aware there is no relevant information of which the company's independent examiner is unaware; and
- As Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charity's independent examiner is aware of that information.

Independent Examiner

E. J. Hartshorne-Ferguson BA FCA of Bell Tindle Williamson LLP will be appointed as independent examiner for the ensuing year.

This report was approved by the Trustees on 18th December 2024 and is signed on their behalf by:

.....
R. G. WEBB
Vice Chairperson/Director

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF R.H.W.E. LIMITED
FOR THE YEAR ENDED 31ST MARCH 2024

I report on the financial statements of R.H.W.E. Limited for the year ended 31st March 2024, which are set out on pages 18 to 29.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you, as Trustees, concerning any such matters. The procedures undertaken do not provide all of the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and

(b) to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006.

(c) to prepare financial statements in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

E. J. Hartshorne-Ferguson

Bell Tindle Williamson LLP
Chartered Accountants
The Old Post Office
63 Saville Street
North Shields, Tyne and Wear
NE30 1AY

E. J. Hartshorne-Ferguson BA FCA
Independent Examiner

CHARTERED ACCOUNTANTS AND
REGISTERED AUDITORS
18th December 2024

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2024

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2024 Total £	2023 Total £
INCOME:						
Income from Charitable Activities	3	265,983	-	-	265,983	260,048
Investment Income	4	1,369	-	-	1,369	792
Donations and Legacies	5	481	-	97,584	98,065	194,725
TOTAL INCOMING RESOURCES		267,833	-	97,584	365,417	455,565
EXPENDITURE:						
Expenditure on Charitable Activities	6	262,820	-	97,584	360,404	414,832
TOTAL EXPENDITURE		262,820	-	97,584	360,404	414,832
NET MOVEMENT OF FUNDS IN FINANCIAL YEAR		5,013	-	-	5,013	40,733
Unrealised gain/(loss) on investments	13	8,577	-	-	8,577	(6,434)
TOTAL MOVEMENT OF FUNDS IN FINANCIAL YEAR		13,590	-	-	13,590	34,299
RECONCILIATION OF FUNDS:						
TOTAL FUNDS AT 1ST APRIL 2023		185,515	153,402	-	338,917	304,618
TOTAL MOVEMENT OF FUNDS		13,590	-	-	13,590	34,299
TRANSFER BETWEEN FUNDS		(19,605)	19,605	-	-	-
TOTAL FUNDS AT 31ST MARCH 2024		179,500	173,007	-	352,507	338,917

The Statement of Financial Activities includes all gain and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31ST MARCH 2024

	Notes	2024 £	2024 £	2023 £	2023 £
FIXED ASSETS					
Tangible Assets	12		41,074		47,947
Investments	13		119,960		111,383
			161,034		159,330
CURRENT ASSETS					
Debtors	14	86,642		31,546	
Bank and Cash Balances		336,041		359,536	
		422,683		391,082	
CREDITORS - AMOUNTS DUE WITHIN ONE YEAR	15	231,210		211,495	
			191,473		179,587
NET ASSETS			352,507		338,917
Unrestricted Funds	16				
General Funds		179,500		185,515	
Designated Funds		173,007		153,402	
			352,507		338,917
Restricted Funds	16		-		-
TOTAL FUNDS			352,507		338,917

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 18th December 2024 and are signed on behalf of the board by:

R. G. WEBB
Vice Chairperson/Director

Company Number : 03359861

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities: Statement of Recommended Practice (applicable to 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

R.H.W.E. Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Preparation of the Financial Statements on a Going Concern Basis

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. There are no significant judgments or key sources of estimation uncertainty that affect the financial statements.

c) Cash Flow Statement

The Trustees have taken advantage of the exemption from including a cash flow statement in the financial statements on the grounds that the Charity is small.

d) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

- Voluntary income received by way of grants is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.
- Rent, tenants overhead charges and room hire is included in full in the period to which it relates.
- Investment income is included when receivable.
- Other income is included when receivable.

e) Fund Accounting

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds set aside by the trustees for particular purposes. Provision has been made for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

1 ACCOUNTING POLICIES *(continued)*

e) Fund Accounting *(continued)*

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

f) Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its 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 independent examination fees and costs linked to the strategic management of the charity.
- Expenditure on grants is recognised once the trustees have made an unconditional commitment to pay the grant and this is communicated to the beneficiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Support Costs

Support costs are those functions that assist in the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, payroll and governance costs which support the charity's activities. These costs have been included within expenditure on charitable activities.

h) Operating Lease Agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SoFA as incurred.

i) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is calculated to write off the cost of fixed assets over the expected useful lives of the assets concerned. The principal annual rates for this purpose, which are consistent with those of the previous year, are:-

	%	
Fixtures and Equipment	10 - 20	on a straight line basis
Solar Energy Equipment	5	on a straight line basis

j) Investments

Fixed asset investments are included at market value at the balance sheet date.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

1 ACCOUNTING POLICIES *(continued)*

j) Investments *(continued)*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

k) Debtors

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

l) Cash at Bank and in Hand

Cash at bank and in hand comprises petty cash and funds held in the charity bank current account and deposit account.

m) Creditors and Provisions

Creditors are recognised where the charity has a 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

o) Retirement Benefits

The obligations for contributions to defined contribution retirement benefit schemes are recognised as the expense is incurred. The assets of the scheme are held separately from those of the company in an independently administered fund.

p) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee`s services are received.

2 LEGAL STATUS

R.H.W.E. Limited is a company limited by guarantee and as such has no share capital. In the event of the Charity being wound up, the trustees would be required to contribute an amount not exceeding £10.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Rents	186,247	-	186,247	197,069
Tenants Overhead Charge	26,288	-	26,288	25,527
Room Hire and Conferences	39,712	-	39,712	20,146
Education and Training Courses	-	-	-	2,854
Referral Fees	73	-	73	550
FIT Income	13,663	-	13,663	13,902
	265,983	-	265,983	260,048

4 INVESTMENT INCOME

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Bank Interest Received	1,369	-	1,369	792

5 DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Grants	-	97,584	97,584	175,463
Apprentice Grant Support	-	-	-	15,156
Donations	481	-	481	2,548
Volunteer Services	-	-	-	1,558
	481	97,584	98,065	194,725

R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle City Council to support the Multiply project.	4,862
Localised Business Support UKSPF funding: Business and IP Centre/Newcastle City Council to support the HOW2 Start and Grow Your Business project.	45,775
Relational Mentoring UKSPF funding: The Wise Group supporting Economically Inactive residents.	45,697
Newcastle City Council to support the Wellbeing Hub project.	1,250
	97,584

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Grants Awarded	-	-	-	3,335
Business Centres				
Repairs, Maintenance and Depreciation	65,383	65	65,448	37,117
Heat and Light	23,500	-	23,500	44,570
Rates and Water	3,542	10,056	13,598	10,797
Insurance	5,002	-	5,002	4,854
Security Costs	4,378	-	4,378	4,502
Cleaning	18,585	-	18,585	16,587
	120,390	10,121	130,511	118,427
Cost of Events and Activities				
Other Events	1,830	128	1,958	1,163
Advertising Marketing and Recruitment	2,350	826	3,176	3,526
Business Resources	128	412	540	1,121
Tutoring Costs	9,920	13,270	23,190	57,150
Volunteer Expenses	112	-	112	1,558
Conference Costs	5,162	-	5,162	8,010
	19,502	14,636	34,138	72,528
Management and Administrative Costs				
Staff Costs (Note 8)	85,699	71,767	157,466	174,482
Training	-	-	-	549
Office Costs	19,486	1,060	20,546	24,934
Legal and Professional Fees	8,070	-	8,070	11,250
Accountancy	6,450	-	6,450	5,650
Bookkeeping	1,200	-	1,200	1,500
Bad Debts	262	-	262	586
Governance Costs (Note 7)	950	-	950	950
Bank Charges and Interest	811	-	811	641
	122,928	72,827	195,755	220,542
	262,820	97,584	360,404	414,832

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

7 GOVERNANCE COSTS

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Independent Examiners Fees	950	-	950	950
	950	-	950	950

8 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF MANAGEMENT PERSONNEL

	Unrestricted £	Restricted £	2024 Total £	2023 Total £
Staff Salaries	78,893	66,071	144,964	159,108
Employers NI	4,412	3,693	8,105	10,529
Pension Cost	2,394	2,003	4,397	4,845
	85,699	71,767	157,466	174,482

No employee received emoluments in excess of £60,000 during the year (2023: £nil).

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2023: £nil). No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2023: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive and the Development Officer. The employee benefits, including pension contributions, of the Chief Executive and the Development Officer were £93,195 (2023: £114,125).

9 STAFF NUMBERS

The average monthly head count was as follows:

	2024 Number	2023 Number
Management	2	3
Administrative Staff	4	2
Total	6	5

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

10 RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under FRS 102.

11 TAXATION

The company is a registered Charity and accordingly is exempt from tax on its income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

12 TANGIBLE FIXED ASSETS

	Solar Energy Equipment £	Fixtures & Equipment £	Total £
COST			
At 1st April 2023	88,971	146,987	235,958
Additions	-	2,535	2,535
At 31st March 2024	88,971	149,522	238,493
DEPRECIATION			
At 1st April 2023	50,417	137,594	188,011
Charge for year	4,449	4,959	9,408
At 31st March 2024	54,866	142,553	197,419
NET BOOK VALUE			
At 31st March 2024	34,105	6,969	41,074
At 31st March 2023	38,554	9,393	47,947

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

13 INVESTMENTS

	Managed Investment Portfolio	
	2024	2023
	£	£
Market Value at 1st April 2023	111,383	117,817
Unrealised Gain/(Loss) in Year	8,577	(6,434)
Market Value at 31st March 2024	119,960	111,383

During the year ended 31st March 2018, R.H.W.E Limited invested £100,000 into an investment portfolio. The trustees made this investment to safeguard funds, to meet the costs, that the trustees have identified as part of the charity's designated reserves.

This investment portfolio, which includes quoted equities and bonds, is managed by Heartwood Investment Management, who have provided the year end valuation.

Each year the charity recognises the movement in the market value of the investment portfolio.

14 DEBTORS

	2024	2023
	£	£
Trade Debtors	30,746	10,950
Prepayments	19,732	9,684
Value Added Tax	-	1,003
Other Debtors	36,164	9,909
	86,642	31,546

15 CREDITORS

	2024	2023
	£	£
Amounts due within one year :-		
Trade Creditors	79,683	83,475
Rent Deposits	23,570	29,360
Sundry Creditors and Accruals	122,064	96,254
Value Added Tax	2,662	-
PAYE	3,231	2,406
	231,210	211,495

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

16 STATEMENT OF FUNDS

	Balance 1st April 2023 £	Income £	Transfers £	Expended £	Unrealised Investment Gain £	Balance 31st March 2024 £
Unrestricted Funds	185,515	267,833	(19,605)	(262,820)	8,577	179,500
Designated Funds	153,402	-	19,605	-	-	173,007
Restricted Funds	-	97,584	-	(97,584)	-	-
	338,917	365,417	-	(360,404)	8,577	352,507

Unrestricted Funds
These are funds which the Trustees are free to use in accordance with the Charity's objectives.

Designated Funds
Designated Funds are unrestricted funds set aside by the Trustees for particular purposes. The Trustees consider it prudent to make provision for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund, as follows:

Property Repair Fund: The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund: The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the risks associated with new work.

Restructure Fund: This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund: This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund: This purpose of this fund is to fund future fixed assets.

Restricted Funds
These are funds received for specific purposes and projects. Please see note 5 for the funds that were received this year.

All restricted funds for projects delivered during the year were spent and claims drawn down by the year end.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2024

17 INDEPENDENT EXAMINER'S FEE

	2024	2023
	£	£
Independent Examination	950	950

Management and administrative costs include £7,650 (2023 : £7,150) in respect of accountancy and book keeping services paid to Bell Tindle Williamson LLP in addition to the independent examination fee.

18 ANALYSIS OF NET ASSETS

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible Fixed Assets	41,074	-	-	41,074
Investments	-	119,960	-	119,960
Current Assets	369,636	53,047	-	422,683
Current Liabilities	(231,210)	-	-	(231,210)
	179,500	173,007	-	352,507

19 ULTIMATE CONTROLLING PARTY

In the opinion of the Trustees, there is no ultimate controlling party of the Charity other than the board itself.

R.H.W.E. LIMITED

England & Wales - Charity number 1093668

Accounts

COMPANY REGISTRATION NUMBER 03359861
REGISTERED CHARITY NUMBER 1093668

R.H.W.E. LIMITED
(KNOWN AS REVIVING THE HEART OF THE WEST END)
(A COMPANY LIMITED BY GUARANTEE)

FINANCIAL STATEMENTS

31ST MARCH 2023

BELL TINDLE WILLIAMSON LLP
Chartered Accountants
and Registered Auditors
The Old Post Office
63 Saville Street
North Shields
Tyne & Wear
NE30 1AY

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

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R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31 March 2023 which are also prepared to meet the requirements for a Directors' Report and financial statements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

Summary of the Year

It is fair to describe this as another challenging year with increasing demand for our services and support as a result of continuing inequality evidenced post-lockdown from the pandemic and the visible consequences arising from the cost of living increase that has impacted disproportionately on the most deprived of our communities.

There has been a changing landscape for charities with changes in funding; and, whilst there has been pressures on operational management, service delivery, and income streams, this should not detract from the excellent work the team has achieved together to deliver significant step-change in the lives of our beneficiaries.

Key successes for the organisation during the period:

Success in our delivery of our 2-year Routes to Work CLLD ESF funded programme with delivery ending December 2022 exceeding performance targets and outcomes reinforcing RHWE's credibility as a high -performing Project Delivery partner.

Our HOW2 Start and Grow a Business CLLD ERDF funded programme delivered successful outputs and outcomes exceeding performance targets demonstrating RHWE's track record in the business support sector and harnessing the trust and reach amongst communities considered hardest to reach.

Public Health Funding from Newcastle Council supported the registration of our centre John Buddle Work Village as a Winter Wellbeing Hub and we piloted Let's Talk (English Conversation) group and Creative Crafts activity sessions. Supported with donations of hot meals from Jacob and Tori caterers based in the building, we supported 48 people to access RHWE services for the first time.

Funded through Gateshead Council LA6 ESF, we were one of only a small number of organisations granted funding to deliver two projects in the period (the average being one). Explore North Tyneside and Take Action Gateshead ran from March 2022 to December 2022 and both successfully hit targets and outcomes. We were delighted to collaborate with two local charities to support their beneficiaries with the projects: Family Gateway (North Tyneside) and Edberts House/Larkspur House (Gateshead).

Throughout the period, the organisation has responded to the challenging economic landscape, the Trustees and CEO regularly met to consider and risk plan for the potential impact. Whilst health and safety guidance changed concerns remained about Covid and we ensured measures and operating procedures within our buildings were reviewed regularly, many participants have school-age children, their own health conditions and caring responsibilities of others to consider.

We monitor expenditure stringently to reduce overheads during any latent periods of reduced occupancy in our buildings when income from office and workshop units is most at risk.

Post-pandemic whilst the financial situation continued to be precarious for some types of business we also observed that stable occupancy returned to our centres and thanks to a revamped website, enquiries and referrals for space increased against the previous period.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Summary of the Year *(continued)*

We attracted new tenants and supported existing ones to consider expansion within our managed workspace buildings. Meeting room hire saw a return to bookings being made from both regular and new customers as a result of customer engagement and marketing activity, with some clients even using the space to deliver their training courses remotely.

RHWE continued as an 'Expert in residence' at BIPC Newcastle offering pre-start and existing business support through the CityLife project.

As a Newcastle Skills Hub partner since 2019, we have provided guidance to Newcastle residents and helped with access to a Newcastle City Council Flexi Fund grant supporting journeys into jobs or self-employment. During the period, we accessed over £6,200 worth of flexi fund grants to purchase support, training and resources to help 46 people on their journey into work or self-employment.

We continue into our next year ensuring we position ourselves in readiness for the new funding landscape that will be prevalent locally through the Combined Authority and its powers to devolve the new UK Shared Prosperity Funding (UKSPF) replacing European Funding. However, with our strong track record and performance demonstrated across a variety of projects we have the delivery evidence to demonstrate RHWE's employability and enterprise expertise as well as experience of working with multiple target groups.

Our resolve and determination to adapt, deliver and respond to the emerging needs of our sector as well as our beneficiaries is evident as we report our funded projects during the period all exceeded target.

The Charity has always embraced change and we continue with our strategic review remaining a priority to re-visit the corporate vision and values and re-shaping of our services based on an extraordinary year of achievements made possible by the dedication and hard work of the staff team and the Trustees.

Our Purpose and Activities

Purpose

The Charity's purposes as set out in the objects contained in the company's Memorandum of Association are to benefit the public, particularly those living in disadvantaged areas, through social and economic programmes to improve the welfare, resilience and lives of people and communities on their journey to get into work, self-employment, training or education.

The aims of the charity are to raise aspiration and confidence by enabling people to see the potential in themselves, identify a goal and build resilience to navigate their way to success.

People need holistic and personalised support to be able to make more informed choices and feel empowered to take the steps towards getting the job they really want, exploring a self-employment idea or consider training or education opportunities; whatever the pathway they decide.

Ensuring Our Work Delivers Our Aims

When setting our aims, objectives and planning for activities, we reflect on the outcomes of our work and the benefits brought to the people we are here to help. We consider what has worked well, what we have learned and what could be done even better. Where we identify gaps, our staff team is excellent at working with stakeholders and partners to seek out services we can access or provide influence where a need is not being met; or, even where we can design a solution ourselves.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Our Purpose and Activities *(continued)*

Ensuring Our Work Delivers Our Aims *(continued)*

In setting objectives and planning activities, consideration is given to the general guidance published by the Charity Commission relating to the public benefit.

We understand that everyone has a unique story and a series of events, experiences and influences either now or in their past that has impacted on them personally. Many people have complex and busy lives and can lack the confidence, motivation and resilience to take a step forward to start feeling in control; and, often as a consequence of those unexpected events, lives can be transformed and it can feel impossible to get back on track.

Our EXPLORE START GROW framework has been developed in response to consultation with beneficiaries, participants and stakeholders ensuring personalised and strengths-based support to help people work through challenges and move on to brighter futures creating powerful impact.

The Focus Of Our Work - Objectives, Strategies and Activities

We embrace the diversity of our communities and support people irrespective of background, ethnicity, gender or age through the provision of personal transitions coaching and tailored activities our mission is to improve people's life chances and economic and social well-being and help those particularly who face health, social and financial inequality barriers.

Our objectives are embedded across the organisation. We are:

People led in everything we do, we are led by people going through difficult times.

Inclusive and committed to inclusivity and diversity across our organisation and our work, advocating for equality wherever we can.

Believers in people and what they can achieve. We are aspirational advocates who are creative and imaginative in our work to respond to changes and the needs of those we support.

Strengths-based always looking for people's strengths and ways to unlock their potential through our work, our recruitment and how we work together as a team.

Kind - we treat everyone with kindness and humility.

Resilient we are brave, we persevere and we aim to empower and build our own and others' resilience keeping our promises, advocating for those without a voice and don't give up on people.

People are at the heart of our Charity. Unlocking the capacity to aspire is crucial to enable meaningful and targeted support for each employment journey, whatever your background or circumstances, our support and guidance is multi-dimensional and responsive, recognising that the journey into a job, career and/or self-employment is unique to the individual and at every stage support needs to adjust and flex to overcome any personal and professional obstacles along the way.

EXPLORE START GROW is a menu of activities carefully designed following an extensive community consultation. Participants self-select the activity or activities and personal coaches wrap 1:1 support around each person to keep people energised and encouraged on their journey. Life is complex and there's often competing factors, situations, systems and back-stories that limit and curtail the ambition to aspire. In a welcoming and caring environment, we build trust and respect by taking the time to get to know people. We explore talents and abilities, and hopes and dreams, peeling back the layers bit by bit. We see people grow as they become more empowered and confident about their futures.

R.H.W.E. LIMITED
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Our Purpose and Activities *(continued)*

The Focus Of Our Work - Objectives, Strategies and Activities (continued)

Our relationships with existing and new partners and stakeholders continue to be strengthened with colleagues across local organisations feeding back positively about the impact we are making. As a direct result we have grown a very strong network through which cross referrals provide more cohesive and joined up offers of support to local people. Organisations we are working collaboratively with include: DWP Jobcentre Plus; local Schools; social housing providers; local charities and voluntary organisations; Newcastle City Council and Newcastle Futures.

How Our Activities Deliver Public Benefit

The Trustees have considered the guidance published by the Charity Commission on the provision of public benefit and confirm that public benefit has been provided by the range of activities described, as follows:

EXPLORE

EXPLORE activities are creative and engaging and use a variety of themes as the inspiration to support those furthest away from the jobs market to take steps towards feeling confident, resilient and ready for work. Activities are delivered flexibly through a combination of experience-based learning and workshops and we develop people's confidence towards becoming economically independent through increasing personal capacity, aspiration and motivation with goal setting and empowering people to be in control of their choices.

Explore Workshops explore skills, barriers, employment, careers and action planning. This is the starting point for the journey unlocking mindset challenges to think more positively about setting a goal and action plan.

STEPS course (accredited by The Pacific Institute) uses cognitive theory and behavioural psychology to develop positive mind-set, behaviours and beliefs that strengthens resilience and feeling of control of your own decision-making.

RHWE Volunteer Champions is our volunteering pathway particularly for participants who have experienced RHWE services and support and are advocates for RHWE by reaching out to communities and are trained to mentor people needing encouragement and help on their journey.

Lights Camera Take Action course co-designed with a local casting agency partner using TV and film techniques as the catalyst for honing work-place skills. Participants gain an understanding of the sector, what it's like to work on set, learn to pitch confidently to an audience and work effectively in a team environment. Participants are supported to produce their own CV – an on-line profile and many have gone on to secure paid work as Supporting Artists on locally produced TV shows and films, found jobs in other industries, received 1:2:1 business support to explore self-employment ideas and registered self-employed.

Financial Wellbeing workshops support people facing money management challenges in relation to benefits, work and debt. Breaking down the barriers faced, guiding and supporting people with ways to make positive changes to the way they manage their finances we offer 1:2:1 specialist advice relevant to the personal situation so options can be considered and people can make considered and informed decisions.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

How Our Activities Deliver Public Benefit *(continued)*

START

START activities support people into work or self-employment. Arming people with practical knowledge they can act upon helps improve self-belief, confidence and understanding of how to apply this to job applications or starting a business or setting up a social enterprise. People can access a combination of experience-based learning, workshops, 1:2:1 coaching, business mentoring and access to funding.

HOW2 Workshops are short courses giving an introduction to working for yourself or running an enterprise with key topics relating to self-employment, finding customers, managing money for business. Participants benefit from the sharing of knowledge and peer support with others exploring a similar pathway.

Self-Employment and Universal Credit workshops are co-designed with a local welfare rights specialist for people concerned about moving towards self-employment and how this will potentially impact on their benefits. The session provides practical information about self-employment and managing their Universal Credit account.

Business Advice 1:1's with an experienced business adviser helping explore business ideas, developing from a plan into reality and the practical steps towards self-employment and starting up a business.

A Day in the Life workshops are co-delivered with local employer partners who provide inspiration and a reality check on what it is really like to work in their industry from Care to Coding, Fashion to Digital Design. The employer partner shares an understanding of what the work is like, job roles available, any training or education requirements, and how to catch the eye of the employer through your application, all ran at the employer's venue so participants can see the workplace in action. RHWE Coaches provide the wrap around support to then help people explore, prepare and apply for job roles. Partners include University of Newcastle, St Cuthbert's Care and Pink Boutique.

Creative Action workshops promote social action through use creative techniques and ideas to generate community focussed and enterprising ideas. We have supported the development of social action and enterprise ideas into a registered social enterprise or community-based business collaborating with British Council's Active Citizens and arts organisation The Empty Space.

GROW

Our Grow activities support business owners and those already self-employed to review and take practical steps toward managing, sustaining and growing a business in a fast-paced and rapidly changing enterprise landscape with a combination of workshops and 1:1 specialist support.

Business Master Classes provide access to specialist experts focussing on topics from Social Media, GDPR, Employment and HR, Leadership and Management.

TP5 Leadership and Management course (accredited by The Pacific Institute) designed to help owners and managers to be more aspirational and able to unlock personal mindset barriers that may be holding them back. Using powerful techniques and tools to develop a better understanding of managing dynamic change, set and achieve transformational goals and develop growth strategies.

COMMUNITY SUPPORT

Our Trustees and Staff are passionate about grass roots support direct to local people and families. Our EXPLORE START GROW programme provides multiple pathways helping local people move closer to jobs or enterprise. The key to its design is flexibility and allowing people to self-select activities and work at their own pace.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

How Our Activities Deliver Public Benefit *(continued)*

COMMUNITY SUPPORT *(continued)*

Reviving the Heart of the West End also designates reserves to fund the following projects:

Scholarship Fund is a three-year Scholarship providing financial support for a course of higher education as well as technical and practical assistance during and after a Degree course. Applicants must reside in Newcastle's west end to be eligible.

School Uniform Grant is a discretionary grant awarded each year to 13 local west end primary and secondary schools to assist with the purchase of school uniforms for families often hit the hardest by changes in welfare benefits or for those who are new to our community.

Managed Workspace buildings at John Buddle Work Village and Buddle House provide office and workshop units for new and young start-up businesses to rent or virtual office services to support the start-up of new enterprises who are not able to make their first steps into premises.

Achievements and Performance

We have witnessed again an increase in demand for our support particularly through referrals from local organisations and agencies working with a diverse range of people. Through strong networks and with ideas for innovative services, we have engaged with more partners collaboratively to provide influence and expertise to develop responses with impact.

During the period, we are delighted to report on successes through our activities and collaborations together with new projects and initiatives that demonstrate how we respond to need and adapt to relevant opportunities that further support the needs of our beneficiaries.

The launch in 2019 of our EXPLORE START GROW framework has brought exciting opportunities with new funding streams secured and evidence of impact gathered from pilot activity and evaluations that has informed the development of new activities. We secured two year's of funding plus match funding contribution from 2019 to 2022 with an extension to December 2022 (based on delivery performance) for two large ERDF and ESF projects that support the delivery of the programme and over the period:

346 people accessed business advice and guidance support to explore working for themselves by starting up an enterprise.

172 business owners were supported to sustain or grow an existing business.

378 people have engaged with our Explore support for personal development to pursue next steps towards work.

Our Managed Workspace buildings, John Buddle Work Village and Buddle House achieved an average occupancy of 78% and we supported 24 tenants over the period.

We were awarded Multiply Funding to support learners with Maths and our delivery was creative and relative to enterprise skills and jobs skills. 44 local residents benefitted.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Achievements and Performance *(continued)*

Winter Wellbeing Hub registration in December 2022 provided a small pot of funding and we utilised this to pilot Creative Crafts weekly sessions and our English Conversation Let's Talk group twice weekly sessions. With regular group consultation, we have been able to evidence demand for specific employability support particularly from our BAME communities and welcomed representatives from DWP Job Centre to attend Let's Talk and observe the activities and responses of our participants.

Skills Hub. As a SkillsHub partner RHWE's advisers provided support to Newcastle residents on their journey to a job or self-employment. Funding of over £6,200 in the period was secured for resources and expenses in the form of grants for 46 beneficiaries.

Theory of Change. The development of our very first Theory of Change model is underway working with impact specialists, GoodLabs, who have lead interactive sessions with the Trustees and the staff team and who are now working closely with the CEO to finalise a model to help shape our programme, report on impact on our beneficiaries, explain the relationship between the problems we address, the resources we deploy, the actions we take and the outcomes we achieve and demonstrate the effectiveness of our work.

Impact Measurement. We have embedded the impact measurement tool Signal as part of our engagement and registration process for beneficiaries. Signal brings a unique insight into individuals with a temperature check on their life taking a holistic 360 perspective across a range of indicators. Coaches take the participant through a picture-based survey and together set goals and an action plan. People are able to reflect on different parts of their life and this helps build and develop the trusted relationship with their Coach putting each person in control of their decision-making. During the period, 59 people took part in Signal as part of their journey with RHWE and we have been able to regularly analyse the responses to identify trends and issues that are emerging within our cohort across geography, areas of interest, ethnicity, gender for example.

Local Links

Our staff are actively encouraged to engage and support other charities, community and voluntary organisations and regularly volunteer their time for local good causes.

Our CEO is an active member of the Local Action Group for CLLD. CLLD is the £5m Newcastle and North Tyneside programme of ERDF/ESF funding for local VCS organisations through grants to help local people from 2018-2022 into jobs or starting businesses across the most disadvantaged areas in Newcastle and Wallsend, North Tyneside.

She also holds Trusteeships at Footsteps Children's Services (2016) and St Cuthbert's Care (2020).

She represents RHWE at the SkillsHub Partners Group, Enterprise Partners in Newcastle group, Business and IP Centre Experts In Residence, NELEP Growth Providers Network, Newcastle City Council's Employer Engagement Forum, and the Community Organisations in Benwell and Scotswood group (COBS).

School Governor Volunteer

Our Development Officer serves as a Community Governor for St John's Primary School, Benwell (2018) close to our charity's offices in Elswick, Newcastle.

Charity Volunteer

Our Personal Development Lead is a weekly volunteer at The People's Kitchen in Newcastle working with people who are homeless and those in crisis. She is their Volunteer Welfare and Safeguarding Lead.

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Achievements and Performance *(continued)*

Business and IP Expert in Residence

Our Enterprise Lead is RHWE's representative on the BIPC North East's Experts in Residence group supporting new start-ups and small businesses to access information, advice and guidance.

Financial Review

As expected, the total income against total expenditure has returned a small surplus in funds with an overall surplus for 2022/23 of £34,299. RHWE's investment in the period in infrastructure and staffing resource was planned in line with our strategic review.

During the year, we have delivered four large funded projects with activities and services which resulted in increased expenditure on salaries; however, with limited grant funding available from trusts and foundations and delays and uncertainty for the launch of UKSPF, two fixed term posts in the organisation were not renewed.

The staff team and CEO worked tirelessly to continue delivery and plan strategically whilst observing the challenges of increasing demand for our services and new funding streams announced with challenging restrictions set by procurement. The Trustees were mindful of the risks and met regularly with the CEO for progress updates on the pursuance of new funding.

The Trustees together with the CEO have balanced competing priorities when investing the Charity's assets; to use the assets to generate a reasonable income; whilst investing them safely and in such a way that they are accessible to support cash-flow.

The Trustees have considered the results of our financial performance for the year and are assessing the actions required to deliver robust management strategies to protect the Charity in light of the ever-changing, socio-economic and political environment.

Our project planning scrutinises all aspects of the delivery process with a high level of detail, and to accompany this our project budgeting is based on a bottom-up costing method with all budgets calculated to cover direct costs and make a contribution to core costs and overhead.

Financial Risk Management

The Charity manages its cash resources, including sufficient working capital, so that operating needs are met without the need for short term borrowing.

Principal Funding Sources

Aside from income generated by our managed workspace buildings, the majority of our funding comes through grants, contracts and small donations.

We continue to pursue new grants and contracts through commissioning to provide a mix of income streams into the Charity.

In 2022/23, the Charity was extremely grateful to be awarded the following funds. The amounts received during the year are recognised in note 5 of the financial statements.

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.

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Financial Review *(continued)*

Principal Funding Sources *(continued)*

Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.

LA6 Gateshead Council ESF Community Grants for Explore Self-employment North Tyneside – supporting groups to explore self-employment and employability.

Cost Analysis

Wages and salaries, tutoring costs, heat and light and repairs and maintenance continue to be the main costs incurred by the Charity to enable it to deliver its charitable activities.As in prior years, expenditure has been tightly controlled and as a consequence has reduced from the previous year; however, a review of staffing as part of growth plans will be key for the following financial year.

Fundraising and Income Generation

We have a clear strategy for fundraising and income generation.

Our EXPLORE START GROW programme will be delivered through a mix of grant, charitable support, commissions and contracts. This operates in conjunction with earned income through trading from our managed workspace buildings.

The strategy responds to the challenges across funding and commissioning with availability of large- scale grants becoming more limited and commissioned work highly competitive.

As we continue to evidence positive performance through EXPLORE START GROW, our development plans relating to potential sources of funding are coming to fruition with grants secured and new funding sources being proactively sought and responded to. We have identified opportunities for joint bids to develop with trusted partners where services are complementary and support our beneficiaries. Through intensive networking and relation-ship building with potential lead organisations, we have been invited into consortium bids for the delivery of employability and enterprise support with funding for the years 2023-2025.

We have had to consider the essential investment required in time and resources to secure the sustainable future of our Charity in line with our mission. Considerable efforts have been made by the staff team to ensure continuous improvement into quality management systems, impact measurement, project planning and management and budgeting and finance.

The team has delivered excellent work in support of the financial and operational plans contributing to the Charity's success.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish and the Trustees must balance competing priorities when investing on behalf of the Charity. They must use the assets to generate a reasonable income; whilst investing safely and in such a way that they are easily accessible to support cash flow to make up funding shortfalls.

The investment objective is to provide a balanced return on investments with a low to medium level of risk.

R.H.W.E. LIMITED
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Financial Review *(continued)*

Reserves Policy and Going Concern

The Trustees have examined the Charity's requirements in line with SORP, to hold reserves to cover up to six months of operational costs. Our policy is reviewed annually and considers the key risks to the Charity. In calculating reserves to meet the operational needs of the Charity, we take account of the potential risks and confirm currently we hold reserves equivalent to 5 months of operational costs. The Trustees are mindful of the need to be prudent in respect of our reserves levels and on that basis the Trustees will continue to plan for unrestricted surpluses to fund investment in the strategic development and growth of the Charity. This will be achieved through continued income generation, identifying new unrestricted income sources and robust financial management.

The Trustees have considered the Charity's reserves and reviewed the allocation of designated funds in 2022/23, totalling £153,402. Essential expenditure on property maintenance is planned for the next financial year and the Trustees will continue to assess this throughout 2023/24 and reflect on short and long-term risks that they need to mitigate which are relative to asset purchase, unfunded essential activity and restructure.

Our Designated Funds reserve covers:

Property Repair Fund

The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund

The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the development risks associated with designing and piloting new activities.

Restructure Fund

This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund

This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund

This purpose of this fund is to fund future fixed assets.

Plans for Future Periods

Reviving the Heart of the West End will continue to play a significant role in the local community offering services and support to local people whatever their circumstances and overcoming personal and systemic barriers that hold people back from better jobs and the chance to work for themselves.

Whilst the year to come will be challenging, particularly with the cost of living crisis, fuel poverty, and high inflation leading to a downturn in economic conditions, this could manifest in higher unemployment and fewer employment opportunities.

Plans for Future Periods *(continued)*

With a reduction in availability of traditional funding streams and the end of European Union funding there is some uncertainty around operational income impacting on RHWE's ability to meet the demands and needs of all the beneficiary groups.

We will build on the delivery of successes in the last year which has evidenced track record for future opportunities.

RHWE remains rooted in its local community in Elswick and this has ensured a strong connection and understanding of community life and challenges faced.

We will continue to advocate for our communities and challenge the systemic limitations put upon our them. We remain ambitious in our practices and working to provide better solutions.

We continue to build a strong social media following and an informative website and explore networks and potential partnerships that encourage community cohesion.

Collaboration and Partnerships

We are part of a strong community and voluntary sector in the City and will build on our 20 year reputation to develop opportunities we have identified and are discussing with key strategic charities who share our person-centric grass roots approach.

Accredited Training

R.H.W.E. Limited is a registered centre for SFEDi – the sector skills awards body for enterprise and employability. We have mapped qualifications across a sample of our current activities to be able to offer accredited learning that will open up potential new sources of income following positive conversations about funding with prime contractors, funders and local enterprise agencies. We continue to engage with stakeholders to explore this avenue of potential work and funding for the Charity.

Charity Profile

Regular reviewing of our brand and marketing has developed a powerful identity for the Charity and we have refreshed and update the marketing of our managed workspace buildings. We have reviewed our marketing and social media platforms internally and improved direct marketing communications; however, we recognise the need for a clear, consistent brand that reflects EXPLORE START GROW as well as the aims of our Charity.

Board Trustees

Strengthening the Board of Trustees has brought positive developments in policy and practice; however, recruitment of new Trustees has been a challenge with many people facing competing priorities and unable to commit to a Trusteeship during the pandemic. We have developed a Trustee Pack and will be carrying out a marketing activity to raise the profile of the organisation to attract new Trustees to bring our membership up to the recommended levels in accordance with good governance.

Advisory Sub-Groups

We will seek to establish sub-groups to support key strategic operations of the Charity to provide essential feedback to the CEO and staff team and are designing a feedback process to enable participants and clients to help shape and improve activities and services to be responsive to need.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Reference and Administrative Details

Charity Name:	R.H.W.E. Limited
Charity Known Name:	Reviving the Heart of the West End
Charity Registration Number:	1093668
Company Registration Number:	03359861
Registered Office and Operational Address:	John Buddle Work Village Buddle Road Newcastle upon Tyne NE4 8AW
Bankers:	Lloyds Bank 102 Grey Street Newcastle upon Tyne NE99 1SL
Independent Examiner	E. J. Hartshorne-Ferguson BA FCA Bell Tindle Williamson LLP The Old Post Office 63 Saville Street North Shields Tyne & Wear NE30 1AY
Investment Managers	Heartwood Wealth Management Limited 1 Kings Way London WC2B 6AN
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB

Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law and throughout this report and the financial statements are collectively referred to as the Trustees.

The Trustees who served during the year were as follows:

Chairperson:	M. B. Stoddart	
Vice Chairperson:	R. G. Webb	
Trustees:	Ms J. Reeve	*(Resigned 30.06.23)*
	W. McKay	
Company Secretary:	W. McKay	

The key management personnel who served during the year were as follows:

Chief Executive Officer:	Mrs A. Johnson

The finance officer and the development officer are also considered to be key management personnel of the charity.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Structure, Governance and Management

Governing Document

R.H.W.E. Limited was incorporated as a company limited by guarantee on 25 April 1997 (company number 03359861) and registered as a charity on 3 September 2002 (charity number 1093668). The company was established under a Memorandum of Association which states the objects and the powers of the company and is governed under its Articles of Association. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

R.H.W.E. Limited operates as Reviving the Heart of the West End and is a long-standing member of Locality - the nationally recognised network for community led organisations.

The principal object of the charitable company is the promotion for the public benefit of urban regeneration in areas of social and economic deprivation, and in particular Newcastle upon Tyne.

Appointment of Trustees

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles of Association. Trustees are elected and co-opted, under the terms of the Articles of Association, at the Annual General Meeting (AGM) for a period of two years, after which they must seek re-election. All Directors of the charitable company are also Trustees under the Charities Act 2011.

Formal recruitment procedures are in place and are reviewed regularly. Trustees may be nominated on the basis of personal values and motivation consistent with the objectives of the Charity.

Trustees are committed to actively taking part in the governance and strategic development of the organisation outside regular Board Meetings. They give their time voluntarily and receive no benefits from the Charity.

The Trustee Policy is reviewed regularly and the Trustees and Chief Executive Officer work together to recruit new Trustees with expertise aligned to the Charity's vision and area of influence.

Trustee Induction and Training

There is a formal induction process for all new Trustees with the Chair and Chief Executive Officer. A briefing is given together with a detailed information pack, outlining the legal obligations under Charity and Company law, Charity Commission guidance, Memorandum and Articles of Association, a Strategic Plan, financial statements and minutes of recent Trustee meetings. Those interested in becoming a Trustee are invited to attend a Board Meeting as a guest before considering applying to be a Trustee.

Organisational Structure and Decision Making

Trustees are responsible for the governance of the charity and meet regularly with the Chief Executive Officer who provides an operational update alongside discussion on strategic matters and the development of policies. Trustees are encouraged to provide support in specific themed areas of the Charity where particular expertise and experience are relevant.

The Chief Executive Officer leads on strategic management and operational matters holding team meetings to inform decision making processes and providing a channel for staff to regularly feedback on observations, ideas and challenges and to share relevant information from clients, partners, stakeholders or impact of external factors. Staff take part in meetings on matters including health and safety, marketing, impact, data, and quality. This supports the continuous review of practice, policy and procedures.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Structure, Governance and Management *(continued)*

Related Party Transactions

We have a strategic voice across local, regional and national forums that are community-based, local authority-led or sector and business specific including NELEP, NOTCA, Jobcentre Plus, NEECC, VONNE, Locality and Connected Voice. This has proved invaluable to the charity with improved organisational links leading to improved advocacy for our sector and increased collaboration for designing new services and identifying funding opportunities with key partners. The organisation's strategic presence is additionally reflected through our CEO's involvement with the development and governance model for the Newcastle and North of Tyne CLLD programme of ERDF/ESF funding moving local people furthest away from the jobs market into work or starting a business.

Pay Policy for Key Management Personnel

The Board of Trustees give their time freely and no Trustee received remuneration during the year. The key management personnel (KMP) pay is reviewed annually and is normally increased in line with average earnings. KMP salaries are considered in line with pay levels of other charities and organisations in the sector and the region and with consideration to the complexity of the role, the duties and responsibilities.

Risk Management

The Trustees understand their responsibility for the management of the risks faced by the Charity and work closely with the Chief Executive Officer. Appropriate systems, controls and procedures have been established with a Risk Register to reduce our exposure; and, manage, monitor and mitigate risk and uncertainty.

An annual review of the major risks faced by the Charity is undertaken and the Trustees are satisfied that our procedures are in line with our risk management process.

Risk management is considered at regular Trustee meetings and any changes or new risks identified are considered and responded to.

Currently, the biggest risk the Charity faces is the loss of income from the rental of office space at our two managed workspace properties in the west end of Newcastle and income from grant funded programmes.

The following are considered major risks for the Charity:

- *Financial risks* income loss, exceptional costs, fraud, insurance cover.
- *Governance risks* recruitment of Trustees and management, legislation and compliance.
- *Operational Risks* human resources, management information.
- *Quality Risks* competition risk, charitable objects risk, serious incident, breach of law.
- *External Risks* adverse publicity, government and local authority policy, competitors.

Corporate Governance

The Charity has internal measures and controls in place to manage expenditure and commitments. The Chief Executive Officer works with the staff team to regularly refine these processes to improve efficiency and to ensure effective and consistent monitoring of projects continues to meet the highest performance standards. Policies and procedures are regularly checked and approved by the Board to ensure compliance and good practice.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are also the Directors of R.H.W.E. Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 as at the balance sheet date and of its incoming resources and application of resources, including the surplus or deficit for the financial year.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have overall responsibility for ensuring that the charitable company has appropriate systems and controls, financial and otherwise. The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for their proper application as required by charity law, and hence for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- R.H.W.E. Limited is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained, and financial information used within R.H.W.E. Limited is reliable; and
- R.H.W.E. Limited complies with relevant laws and regulations.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees

The Board of Trustees are obliged to seek re-election, every two years, at the Annual General Meeting.

The Trustees who are Directors for the purposes of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on page 12.

In accordance with company law, as the company's Directors, we certify that:

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2023

Trustees' Responsibilities in Relation to the Financial Statements *(continued)*

Trustees *(continued)*

- So far as we are aware there is no relevant information of which the company's independent examiner is unaware; and
- As Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charity's independent examiner is aware of that information.

Independent Examiner

E. J. Hartshorne-Ferguson BA FCA of Bell Tindle Williamson LLP will be appointed as independent examiner for the ensuing year.

This report was approved by the Trustees on 13th December 2023 and is signed on their behalf by:

.....
M. B. STODDART
Chairperson

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF R.H.W.E. LIMITED
FOR THE YEAR ENDED 31ST MARCH 2023

I report on the financial statements of R.H.W.E. Limited for the year ended 31st March 2023, which are set out on pages 18 to 29.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you, as Trustees, concerning any such matters. The procedures undertaken do not provide all of the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and

(b) to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006.

(c) to prepare financial statements in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Bell Tindle Williamson LLP
Chartered Accountants
The Old Post Office
63 Saville Street
North Shields, Tyne and Wear
NE30 1AY

E. J. Hartshorne-Ferguson BA FCA
Independent Examiner

CHARTERED ACCOUNTANTS AND
REGISTERED AUDITORS
13th December 2023

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2023

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2023 Total £	2022 Total £
INCOME:						
Income from Charitable Activities	3	260,048	-	-	260,048	303,056
Investment Income	4	792	-	-	792	12
Donations and Legacies	5	19,262	-	175,463	194,725	199,578
TOTAL INCOMING RESOURCES		280,102	-	175,463	455,565	502,646
EXPENDITURE:						
Expenditure on Charitable Activities	6	200,645	-	214,187	414,832	519,229
TOTAL EXPENDITURE		200,645	-	214,187	414,832	519,229
NET MOVEMENT OF FUNDS IN FINANCIAL YEAR		79,457	-	(38,724)	40,733	(16,583)
Unrealised (loss)/gain on investments	13	(6,434)	-	-	(6,434)	3,002
TOTAL MOVEMENT OF FUNDS IN FINANCIAL YEAR		73,023	-	(38,724)	34,299	(13,581)
RECONCILIATION OF FUNDS:						
TOTAL FUNDS AT 1ST APRIL 2022		112,492	153,402	38,724	304,618	318,199
TOTAL MOVEMENT OF FUNDS		73,023	-	(38,724)	34,299	(13,581)
TOTAL FUNDS AT 31ST MARCH 2023		185,515	153,402	-	338,917	304,618

The Statement of Financial Activities includes all gain and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31ST MARCH 2023

	Notes	2023 £	2023 £	2022 £	2022 £
FIXED ASSETS					
Tangible Assets	12		47,947		52,562
Investments	13		111,383		117,817
			159,330		170,379
CURRENT ASSETS					
Debtors	14	31,546		98,829	
Bank and Cash Balances		359,536		245,797	
		391,082		344,626	
CREDITORS - AMOUNTS DUE WITHIN ONE YEAR	15	211,495		210,387	
			179,587		134,239
NET ASSETS			338,917		304,618
Unrestricted Funds	16				
General Funds		185,515		112,492	
Designated Funds		153,402		153,402	
			338,917		265,894
Restricted Funds	16		-		38,724
TOTAL FUNDS			338,917		304,618

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 13th December 2023 and are signed on behalf of the board by:

.....
M. B. STODDART
Chairperson

Company Number : 03359861

The notes on pages 20 to 29 form part of these financial statements.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities: Statement of Recommended Practice (applicable to 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

R.H.W.E. Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Preparation of the Financial Statements on a Going Concern Basis

The Trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. There are no significant judgments or key sources of estimation uncertainty that affect the financial statements.

c) Cash Flow Statement

The Trustees have taken advantage of the exemption from including a cash flow statement in the financial statements on the grounds that the Charity is small.

d) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

- Voluntary income received by way of grants is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.
- Rent, tenants overhead charges and room hire is included in full in the period to which it relates.
- Investment income is included when receivable.
- Other income is included when receivable.

e) Fund Accounting

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds set aside by the trustees for particular purposes. Provision has been made for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

1 ACCOUNTING POLICIES *(continued)*

e) Fund Accounting *(continued)*

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

f) Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its 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 independent examination fees and costs linked to the strategic management of the charity.
- Expenditure on grants is recognised once the trustees have made an unconditional commitment to pay the grant and this is communicated to the beneficiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Support Costs

Support costs are those functions that assist in the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, payroll and governance costs which support the charity's activities. These costs have been included within expenditure on charitable activities.

h) Operating Lease Agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SoFA as incurred.

i) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is calculated to write off the cost of fixed assets over the expected useful lives of the assets concerned. The principal annual rates for this purpose, which are consistent with those of the previous year, are:-

	%	
Fixtures and Equipment	10 - 20	on a straight line basis
Solar Energy Equipment	5	on a straight line basis

j) Investments

Fixed asset investments are included at market value at the balance sheet date.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

1 ACCOUNTING POLICIES *(continued)*

j) Investments *(continued)*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

k) Debtors

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

l) Cash at Bank and in Hand

Cash at bank and in hand comprises petty cash and funds held in the charity bank current account and deposit account.

m) Creditors and Provisions

Creditors are recognised where the charity has a 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

o) Retirement Benefits

The obligations for contributions to defined contribution retirement benefit schemes are recognised as the expense is incurred. The assets of the scheme are held separately from those of the company in an independently administered fund.

p) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee`s services are received.

2 LEGAL STATUS

R.H.W.E. Limited is a company limited by guarantee and as such has no share capital. In the event of the Charity being wound up, the trustees would be required to contribute an amount not exceeding £10.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Rents	197,069	-	197,069	198,050
Tenants Overhead Charge	25,527	-	25,527	26,056
Room Hire and Conferences	20,146	-	20,146	15,199
Education and Training Courses	2,854	-	2,854	51,156
Referral Fees	550	-	550	-
FIT Income	13,902	-	13,902	12,595
	260,048	-	260,048	303,056

4 INVESTMENT INCOME

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Bank Interest Received	792	-	792	12

5 DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Grants	-	175,463	175,463	186,045
HMRC - CJRS Grants	-	-	-	2,791
Apprentice Grant Support	15,156	-	15,156	941
Donations	2,548	-	2,548	1,469
Volunteer Services	1,558	-	1,558	8,332
	19,262	175,463	194,725	199,578

R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.	98,053
Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.	76,201
LA6 Gateshead Council ESF Community Grants for Explore Self-employment North Tyneside – supporting groups to explore self-employment and employability.	1,209
	175,463

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Grants Awarded	1,426	1,909	3,335	1,942
Business Centres				
Repairs, Maintenance and Depreciation	35,334	1,783	37,117	43,161
Heat and Light	19,570	25,000	44,570	20,778
Rates and Water	3,403	7,394	10,797	13,426
Insurance	4,854	-	4,854	4,984
Security Costs	4,502	-	4,502	4,120
Cleaning	16,587	-	16,587	13,176
	84,250	34,177	118,427	99,645
Cost of Events and Activities				
Other Events	812	351	1,163	2,255
Advertising Marketing and Recruitment	2,074	1,452	3,526	19,420
Business Resources	257	864	1,121	1,233
Tutoring Costs	6,961	50,189	57,150	56,676
Volunteer Expenses	1,558	-	1,558	8,332
Conference Costs	7,452	558	8,010	3,238
	19,114	53,414	72,528	91,154
Management and Administrative Costs				
Staff Costs (Note 8)	51,441	123,041	174,482	226,457
Training	273	276	549	750
Office Costs	23,624	1,310	24,934	27,031
Legal and Professional Fees	11,190	60	11,250	60,740
Accountancy	5,650	-	5,650	4,650
Bookkeeping	1,500	-	1,500	-
Bad Debts	586	-	586	5,506
Governance Costs (Note 7)	950	-	950	950
Bank Charges and Interest	641	-	641	404
	95,855	124,687	220,542	326,488
	200,645	214,187	414,832	519,229

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

7 GOVERNANCE COSTS

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Independent Examiners Fees	950	-	950	950
	950	-	950	950

8 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF MANAGEMENT PERSONNEL

	Unrestricted £	Restricted £	2023 Total £	2022 Total £
Staff Salaries	47,140	111,968	159,108	205,266
Employers NI	3,147	7,382	10,529	15,481
Pension Cost	1,154	3,691	4,845	5,710
	51,441	123,041	174,482	226,457

No employee received emoluments in excess of £60,000 during the year (2022: £nil).

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2022: £nil). No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2022: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive, the Development Officer and the Finance Officer. The employee benefits, including pension contributions, of the Chief Executive, the Development Officer and the Finance Officer were £114,125 (2022: £125,972).

9 STAFF NUMBERS

The average monthly head count was as follows:

	2023 Number	2022 Number
Management	3	3
Administrative Staff	2	4
Total	5	7

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

10 RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under FRS 102.

11 TAXATION

The company is a registered Charity and accordingly is exempt from tax on its income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

12 TANGIBLE FIXED ASSETS

	Solar Energy Equipment £	Fixtures & Equipment £	Total £
COST			
At 1st April 2022	88,971	142,563	231,534
Additions	-	4,424	4,424
At 31st March 2023	88,971	146,987	235,958
DEPRECIATION			
At 1st April 2022	45,968	133,004	178,972
Charge for year	4,449	4,590	9,039
At 31st March 2023	50,417	137,594	188,011
NET BOOK VALUE			
At 31st March 2023	38,554	9,393	47,947
At 31st March 2022	43,003	9,559	52,562

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

13 INVESTMENTS

	Managed Investment Portfolio	
	2023	2022
	£	£
Market Value at 1st April 2022	117,817	114,815
Unrealised (Loss)/Gain in Year	(6,434)	3,002
Market Value at 31st March 2023	111,383	117,817

During the year ended 31st March 2018, R.H.W.E Limited invested £100,000 into an investment portfolio. The trustees made this investment to safeguard funds, to meet the costs, that the trustees have identified as part of the charity's designated reserves.

This investment portfolio, which includes quoted equities and bonds, is managed by Heartwood Investment Management, who have provided the year end valuation.

Each year the charity recognises the movement in the market value of the investment portfolio.

14 DEBTORS

	2023	2022
	£	£
Trade Debtors	10,950	1,644
Prepayments	9,684	5,316
Value Added Tax	1,003	3,426
Other Debtors	9,909	88,443
	31,546	98,829

15 CREDITORS

	2023	2022
	£	£
Amounts due within one year :-		
Trade Creditors	83,475	111,775
Rent Deposits	29,360	21,508
Sundry Creditors and Accruals	96,254	71,855
PAYE	2,406	5,249
	211,495	210,387

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

16 STATEMENT OF FUNDS

	Balance 1st April 2022 £	Income £	Transfers £	Expended £	Unrealised Investment Loss £	Balance 31st March 2023 £
Unrestricted Funds	112,492	280,102	-	(200,645)	(6,434)	185,515
Designated Funds	153,402	-	-	-	-	153,402
Restricted Funds	38,724	175,463	-	(214,187)	-	-
	304,618	455,565	-	(414,832)	(6,434)	338,917

Unrestricted Funds
These are funds which the Trustees are free to use in accordance with the Charity's objectives.

Designated Funds
Designated Funds are unrestricted funds set aside by the Trustees for particular purposes. The Trustees consider it prudent to make provision for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund, as follows:

Property Repair Fund: The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund: The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the risks associated with new work.

Restructure Fund: This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund: This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund: This purpose of this fund is to fund future fixed assets.

Restricted Funds
These are funds received for specific purposes and projects. Please see note 5 for the funds that were received this year.

All restricted funds for projects delivered during the year were spent and claims drawn down by the year end.

R.H.W.E LIMITED
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NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2023

17 INDEPENDENT EXAMINER'S FEE

	2023	2022
	£	£
Independent Examination	950	950

Management and administrative costs include £5,650 (2022 : £4,650) in respect of accountancy and book keeping services paid to Bell Tindle Williamson LLP in addition to the independent examination fee.

18 ANALYSIS OF NET ASSETS

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible Fixed Assets	47,947	-	-	47,947
Investments	-	111,383	-	111,383
Current Assets	349,063	42,019	-	391,082
Current Liabilities	(211,495)	-	-	(211,495)
	185,515	153,402	-	338,917

19 ULTIMATE CONTROLLING PARTY

In the opinion of the Trustees, there is no ultimate controlling party of the Charity other than the board itself.

R.H.W.E. LIMITED

England & Wales - Charity number 1093668

Accounts

COMPANY REGISTRATION NUMBER 03359861
REGISTERED CHARITY NUMBER 1093668

R.H.W.E. LIMITED
(KNOWN AS REVIVING THE HEART OF THE WEST END)
(A COMPANY LIMITED BY GUARANTEE)

FINANCIAL STATEMENTS

31ST MARCH 2022

BELL TINDLE WILLIAMSON LLP
Chartered Accountants
and Registered Auditors
The Old Post Office
63 Saville Street
North Shields
Tyne & Wear
NE30 1AY

R.H.W.E. LIMITED
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FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

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R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31 March 2022 which are also prepared to meet the requirements for a Directors' Report and financial statements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and the charities Statement of Recommended Practice (applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland; FRS 102) issued in October 2019.

Summary of the Year

It is fair to describe this as another challenging year navigating the impact from the Covid 19 global pandemic and post-lockdown, we observed a changing landscape for charities and our beneficiaries; and, whilst there has been pressures on operational management, service delivery, and income streams, this should not detract from the excellent work the team has achieved together to deliver significant step-change in the lives of our beneficiaries.

Throughout the period, the organisation has responded to the challenging economic landscape, the Trustees and CEO regularly met to consider and risk plan for the potential impact. With health and safety concerns remaining about the spread of the virus as government guidelines changed, we considered and responded to the impact on participation in our Explore Start Grow employability and self-employment programme. People were still worried and whilst health and safety measures and covid operating procedures within our buildings were reviewed regularly, many participants have school-age children, their own health conditions and caring responsibilities of others to consider. When local restrictions and lock-down meant public buildings were no longer open for many local people they were left even more isolated with limited or no access to internet services and IT equipment. We responded swiftly maintaining communication and engagement through all forms of communication, re-developed workshop activities and material that could be accessed on-line, we sought and secured funding and devices that were loaned to participants and the staff team engaged with participants virtually and remotely and continued providing personal development, emotional and welfare support. However, we observed trends early on with our beneficiaries who were very clear that their preferences were to continue receiving support face to face where possible. The safe and welcoming environment presented by the staff team builds rapport and trust and we have seen enquiries for our services grow significantly with referral partners and direct enquiries at an all time high.

We monitor expenditure stringently to reduce overheads during any latent periods of reduced occupancy in our buildings because of lockdown restrictions when income from office and workshop units was most at risk. Post-pandemic whilst the financial situation deteriorated rapidly for some types of business we also observed that stable occupancy returned and enquiries and referrals for space increased against the previous period. We attracted new tenants and supported existing ones to consider expansion within our managed workspace buildings. Meeting room hire has seen an return to bookings made from regular and new customers as a result of customer engagement, marketing activity with some clients using the space to deliver training remotely.

We explored new opportunities and became a Gateway for the Government's Kickstart scheme of work placements for 16-24 year olds. Drawing on our employability expertise and specifically targeting small businesses we were able to support employers through the scheme and with additional business support from our enterprise team.

We successfully secured extension funding for our Newcastle and North of Tyne CLLD ESF and CLLD ERDF funded projects of personal development, employability, training and self-employment support working with unemployed and inactive residents across Newcastle and we will continue to deliver this during 2022/2023. We were one of only a few organisations to successfully be awarded LA6 ESF funding to deliver two new projects targeting communities and residents with our enterprise support and we look forward to working within the partnerships we have developed with other local voluntary sector organisations to deliver our successful place-based approach to local communities.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Summary of the Year *(continued)*

RHWE continued as an 'Expert in residence' at BIPC Newcastle offering pre-start and existing business support through the CityLife project. Additionally, as a partner at the Newcastle Skills Hub, we have provided guidance to Newcastle residents and helped with access to a Flexi Fund grant supporting their journey into jobs or self-employment.

We continue in a year of uncertainty post-lockdown but with resolve and determination to adapt, deliver and respond to the emerging needs of our beneficiaries. We are delighted to report funded projects on or above target as well as stable occupancy in our managed workspace buildings.

The Charity has always embraced change and our planned strategic review for 2020/21 was delayed but has been re-visited by the Trustees and CEO and remains a priority to re-visit the corporate vision and values and re-shaping of our services based on an extraordinary year of achievements made possible by the dedication and hard work of the staff team and the Trustees.

Our Purpose and Activities

Purpose

The Charity's purposes as set out in the objects contained in the company's Memorandum of Association are to benefit the public, particularly those living in disadvantaged areas, through social and economic programmes to improve the welfare, resilience and lives of people and communities on their journey to get into work, self-employment, training or education.

The aims of the Charity are to raise aspiration and confidence through enabling people to see the potential in themselves, identify a goal and build resilience to navigate their way to success.

People need holistic and personalised support to be able to make more informed choices and feel empowered to take the steps towards getting the job they really want, exploring a self-employment idea or consider training or education opportunities; whatever the pathway they decide.

Ensuring Our Work Delivers Our Aims

When setting our aims, objectives and planning for activities, we reflect on the outcomes of our work and the benefits brought to the people we are here to help. We consider what has worked well, what we have learned and what could be done even better. Where we identify gaps, our staff team is excellent at working with stakeholders and partners to seek out services we can access or provide influence where a need is not being met; or, even where we can design a solution ourselves.

In setting objectives and planning activities, consideration is given to the general guidance published by the Charity Commission relating to the public benefit.

We understand that everyone has a unique story and a series of events, experiences and influences either now or in their past that has impacted on them personally. Many people have complex and busy lives and can lack the confidence, motivation and resilience to take a step forward to start feeling in control; and, often as a consequence of those unexpected events, lives can be transformed and it can feel impossible to get back on track.

Our EXPLORE START GROW framework has been developed in response to this providing personalised and strengths-based support to help people work through challenges and move on to brighter futures.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Our Purpose and Activities *(continued)*

The Focus Of Our Work - Objectives, Strategies and Activities

People are at the heart of our Charity. Unlocking the capacity within each individual to aspire to their passion and dream and support them on journeys to sustainable lives, whatever the background or circumstances, our support and guidance is multi-dimensional and responsive, recognising that the journey into a job, career and/or self-employment is unique to the individual and at every stage of the journey support needs to adjust and flex to overcome any personal and professional obstacles along the way.

EXPLORE START GROW is a blended mix of learning experiences with personal coaching to keep people energised and encouraged on their journey. Life is complex and there's often competing factors, situations, systems and back-stories that limit and curtail the ambition to aspire. In a welcoming and caring environment, we build trust and respect by taking the time to get to know people. We explore talents and abilities, and hopes and dreams, peeling back the layers bit by bit. We see people grow as they become more empowered and confident about their futures.

Our relationships with existing and new partners and stakeholders continue to be strengthened with colleagues across local organisations feeding back positively about the impact we are making. As a direct result we have grown a very strong network through which cross referrals provide more cohesive and joined up offers of support to local people. Organisations we are working collaboratively with include: Jobcentre Plus; local Schools; social housing providers; Moving on Tyne and Wear; local charities and voluntary organisations; the local authority and Newcastle Futures.

How Our Activities Deliver Public Benefit

The Trustees have considered the guidance published by the Charity Commission on the provision of public benefit and confirm that public benefit has been provided by the range of activities described, as follows:

EXPLORE

EXPLORE activities are creative and engaging and use a variety of themes as the inspiration to support those furthest away from the jobs market to take steps towards feeling confident, resilient and ready for work. Activities are delivered flexibly through a combination of experience-based learning and workshops and we develop people's confidence towards becoming economically independent through increasing personal capacity, aspiration and motivation with goal setting and empowering people to be in control of their choices.

Explore Workshops explore skills, barriers, employment, careers and action planning. This is the starting point for the journey unlocking mindset challenges to think more positively about setting a goal and action plan.

STEPS course (accredited by The Pacific Institute) uses cognitive theory and behavioural psychology to develop positive mind-set, behaviours and beliefs that strengthens resilience and feeling of control of your own decision-making.

RHWE Mentors is our volunteering course for mentors to reach out to communities and provide support for people needing encouragement and help on their journey.

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How Our Activities Deliver Public Benefit *(continued)*

EXPLORE *(continued)*

Lights Camera Take Action course co-designed with a local casting agency partner using TV and film techniques as the catalyst for honing work-place skills. Participants gain an understanding of the sector, what it's like to work on set, learn to pitch confidently to an audience and work effectively in a team environment. Participants are supported to produce their own CV – an on-line profile and many have gone on to secure paid work as Supporting Artists on locally produced TV shows and films, found jobs in other industries, received 1:2:1 business support to explore self-employment ideas and registered self-employed.

Financial Wellbeing workshops support people facing money management challenges in relation to benefits, work and debt. Breaking down the barriers faced, guiding and supporting people with ways to make positive changes to the way they manage their finances we offer 1:2:1 specialist advice relevant to the personal situation so options can be considered and people can make considered and informed decisions.

START

START activities support people into work or self-employment. Arming people with practical knowledge they can act upon helps improve self-belief, confidence and understanding of how to apply this to job applications or starting a business or setting up a social enterprise. People can access a combination of experience-based learning, workshops, 1:2:1 coaching and business mentoring and access to funding.

HOW2 Workshops are an introduction to working for yourself or running an enterprise with key topics relating to self-employment and running an enterprise with the opportunity to share knowledge and peer support with others exploring a similar pathway.

Self-Employment and Universal Credit workshops are co-designed with a local welfare rights specialist is for people concerned about benefits and the potential impact on their self-employment journey. The session provides practical information about self-employment and navigating a Universal Credit account.

Business Advice 1:1's with an experienced business adviser helping explore business ideas, developing from a plan into reality and practical steps to take to get started.

Industry Taster Workshops are co-delivered with local employer partners who provide inspiration and a reality check on what it's really like to work in their industry from Care to Coding, Fashion to Digital Design. The employer partner shares an understanding of what the work is like, job roles available, any training or education requirements, and how to catch the eye of the employer through your application, all ran at the employer's venue so participants can see the workplace in action. RHWE Coaches provide the wrap around support to then help people explore, prepare and apply for job roles.

Creative Action Workshops use creative techniques and ideas to generate social action and enterprise ideas and support the development of social action and enterprise ideas into a registered social enterprise or community-based business.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

How Our Activities Deliver Public Benefit *(continued)*

GROW

Our Grow activities support business owners and those already self-employed to review and take practical steps toward managing, sustaining and growing a business in a fast-paced and rapidly changing enterprise landscape with a combination of workshops and 1:1 specialist support.

Business Master Classes provide access to specialist experts focussing on topics from Social Media, GDPR, Employment and HR, Leadership and Management.

TP5 Leadership and Management course (accredited by The Pacific Institute) designed to help owners and managers to be more aspirational and able to unlock personal mindset barriers that may be holding them back. Using powerful techniques and tools to develop better understanding of managing dynamic change, set and achieve transformational goals and develop growth strategies.

COMMUNITY SUPPORT

Our Trustees and Staff are passionate about grass roots support direct to local people and families. Our EXPLORE START GROW programme provides multiple pathways helping local people move closer to jobs or enterprise. Reviving the Heart of the West End also designates reserves to fund the following projects:

Scholarship Fund is a three-year Scholarship providing financial support for a course of higher education as well as technical and practical assistance during and after a Degree course. Applicants must reside in Newcastle's west end to be eligible.

School Uniform Grant is a discretionary grant awarded each year to 13 local west end primary and secondary schools to assist with the purchase of school uniforms for families often hit the hardest by changes in welfare benefits or for those who are new to our community.

Managed Workspace buildings at John Buddle Work Village and Buddle House provide office and workshop units for new and young start-up businesses to rent or virtual office services to support the start-up of new enterprises who are not able to make their first steps into premises.

Achievements and Performance

We have witnessed again an increase in demand for our support particularly in referrals from local organisations and agencies working with a diverse range of people. Through strong networks and with ideas for innovative services, we have engaged with more partners collaboratively to provide influence and expertise to develop effective solutions.

During the period, we are delighted to report on successes through our activities and collaborations together with new projects and initiatives that demonstrates how we respond to need and adapt to relevant opportunities that further support the needs of our beneficiaries.

Late in 2019, the launch of our EXPLORE START GROW framework brought exciting opportunities with new funding streams secured and evidence of impact gathered from pilot activity and evaluations that has informed the development of new activities. We secured two year's of match funding contribution from 2019 to 2022 for the programme. Over the period:

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Achievements and Performance *(continued)*

294 people accessed business advice and guidance support to explore working for themselves, starting up their own enterprise.

168 business owners were supported to sustain or grow an existing business.

303 people have engaged with our Explore support for personal development to pursue next steps towards work.

The RHWE team enjoyed working again with the British Council on an Active Citizens programme delivering social action and cultural engagement in Newcastle. 17 people participated in Active Citizens and four social action projects were developed during the training. We supported our Romanian Group to host a community open day and welcomed guests to a cultural diversity celebration event including Newcastle's Lord Mayor, local councillors, community members and the Romanian Consulate.

Our Managed Workspace buildings, John Buddle Work Village and Buddle House achieved an average occupancy of 88% and we supported 50 tenants over the period.

Kickstart. In October 2020, RHWE successfully applied to be a Gateway on the Government's Kickstart scheme of paid work placements for 16-24 year olds. From March 2021 to March 2022, 49 organisations collectively offering 146 placements have been supported to apply and been approved for the scheme.

Skills Hub. As a Skills Hub partner RHWE's advisers provided support to Newcastle residents on their journey to a job or self-employment. Funding of over £1,100 in the period was secured for resources and expenses in the form of grants for beneficiaries.

Theory of Change. The development of our very first Theory of Change model is underway working with impact specialist Good Labs who has lead interactive sessions with the Trustees and the staff team and is working closely with the CEO to finalise a model to help shape our programme, report on impact on our beneficiaries, explain the relationship between the problems we address, the resources we deploy, the actions we take and the outcomes we achieve and demonstrate the effectiveness of our work.

Impact Measurement. We have embedded the impact measurement tool Signal as part of our engagement and registration process for beneficiaries. Signal brings a unique insight into individuals with a temperature check on their life taking a holistic 360 perspective across a range of indicators. Coaches take the participant through a picture-based survey and together set goals and an action plan. People are able to reflect on different parts of their life and this helps build and develop the trusted relationship with their Coach putting each person in control of their decision-making. During the period, 80 people took part in Signal as part of their journey with RHWE and we have been able to regularly analyse the responses to identify trends and issues that are emerging within our cohort across geography, areas of interest, ethnicity, gender for example.

CRM

We have been working on the design and implementation planning with a local specialist to introduce the system to track and record enquiries and caseload management to integrate with activity tracking. This has been a significant move for the charity to also incorporate how we capture output and outcome evidence, how we integrate activity engagement management through customer journals and where our impact measurement and evaluation tools.

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Achievements and Performance *(continued)*

RHWE Website

During the period, we re-wrote and re-launched our managed workspace website to bring together an overview of John Buddle Work Village services and facilities with links to our social media as well as showcasing good news stories.

Local Links

Our staff are actively encouraged to engage and support other charities, community and voluntary organisations and regularly volunteer their time for local good causes.

Community Led Local Development (CLLD) Local Action Group

Our CEO is an active member of the CLLD. CLLD is the Newcastle and North Tyneside programme of ERDF/ESF funding to help local people into jobs or starting businesses across the most disadvantaged areas in Newcastle and Wallsend, North Tyneside.

She also holds Trusteeships at Footsteps Children's Services (2016) and St Cuthbert's Care (2020).

School Governor Volunteer

Our Development Officer serves as a Community Governor for St John's Primary School, Benwell (2018) close to our charity's offices in Elswick, Newcastle.

Newcastle Food Bank

We continue to support our local food bank with regular donations from RHWE staff, tenants and visitors to a Food Bank Collection Point based at our offices at the John Buddle Work Village.

Financial Review

The total income against total expenditure has returned a small deficit in funds for the year of £16,583. After accounting for the movement in the value of investments held by the charity, a total deficit of £13,581 is reported. RHWE's investment in the period in infrastructure and staffing resource was planned in line with our strategic review.

During the year, we delivered activities and services which resulted in increased expenditure on salaries; however, with grant funding secured, opportunities for commissioned work and partnership bids were also seized to protect the charity and manage the growth in demand for our services in response to the pandemic. The Trustees must balance competing priorities when investing the Charity's assets; to use the assets to generate a reasonable income; whilst investing them safely and in such a way that they are accessible to support cash-flow.

The Trustees have considered the results of our financial performance for the year and are assessing the actions required to deliver robust management strategies to protect the Charity in light of the ever-changing, socio-economic and political environment.

Our project planning scrutinises all aspects of the delivery process with a high level of detail, and to accompany this our project budgeting is based on a bottom-up costing method with all budgets calculated to cover direct costs and make a contribution to core costs and overhead.

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Financial Review *(continued)*

Financial Risk Management

The Charity manages its cash resources, including sufficient working capital, so that operating needs are met without the need for short term borrowing.

Principal Funding Sources

Aside from income generated by our managed workspace buildings, the majority of our funding comes through grants, contracts and small donations.

We continue to pursue new grants and contracts through commissioning to provide a mix of income streams into the Charity.

In 2021/22, the Charity was extremely grateful to be awarded the following funds. The amounts received during the year are recognised in note 5 of the financial statements.

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.

Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.

New Tyne West to provide match funding for the CLLD ESF Routes to Work project of personal development and employability support activities and personal coaching.

British Council to run Active Citizens training for 12 local people to develop social action projects.

Kickstart to support staff costs.

The Opencast Charitable Trust to support core costs of the Charity.

LA6 ESF Community Grants for Next Steps Gateshead project of employability and self-employment support.

LA6 ESF Community Grants for Take Action Gateshead project of self-employment support.

LA6 ESF Community Grants for Explore Self-employment North Tyneside.

DFE Apprentice Support Scheme to support staffing costs.

Cost Analysis

Wages and salaries, office costs and repairs and maintenance continue to be the main costs incurred by the Charity to enable it to deliver its charitable activities. As in prior years, expenditure has been tightly controlled and as a consequence has remained well within budget.

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Financial Review *(continued)*

Fundraising and Income Generation

We have a clear strategy for fundraising and income generation.

Our EXPLORE START GROW programme will be delivered through a mix of grant, charitable support, commissions and contracts. This operates in conjunction with earned income through trading from our managed workspace buildings.

The strategy responds to the challenges across funding and commissioning with availability of large- scale grants becoming more limited and commissioned work highly competitive.

As we continue to evidence positive performance through EXPLORE START GROW, our development plans relating to potential sources of funding are coming to fruition with grants secured and new funding sources being proactively sought and responded to. We have identified opportunities for partner bids to develop with trusted partners where services complement and support the individuals we are here to serve.

We have had to consider the essential investment required in time and resources to secure the sustainable future of our Charity in line with our mission. Considerable efforts have been made by the staff team to ensure continuous improvement into quality management systems, impact measurement, project planning and management and budgeting and finance.

The team has delivered excellent work in support of the financial and operational plans contributing to the Charity's success.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish and the Trustees must balance competing priorities when investing on behalf of the Charity. They must use the assets to generate a reasonable income; whilst investing safely and in such a way that they are easily accessible to support cash flow to make up funding shortfalls.

The investment objective is to provide a balanced return on investments with a low to medium level of risk. Given the nature of the Charity's investment portfolio, coupled with Brexit and Covid-19, it is the Trustees' opinion that the performance on the investment was to be expected.

Reserves Policy and Going Concern

The Trustees have examined the Charity's requirements in line with SORP, to hold reserves to cover up to six months of operational costs. Our policy is reviewed annually and considers the key risks to the Charity. In calculating reserves to meet the operational needs of the Charity, we take account of the potential risks and confirm currently we hold reserves equivalent to 3.9 months of operational costs. The Trustees are mindful of the need to be prudent in respect of our reserves levels and on that basis the Trustees will continue to plan for unrestricted surpluses to fund investment in the strategic development and growth of the Charity. This will be achieved through continued income generation, identifying new unrestricted income sources and robust financial management.

The Trustees have considered the Charity's reserves and reviewed the allocation of designated funds in 2021/22, totalling £145,402. Essential expenditure on property maintenance and additional staff support has reduced designated funds this year. The Trustees will continue to assess the designated funds in 2022/23 and reflect on short and long-term risks that they need to mitigate which are relative to asset purchase, unfunded essential activity and restructure.

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Financial Review *(continued)*

Reserves Policy and Going Concern *(continued)*

Our Designated Funds reserve covers:

Property Repair Fund

The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund

The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the development risks associated with designing and piloting new activities.

Restructure Fund

This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund

This fund has been established to fund the costs of upgrading technology infrastructure including the costs of change IT hardware and software.

Tangible Fixed Asset Fund

This purpose of this fund is to fund future fixed assets.

Plans for Future Periods

The forthcoming year 2022/23 will certainly be challenging for our Charity, in light of the prevailing external economic conditions that are having an immediate impact across our sector and on businesses, together with the loss of European funding following Brexit. The CEO and Trustees have led a strong strategic and operational response to the current economic crisis and are working closely together in their proactive planning for the ongoing management of the Charity strategically and financially through the short and long term. We are mindful of the risks to the voluntary sector of the anticipated reduction in grant funding opportunities from trusts and foundations, the impact on small business survival; however, with our knowledge, expertise and networks in the employability and enterprise sectors we have already been able to secure extension funding up to December 2022 and our CEO is actively involved in networks and meetings about regional funding opportunities through the Government's replacement for EU funding through the Community Renewal Fund and Shared Prosperity Funds.

Our strong and stable relationships with our managed workspace tenants and the business community has reinforced our reputation in the business support arena and we have secured new funded opportunities based on our specialist areas of support for enterprise and employability.

Our EXPLORE START GROW programme has laid the foundations for supporting people through learning, skills development, knowledge and personal capacity building and we have delivered against our programme targets to date and evidenced success through strong project management and impact measurement to demonstrate the power of meaningful and timely interventions.

Plans for Future Periods *(continued)*

New sources of funding

Working closely to develop strategic relationships and partnerships with a range of organisations and agencies, we are actively working on key pieces of work that will evidence clearly the benefit of our work and the impact we make on our beneficiaries.

We will continue to seek new income streams to develop the capacity of the organisation and ensure the wider impact of EXPLORE START GROW activities reaches more people. Our CEO has been invited to attend DWP Round table events in relation to our work with Kickstart; be part of a VCS focus group at the North of Tyne Combined Authority to represent VCS organisations and continues through her role as Local Action Group member for CLLD to ensure a voice is heard in policy and decision making locally and regionally.

Collaboration and Partnerships

We are part of a strong community and voluntary sector in the City and will build on our 19 year reputation to develop opportunities we have identified and are discussing with key strategic charities who share our person-centric grass roots approach.

Accredited Training

R.H.W.E. Limited is a registered centre for SFEDi – the sector skills awards body for enterprise and employability. We have mapped qualifications across a sample of our current activities to be able to offer accredited learning that will open up potential new sources of income following positive conversations about funding with prime contractors, funders and local enterprise agencies. We continue to engage with stakeholders to explore this avenue of potential work and funding for the Charity.

Charity Profile

A review of our brand and marketing has developed a powerful new identity for the Charity and to refresh and update the marketing of our managed workspace buildings. We have reviewed our marketing and social media platforms internally and improved direct marketing communications; however, we recognise the need for a clear, consistent brand that reflects EXPLORE START GROW as well as the aims of our Charity.

Board Trustees

Strengthening the Board of Trustees has brought positive developments in policy and practice; however, recruitment of new Trustees has been a challenge with many people facing competing priorities and unable to commit to a Trusteeship during the pandemic. We have developed a Trustee Pack and will be carrying out a marketing activity to raise the profile of the organisation to attract new Trustees to bring our membership up to the recommended levels in accordance with good governance.

Advisory Sub-Groups

We will seek to establish sub-groups to support key strategic operations of the Charity to provide essential feedback to the CEO and staff team and are designing a feedback process to enable participants and clients to help shape and improve activities and services to be responsive to need.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Reference and Administrative Details

Charity Name:	R.H.W.E. Limited
Charity Known Name:	Reviving the Heart of the West End
Charity Registration Number:	1093668
Company Registration Number:	03359861
Registered Office and Operational Address:	John Buddle Work Village Buddle Road Newcastle upon Tyne NE4 8AW
Bankers:	Lloyds Bank 102 Grey Street Newcastle upon Tyne NE99 1SL
Independent Examiner	E. J. Hartshorne-Ferguson BA FCA Bell Tindle Williamson LLP The Old Post Office 63 Saville Street North Shields Tyne & Wear NE30 1AY
Investment Managers	Heartwood Wealth Management Limited 1 Kings Way London WC2B 6AN
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB

Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law and throughout this report and the financial statements are collectively referred to as the Trustees.

The Trustees who served during the year were as follows:

Chairperson:	M. B. Stoddart
Trustees:	Ms J. Reeve R. G. Webb W. McKay

The key management personnel who served during the year were as follows:

Chief Executive Officer:	Mrs A. Johnson

The finance officer and the development officer are also considered to be key management personnel of the charity.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Structure, Governance and Management

Governing Document

R.H.W.E. Limited was incorporated as a company limited by guarantee on 25 April 1997 (company number 03359861) and registered as a charity on 3 September 2002 (charity number 1093668). The company was established under a Memorandum of Association which states the objects and the powers of the company and is governed under its Articles of Association. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

R.H.W.E. Limited operating as Reviving the Heart of the West End is incorporated as a company limited by guarantee company number 03359861.

The principal object of the charitable company is the promotion for the public benefit of urban regeneration in areas of social and economic deprivation and, in particular, Newcastle upon Tyne.

Appointment of Trustees

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles of Association. Trustees are elected and co-opted, under the terms of the Articles of Association, at the Annual General Meeting (AGM) for a period of two years, after which they must seek re-election. All Directors of the charitable company are also Trustees under the Charities Act 2011.

Formal recruitment procedures are in place and are reviewed regularly. Trustees may be nominated on the basis of personal values and motivation consistent with the objectives of the Charity.

Trustees are committed to actively taking part in the governance and strategic development of the organisation outside regular Board Meetings. They give their time voluntarily and receive no benefits from the Charity.

The Trustee Policy is reviewed regularly and the Trustees and Chief Executive Officer work together to recruit new Trustees with expertise aligned to the Charity's vision and area of influence.

Trustee Induction and Training

There is a formal induction process for all new Trustees with the Chair and Chief Executive Officer. A briefing is given together with a detailed information pack, outlining the legal obligations under Charity and Company law, Charity Commission guidance, Memorandum and Articles of Association, a Strategic Plan, accounts and minutes of recent Trustee meetings. Those interested in becoming a Trustee are invited to attend a Board Meeting as a guest before considering applying to be a Trustee.

Organisational Structure and Decision Making

Trustees are responsible for the governance of the charity and meet regularly with the Chief Executive Officer who provides an operational update alongside discussion on strategic matters and the development of policies. Trustees are encouraged to provide support in specific themed areas of the Charity where particular expertise and experience are relevant.

The Chief Executive Officer leads on strategic management and operational matters holding team meetings to inform decision making processes and providing a channel for staff to regularly feedback on observations, ideas and challenges and to share relevant information from clients, partners, stakeholders or impact of external factors. Staff take part in meetings on matters including health and safety, marketing, impact, data, and quality. This supports the continuous review of practice, policy and procedures.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Structure, Governance and Management *(continued)*

Related Party Transactions

The Charity has established an excellent reputation for our person-centred, strengths-based approach where personal coaching is wrapped around creative and responsive programmes. We have a strategic voice across local, regional and national forums that are community-based, local authority-led or sector and business specific including NELEP, Jobcentre Plus, NEECC, VONNE, Locality and Small Charities Coalition. This has proved invaluable to the charity with improved organisational links leading to collaboration for designing new services and identifying opportunities for potential funding with key partners. The organisation's strategic presence is additionally reflected through our CEO's involvement with the development and governance model for the Newcastle and North of Tyne CLLD programme of ERDF/ESF funding moving local people furthest away from the jobs market into work or starting a business.

Pay Policy for Key Management Personnel

The Board of Trustees give their time freely and no Trustee received remuneration during the year. The key management personnel (KMP) pay is reviewed annually and is normally increased in line with average earnings. KMP salaries are considered in line with pay levels of other charities and organisations in the sector and the region and with consideration to the complexity of the role, the duties and responsibilities.

Risk Management

The Trustees understand their responsibility for the management of the risks faced by the Charity and work closely with the Chief Executive Officer. Appropriate systems, controls and procedures have been established with a Risk Register to reduce our exposure; and, manage, monitor and mitigate risk and uncertainty.

An annual review of the major risks faced by the Charity is undertaken and the Trustees are satisfied that our procedures are in line with our risk management process.

Risk management is considered at regular Trustee meetings and any changes or new risks identified are considered and responded to.

Currently, the biggest risk the Charity faces is the loss of income from the rental of office space at our two managed workspace properties in the west end of Newcastle and income from grant funded programmes.

The following are considered major risks for the Charity:

- *Financial risks* income loss, exceptional costs, fraud, insurance cover.
- *Governance risks* recruitment of Trustees and management, legislation and compliance.
- *Operational Risks* human resources, management information.
- *Quality Risks* competition risk, charitable objects risk, serious incident, breach of law.
- *External Risks* adverse publicity, government and local authority policy, competitors.

Corporate Governance

The Charity has internal measures and controls in place to manage expenditure and commitments. The Chief Executive Officer works with the staff team to regularly refine these processes to improve efficiency and to ensure effective and consistent monitoring of projects continues to meet the highest performance standards. Policies and procedures are regularly checked and approved by the Board to ensure compliance and good practice.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are also the Directors of R.H.W.E. Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 as at the balance sheet date and of its incoming resources and application of resources, including the surplus or deficit for the financial year.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have overall responsibility for ensuring that the charitable company has appropriate systems and controls, financial and otherwise. The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for their proper application as required by charity law, and hence for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- R.H.W.E. Limited is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained, and financial information used within R.H.W.E. Limited is reliable; and
- R.H.W.E. Limited complies with relevant laws and regulations.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees

The Board of Trustees are obliged to seek re-election, every two years, at the Annual General Meeting.

The Trustees who are Directors for the purposes of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on page 12.

In accordance with company law, as the company's Directors, we certify that:

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2022

Trustees' Responsibilities in Relation to the Financial Statements *(continued)*

Trustees *(continued)*

- So far as we are aware there is no relevant information of which the company's independent examiner is unaware; and

- As Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charity's independent examiner is aware of that information.

Independent Examiner

E. J. Hartshorne-Ferguson BA FCA of Bell Tindle Williamson LLP will be appointed as independent examiner for the ensuing year.

This report was approved by the Trustees on 15th December 2022 and is signed on their behalf by:

.....
M. B. STODDART
Chairperson

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF R.H.W.E. LIMITED
FOR THE YEAR ENDED 31ST MARCH 2022

I report on the financial statements of R.H.W.E. Limited for the year ended 31st March 2022, which are set out on pages 18 to 28.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you, as Trustees, concerning any such matters. The procedures undertaken do not provide all of the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and

(b) to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006.

(c) to prepare financial statements in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

Bell Tindle Williamson LLP
Chartered Accountants
The Old Post Office
63 Saville Street
North Shields, Tyne and Wear
NE30 1AY

E. J. Hartshorne-Ferguson BA FCA
Independent Examiner

CHARTERED ACCOUNTANTS AND
REGISTERED AUDITORS
15th December 2022

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2022 Total £	2021 Total £
INCOME:						
Income from Charitable Activities	3	303,056	-	-	303,056	269,756
Investment Income	4	12	-	-	12	102
Donations and Legacies	5	17,533	-	182,045	199,578	188,782
TOTAL INCOMING RESOURCES		320,601	-	182,045	502,646	458,640
EXPENDITURE:						
Expenditure on Charitable Activities	6	357,140	-	162,089	519,229	454,496
TOTAL EXPENDITURE		357,140	-	162,089	519,229	454,496
NET MOVEMENT OF FUNDS IN FINANCIAL YEAR		(36,539)	-	19,956	(16,583)	4,144
TRANSFERS BETWEEN FUNDS		8,000	(8,000)	-	-	-
Unrealised gain/(loss) on investments	13	3,002	-	-	3,002	24,152
TOTAL MOVEMENT OF FUNDS IN FINANCIAL YEAR		(25,537)	(8,000)	19,956	(13,581)	28,296
RECONCILIATION OF FUNDS:						
TOTAL FUNDS AT 1ST APRIL 2021		146,029	153,402	18,768	318,199	289,903
TOTAL MOVEMENT OF FUNDS		(25,537)	(8,000)	19,956	(13,581)	28,296
TOTAL FUNDS AT 31ST MARCH 2022		120,492	145,402	38,724	304,618	318,199

The Statement of Financial Activities includes all gain and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31ST MARCH 2022

	Notes	2022 £	2022 £	2021 £	2021 £
FIXED ASSETS					
Tangible Assets	12		52,562		63,283
Investments	13		117,817		114,815
			170,379		178,098
CURRENT ASSETS					
Debtors	14	98,829		34,973	
Bank and Cash Balances		245,797		290,480	
		344,626		325,453	
CREDITORS - AMOUNTS DUE WITHIN ONE YEAR	15	210,387		185,352	
			134,239		140,101
NET ASSETS			304,618		318,199
Unrestricted Funds	16				
General Funds		120,492		146,029	
Designated Funds		145,402		153,402	
			265,894		299,431
Restricted Funds	16		38,724		18,768
TOTAL FUNDS			304,618		318,199

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 15th December 2022 and are signed on behalf of the board by:

.....

M. B. STODDART
Chairperson

Company Number : 03359861

The notes on pages 20 to 29 form part of these financial statements.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with the Charities: Statement of Recommended Practice (applicable to 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) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

R.H.W.E. Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Preparation of the Financial Statements on a Going Concern Basis

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. The trustees have considered the impact of Covid-19 and the financial assistance received when reaching this judgement. There are no significant judgments or key sources of estimation uncertainty that affect the financial statements.

c) Cash Flow Statement

The Trustees have taken advantage of the exemption from including a cash flow statement in the financial statements on the grounds that the Charity is small.

d) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

- Voluntary income received by way of grants is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.
- Rent, tenants overhead charges and room hire is included in full in the period to which it relates.
- Investment income is included when receivable.
- Other income is included when receivable.

e) Fund Accounting

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds set aside by the trustees for particular purposes. Provision has been made for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

1 ACCOUNTING POLICIES *(continued)*

e) Fund Accounting *(continued)*

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

f) Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its 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 independent examination fees and costs linked to the strategic management of the charity.
- Expenditure on grants is recognised once the trustees have made an unconditional commitment to pay the grant and this is communicated to the beneficiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Support Costs

Support costs are those functions that assist in the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, payroll and governance costs which support the charity's activities. These costs have been included within expenditure on charitable activities.

h) Operating Lease Agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SoFA as incurred.

i) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is calculated to write off the cost of fixed assets over the expected useful lives of the assets concerned. The principal annual rates for this purpose, which are consistent with those of the previous year, are:-

	%	
Fixtures and Equipment	10 - 20	on a straight line basis
Solar Energy Equipment	5	on a straight line basis

j) Investments

Fixed asset investments are included at market value at the balance sheet date.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

1 ACCOUNTING POLICIES *(continued)*

j) Investments *(continued)*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

k) Debtors

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

l) Cash at Bank and in Hand

Cash at bank and in hand comprises petty cash and funds held in the charity bank current account and deposit account.

m) Creditors and Provisions

Creditors are recognised where the charity has a 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

o) Retirement Benefits

The obligations for contributions to defined contribution retirement benefit schemes are recognised as the expense is incurred. The assets of the scheme are held separately from those of the company in an independently administered fund.

p) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee`s services are received.

2 LEGAL STATUS

R.H.W.E. Limited is a company limited by guarantee and as such has no share capital. In the event of the Charity being wound up, the trustees would be required to contribute an amount not exceeding £10.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Rents	198,050	-	198,050	211,800
Tenants Overhead Charge	26,056	-	26,056	22,134
Room Hire and Conferences	15,199	-	15,199	11,819
Education and Training Courses	51,156	-	51,156	15,248
FIT Income	12,595	-	12,595	8,755
	303,056	-	303,056	269,756

4 INVESTMENT INCOME

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Bank Interest Received	12	-	12	102

5 DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Grants	4,000	182,045	186,045	155,318
HMRC - CJRS Grants	2,791	-	2,791	33,243
Apprentice Grant Support	941	-	941	-
Donations	1,469	-	1,469	221
Volunteer Services	8,332	-	8,332	-
	17,533	182,045	199,578	188,782

R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.	59,315
Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.	66,557
New Tyne West to provide match funding for the CLLD ESF Routes to Work project of personal development and employability support activities and personal coaching.	7,500
British Council to run Active Citizens training for 12 local people to develop social action projects.	673
Carried Forward	134,045

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

5 DONATIONS AND LEGACIES - continued

Brought Forward	134,045
Kickstart to support staff costs	1,500
The Opencast Charitable Trust to support **core costs of the Charity**	1,500
LA6 ESF Community Grants for Next Steps Gateshead project of employability and self-employment support.	8,000
LA6 ESF Community Grants for Take Action Gateshead project of self-employment support.	20,000
LA6 ESF Community Grants for Explore Self-employment North Tyneside	20,000
DFE Apprentice Support Scheme to support staffing costs.	1,000
	186,045

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Grants Awarded	270	1,672	1,942	5,829
Business Centres				
Repairs, Maintenance and Depreciation	43,146	15	43,161	40,601
Heat and Light	4,730	16,048	20,778	33,915
Rates and Water	13,426	-	13,426	15,589
Insurance	4,984	-	4,984	4,555
Security Costs	4,120	-	4,120	4,734
Cleaning	13,176	-	13,176	9,782
	83,582	16,063	99,645	109,176
Cost of Events and Activities				
Other Events	293	1,962	2,255	973
Advertising Marketing and Recruitment	16,537	2,883	19,420	8,306
Business Resources	346	887	1,233	5,188
Tutoring Costs	5,023	51,653	56,676	18,538
Volunteer Expenses	8,332	-	8,332	-
Conference Costs	3,047	191	3,238	1,378
	33,578	57,576	91,154	34,383

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

6 EXPENDITURE ON CHARITABLE ACTIVITIES *(continued)*

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Management and Administrative Costs				
Staff Costs (Note 8)	156,217	70,240	226,457	202,539
Training	-	750	750	-
Office Costs	24,789	2,242	27,031	25,218
Legal and Professional Fees	47,194	13,546	60,740	34,673
Accountancy	4,650	-	4,650	5,650
Bad Debts	5,506	-	5,506	35,500
Governance Costs (Note 7)	950	-	950	950
Bank Charges and Interest	404	-	404	578
	239,710	86,778	326,488	305,108
	357,140	162,089	519,229	454,496

7 GOVERNANCE COSTS

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Independent Examiners Fees	950	-	950	950
	950	-	950	950

8 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF MANAGEMENT PERSONNEL

	Unrestricted £	Restricted £	2022 Total £	2021 Total £
Staff Salaries	135,026	70,240	205,266	182,955
Employers NI	15,481	-	15,481	13,980
Pension Cost	5,710	-	5,710	3,604
	156,217	70,240	226,457	200,539

No employee received emoluments in excess of £60,000 during the year (2021: £nil).

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2021: £nil). No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2021: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive, the Development Officer and the Finance Officer. The employee benefits, including pension contributions, of the Chief Executive, the Development Officer and the Finance Officer were £125,972 (2021: £114,157).

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

9 STAFF NUMBERS

The average monthly head count was as follows:

	2022 Number	2021 Number
Management	3	3
Administrative Staff	4	3
Total	7	6

10 RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under FRS 102.

11 TAXATION

The company is a registered Charity and accordingly is exempt from tax on its income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

12 TANGIBLE FIXED ASSETS

	Solar Energy Equipment £	Fixtures & Equipment £	Total £
COST			
At 1st April 2021	88,971	141,730	230,701
Additions	-	833	833
At 31st March 2022	88,971	142,563	231,534
DEPRECIATION			
At 1st April 2021	41,519	125,899	167,418
Charge for year	4,449	7,105	11,554
At 31st March 2022	45,968	133,004	178,972
NET BOOK VALUE			
At 31st March 2022	43,003	9,559	52,562
At 31st March 2021	47,452	15,831	63,283

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

13 INVESTMENTS

	Managed Investment Portfolio	
	2022	2021
	£	£
Market Value at 1st April 2021	114,815	90,663
Unrealised Gain/(Loss) in Year	3,002	24,152.
Market Value at 31st March 2022	117,817	114,815

During the year ended 31st March 2018, R.H.W.E Limited invested £100,000 into an investment portfolio. The trustees made this investment to safeguard funds, to meet the costs, that the trustees have identified as part of the charity's designated reserves.

This investment portfolio, which includes quoted equities and bonds, is managed by Heartwood Investment Management, who have provided the year end valuation.

Each year the charity recognises the movement in the market value of the investment portfolio.

14 DEBTORS

	2022	2021
	£	£
Trade Debtors	1,644	1,865
Prepayments	5,316	6,310
Value Added Tax	3,426	-
Other Debtors	88,443	26,798
	98,829	34,973

15 CREDITORS

	2022	2021
	£	£
Amounts due within one year :-		
Trade Creditors	111,775	33,807
Rent Deposits	21,508	21,638
Sundry Creditors and Accruals	71,855	108,713
PAYE	5,249	15,384
Value Added Tax	-	5,810
	210,387	185,352

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

16 STATEMENT OF FUNDS

	Balance 1st April 2021 £	Income £	Transfers £	Expended £	Unrealised Investment Loss £	Balance 31st March 2022 £
Unrestricted Funds	146,029	320,601	8,000	(357,140)	3,002	120,492
Designated Funds	153,402	-	(8,000)	-	-	145,402
Restricted Funds	18,768	182,045	-	(162,089)	-	38,724
	318,199	502,646	-	(519,229)	3,002	304,618

Unrestricted Funds
These are funds which the Trustees are free to use in accordance with the Charity's objectives.

Designated Funds
Designated Funds are unrestricted funds set aside by the Trustees for particular purposes. The Trustees consider it prudent to make provision for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund, as follows:

Property Repair Fund: The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund: The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the risks associated with new work.

Restructure Fund: This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund: This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund: This purpose of this fund is to fund future fixed assets.

Restricted Funds
These are funds received for specific purposes and projects. Please see note 5 for the funds that were received this year.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2022

17 INDEPENDENT EXAMINER'S FEE

	2022	2021
	£	£
Independent Examination	950	950

Management and administrative costs include £5,170 (2021 : £5,170) in respect of accountancy, book keeping and associated services also paid to Bell Tindle Williamson LLP in addition to the independent examination fee.

18 COMMITMENTS UNDER OPERATING LEASES

At the 31st March 2022, the Charity had annual commitments under non cancellable operating leases as set out below:

	2022		2021	
	Land & Buildings	Other	Land & Buildings	Other
	£	£	£	£
Operating leases which expire:				
Within 1 year	-	1,240	-	1,240
Within 2 to 5 years	-	-	-	1,240
	-	1,240	-	2,480

19 ANALYSIS OF NET ASSETS

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible Fixed Assets	52,562	-	-	52,562
Investments	-	117,817	-	117,817
Current Assets	278,317	27,585	38,724	344,626
Current Liabilities	(210,387)	-	-	(210,387)
	120,492	145,402	38,724	304,618

20 ULTIMATE CONTROLLING PARTY

In the opinion of the Trustees, there is no ultimate controlling party of the Charity other than the board itself.

R.H.W.E. LIMITED

England & Wales - Charity number 1093668

Accounts

COMPANY REGISTRATION NUMBER 03359861
REGISTERED CHARITY NUMBER 1093668

R.H.W.E. LIMITED
(KNOWN AS REVIVING THE HEART OF THE WEST END)
(A COMPANY LIMITED BY GUARANTEE)

FINANCIAL STATEMENTS

31ST MARCH 2021

BELL TINDLE WILLIAMSON LLP
Chartered Accountants
and Registered Auditors
The Old Post Office
63 Saville Street
North Shields
Tyne & Wear
NE30 1AY

R.H.W.E. LIMITED
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FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

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R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

The Trustees are pleased to present their annual Directors' Report together with the financial statements of the Charity for the year ending 31 March 2021 which are also prepared to meet the requirements for a Directors' Report and financial statements for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Summary of the Year

It is fair to describe this year as one of the most challenging years faced with the emergence of the Covid 19 global pandemic and whilst there has been significant impact on operational management, service delivery, and income streams, this should not detract from the good work and the positivity throughout that has been delivered to our beneficiaries and tenants in our managed workspace buildings.

We continued to work throughout the period and early in 2020, the Trustees and CEO regularly convened to consider and risk plan for the potential impact. With health and safety concerns about the spread of the virus impacting on participation in our Explore Start Grow employability and self-employment support programme, people were worried and whilst health and safety measures and new operating procedures were put in place within our buildings, many participants have school-age children, their own health conditions and caring responsibilities of others to consider. With local restrictions and lock-down, public buildings were no longer open leaving those with limited or no access to internet services and IT equipment feeling even more isolated. This was a risk to our programme and we responded swiftly re-developing workshops and material that could be accessed on-line, we sought and secured funding and devices that could be loaned with training to participants and the staff team engaged with participants virtually and remotely to continue providing personal development, emotional and welfare support.

We monitor expenditure stringently and scaled back expenditure to reduce overheads during periods of reduced occupancy because of lockdown restrictions when income from office and workshop units was most at risk as all tenants immediately moved to working from home. Yet whilst the financial situation deteriorated rapidly for some types of business eg wedding caterer, recruitment agency, design company; we also observed a number of tenants experiencing growth eg on-line takeaway ordering service; insurance agent, supported living care providers. The buildings could not be closed down given the ratio of tenants still needing access to their rented spaces and the legal and compliance duties incumbent on us. During the period, a small number of tenants were unable to return to renting space and moved to home-based models; yet we attracted new tenants and supported existing ones to grow within the buildings.

Meeting room hire halted abruptly with all bookings cancelled due to lockdown and social distancing restrictions which could not be recouped for the period; however, a slow return to bookings from the Summer as a result of marketing activity and essential industries requiring training space.

We successfully secured emergency funding through national grant funds to support the charity’s loss of trading income and have obtained further grants to support our community-based activities because in spite of the pandemic, enquiries and referrals have continued to increase with more people needing our services. The staff team created and innovated on-line material and re-created workshops so people could participate via Zoom. Devices and data packages were put together with two funders enabling us to offer a digital device loan scheme for digitally excluded participants who did not have technology or internet access.

From mid-Summer the majority of our business centre tenants had returned to the workplace and during this time, we secured new tenants and conference clients in need of larger spaces and access to high-speed, reliable broadband internet.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Summary of the Year ***(continued)***

We continue in a year of uncertainty post-lockdown but with resolve and determination to adapt, deliver and respond to the emerging needs of our beneficiaries we are delighted to report funded projects on or above target as well as stable occupancy in our managed workspace buildings.

The Charity has always embraced change and our planned strategic review for 2020/21 was delayed but has been re-visited by the Trustees and CEO and work is underway with advisers and staff to re-visit the corporate vision and values and re-shaping of our services based on an extraordinary year of achievements made possible by the dedication and hard work of the staff team and the Trustees.

Our Purpose and Activities

Purpose

The Charity's purposes as set out in the objects contained in the company's Memorandum of Association are to benefit the public, particularly those living in disadvantaged areas, through social and economic programmes to improve the welfare, resilience and lives of people and communities on their journey to get into work, self-employment, training or education.

The aims of the charity are to raise aspiration and confidence by enabling people to see the potential in themselves, identify a goal and build resilience to navigate their way to success.

People need support to be able to make more informed choices and feel empowered to take the steps towards getting the job they really want, exploring a self-employment idea or consider training or education opportunities; whatever the pathway they decide.

Ensuring Our Work Delivers Our Aims

When setting our aims, objectives and planning for activities, we reflect on the outcomes of our work and the benefits brought to the people we are here to help. We consider what has worked well, what we have learned and what could be done even better. Where we identify gaps, our staff team is excellent at working with stakeholders and partners to seek out services we can access or provide influence where a need is not being met; or, even where we can design a solution ourselves.

In setting objectives and planning activities, consideration is given to the general guidance published by the Charity Commission relating to the public benefit.

We understand that everyone has a unique story and a series of events, experiences and influences either now or in their past that has impacted on them personally. Many people have complex and busy lives and can lack the confidence, motivation and resilience to take a step forward to start feeling in control; and, often as a consequence of those unexpected events, lives can be transformed and it can feel impossible to get back on track.

Our EXPLORE START GROW framework has been developed in response to this providing personalised and strengths-based support to help people work through challenges and move on to brighter futures.

R.H.W.E. LIMITED
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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Our Purpose and Activities *(continued)*

The Focus Of Our Work - Objectives, Strategies and Activities

People are at the heart of our Charity. Unlocking the capacity within each individual to aspire to their passion and dream and support them on journeys to sustainable lives, whatever the background or circumstances, our support and guidance is multi-dimensional and responsive, recognising that the journey into a job, career and/or self-employment is unique to the individual and at every stage of the journey support needs to adjust and flex to overcome any personal and professional obstacles along the way.

EXPLORE START GROW is a blended mix of learning experiences with personal coaching to keep people energised and encouraged on their journey. Life is complex and there's often competing factors, situations, systems and back-stories that limit and curtail the ambition to aspire. In a welcoming and caring environment, we build trust and respect by taking the time to get to know people. We explore talents and abilities, and hopes and dreams, peeling back the layers bit by bit. We see people grow as they become more empowered and confident about their futures.

Our relationships with existing and new partners and stakeholders continue to be strengthened with colleagues across local organisations feeding back positively about the impact we are making. As a direct result we have grown a very strong network through which cross referrals provide more cohesive and joined up offers of support to local people. Organisations we are working collaboratively with include: Jobcentre Plus; local Schools; social housing providers; Moving on Tyne and Wear; local charities and voluntary organisations; the local authority and Newcastle Futures.

How Our Activities Deliver Public Benefit

The Trustees have considered the guidance published by the Charity Commission on the provision of public benefit and confirm that public benefit has been provided by the range of activities described, as follows:

EXPLORE

EXPLORE activities are creative and engaging and use a variety of themes as the inspiration to support those furthest away from the jobs market to take steps towards feeling confident, resilient and ready for work. Activities are delivered flexibly through a combination of experience-based learning and workshops and we develop people's confidence towards becoming economically independent through increasing personal capacity, aspiration and motivation with goal setting and empowering people to be in control of their choices.

Explore Workshops explore skills, barriers, employment, careers and action planning. This is the starting point for the journey unlocking mindset challenges to think more positively about setting a goal and action plan.

STEPS course (accredited by The Pacific Institute) uses cognitive theory and behavioural psychology to develop positive mind-set, behaviours and beliefs that strengthens resilience and feeling of control of your own decision-making.

RHWE Mentors is our volunteering course for mentors to reach out to communities and provide support for people needing encouragement and help on their journey.

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How Our Activities Deliver Public Benefit ***(continued)***

EXPLORE ***(continued)***

Lights Camera Take Action course co-designed with a local casting agency partner using TV and film techniques as the catalyst for honing work-place skills. Participants gain an understanding of the sector, what it's like to work on set, learn to pitch confidently to an audience and work effectively in a team environment. Participants are supported to produce their own CV – an on-line profile and many have gone on to secure paid work as Supporting Artists on locally produced TV shows and films, found jobs in other industries, received 1:2:1 business support to explore self-employment ideas and registered self-employed.

Financial Wellbeing workshops support people facing money management challenges in relation to benefits, work and debt. Breaking down the barriers faced, guiding and supporting people with ways to make positive changes to the way they manage their finances we offer 1:2:1 specialist advice relevant to the personal situation so options can be considered and people can make considered and informed decisions.

START

START activities support people into work or self-employment. Arming people with practical knowledge they can act upon helps improve self-belief, confidence and understanding of how to apply this to job applications or starting a business or setting up a social enterprise. People can access a combination of experience-based learning, workshops, 1:2:1 coaching and business mentoring and access to funding.

HOW2 Workshops are an introduction to working for yourself or running an enterprise with key topics relating to self-employment and running an enterprise with the opportunity to share knowledge and peer support with others exploring a similar pathway.

Self-Employment and Universal Credit workshops are co-designed with a local welfare rights specialist is for people concerned about benefits and the potential impact on their self-employment journey. The session provides practical information about self-employment and navigating a Universal Credit account.

Business Advice 1:1's with an experienced business adviser helping explore business ideas, developing from a plan into reality and practical steps to take to get started.

Industry Taster Workshops are co-delivered with local employer partners who provide inspiration and a reality check on what it's really like to work in their industry from Care to Coding, Fashion to Digital Design.
The employer partner shares an understanding of what the work is like, job roles available, any training or education requirements, and how to catch the eye of the employer through your application, all ran at the employer's venue so participants can see the workplace in action. RHWE Coaches provide the wrap around support to then help people explore, prepare and apply for job roles.

Creative Action workshops use creative techniques and ideas to generate social action and enterprise ideas and support the development of social action and enterprise ideas into a registered social enterprise or community-based business.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

How Our Activities Deliver Public Benefit *(continued)*

GROW

Our Grow activities support business owners and those already self-employed to review and take practical steps toward managing, sustaining and growing a business in a fast-paced and rapidly changing enterprise landscape with a combination of workshops and 1:1 specialist support.

Business Master Classes provide access to specialist experts focussing on topics from Social Media, GDPR, Employment and HR, Leadership and Management.

TP5 Leadership and Management course (accredited by The Pacific Institute) designed to help owners and managers to be more aspirational and able to unlock personal mindset barriers that may be holding them back. Using powerful techniques and tools to develop better understanding of managing dynamic change, set and achieve transformational goals and develop growth strategies.

COMMUNITY SUPPORT

Our Trustees and Staff are passionate about grass roots support direct to local people and families. Our EXPLORE START GROW programme provides multiple pathways helping local people move closer to jobs or enterprise. Reviving the Heart of the West End also designates reserves to fund the following projects:

Scholarship Fund is a three-year Scholarship providing financial support for a course of higher education as well as technical and practical assistance during and after a Degree course. Applicants must reside in Newcastle's west end to be eligible.

School Uniform Grant is a discretionary grant awarded each year to 13 local west end primary and secondary schools to assist with the purchase of school uniforms for families often hit the hardest by changes in welfare benefits or for those who are new to our community.

Managed Workspace buildings at John Buddle Work Village and Buddle House provide office and workshop units for new and young start-up businesses to rent or virtual office services to support the start-up of new enterprises who are not able to make their first steps into premises.

Achievements and Performance

We have witnessed again an increase in demand for our support particularly through referrals from local organisations and agencies working with a diverse range of people. Through strong networks and with ideas for innovative services, we have engaged with more partners collaboratively to provide influence and expertise to develop effective solutions.

During the period, we are delighted to report on successes through our activities and collaborations together with new projects and initiatives that demonstrates how we respond to need and adapt to relevant opportunities that further support the needs of our beneficiaries.

Late in 2019, the launch of our EXPLORE START GROW framework brought exciting opportunities with new funding streams secured and evidence of impact gathered from pilot activity and evaluations that has informed the development of new activities. We secured two year's of match funding contribution from 2019 to 2022 for the programme. Over the period:

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Achievements and Performance ***(continued)***

175 people accessed business advice and guidance support to explore working for themselves, starting up their own enterprise.

131 business owners were supported to sustain or grow an existing business.

291 people have engaged with our Explore support for personal development to pursue next steps towards work.

British Council selected RHWE as an Active Citizens programme partner for our 5th year delivering social action and cultural engagement in Newcastle. 17 people participated in Active Citizens and four social action projects were developed during the training. We supported our Romanian Group to host a community open day and welcomed guests to a cultural diversity celebration event including Newcastle's Lord Mayor, local councillors, community members and the Romanian Consulate.

Our Managed Workspace buildings, John Buddle Work Village and Buddle House achieved an average occupancy of 94% and we supported 45 tenants over the period.

Kickstart. In October 2020, RHWE successfully applied to be a Gateway on the Government's Kickstart scheme of paid work placements for 16-24 year olds. 34 organisations collectively offering 102 placements have been supported to apply and been approved for the scheme.

CityLife Business Support. As a Business and IP Centre (BIPC) Expert in Residence, RHWE's advisers provided support to pre-start and existing businesses. Funding secured for the BIPC services enabled RHWE to engage from May 20 – March 21 with 34 existing businesses offering 8 hours of funded business support.

Theory of Change. The development of our very first Theory of Change model is underway working with impact specialist GoodLabs who has lead interactive sessions with the Trustees and the staff team and is working closely with the CEO to finalise a model to help shape our programme, report on impact on our beneficiaries, explain the relationship between the problems we address, the resources we deploy, the actions we take and the outcomes we achieve and demonstrate the effectiveness of our work.

Impact Measurement. Capacity building LA6 funding enabled us during the period to purchase and implement the impact measurement tool Signal and embed this as part of our engagement and registration process for beneficiaries. Signal brings a unique insight into individuals with a temperature check on their life taking a holistic 360 perspective across a range of indicators. Coaches take the participant through a picture-based survey and together set goals and an action plan. People are able to reflect on different parts of their life and this helps build and develop the trusted relationship with their Coach putting each person in control of their decision-making. During the period, 150 people took part in Signal as part of their journey with RHWE and we have been able to regularly analyse the responses to identify trends and issues that are emerging within our cohort across geography, areas of interest, ethnicity, gender for example.

CRM

We applied through a Charities scheme and secured a free version of the Salesforce CRM system and embarked on the design and implementation planning to introduce the system to track and record enquiries and caseload management to integrate with activity tracking. This has been a significant move for the charity to also incorporate how we capture output and outcome evidence, how we integrate activity engagement management through customer journals and where our impact measurement and evaluation tools.

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Achievements and Performance *(continued)*

RHWE Website

During the period, we re-wrote and re-launched the website to bring together an overview of EXPLORE START GROW, news and events, links to our social media as well as showcasing good news stories.

Local Links

Our staff are actively encouraged to engage and support other charities, community and voluntary organisations and regularly volunteer their time for local good causes.

Community Led Local Development (CLLD) Local Action Group

Our CEO is an active member of the CLLD. CLLD is the Newcastle and North Tyneside programme of ERDF/ESF funding to help local people into jobs or starting businesses across the most disadvantaged areas in Newcastle and Wallsend, North Tyneside.

She also holds Trusteeships at Footsteps Children's Services (2016) and St Cuthbert's Care (2020).

School Governor Volunteer

Our Development Officer serves as a Community Governor for St John's Primary School, Benwell (2018) close to our charity's offices in Elswick, Newcastle.

Newcastle Food Bank

We continue to support our local food bank with regular donations from RHWE staff, tenants and visitors to a Food Bank Collection Point based at our offices at the John Buddle Work Village.

Financial Review

As expected, the total income against total expenditure has returned a small surplus in funds with an overall surplus for 2020/21 of £28,296. RHWE's investment in the period in infrastructure and staffing resource was planned in line with our strategic review.

During the year, we delivered activities and services which resulted in increased expenditure on salaries; however, with grant funding secured, opportunities for commissioned work and partnership bids were also seized to protect the charity and manage the growth in demand for our services in response to the pandemic. The Trustees must balance competing priorities when investing the Charity's assets; to use the assets to generate a reasonable income; whilst investing them safely and in such a way that they are accessible to support cash-flow.

The Trustees have considered the results of our financial performance for the year and are assessing the actions required to deliver robust management strategies to protect the Charity in light of the ever-changing, socio-economic and political environment.

Our project planning scrutinises all aspects of the delivery process with a high level of detail, and to accompany this our project budgeting is based on a bottom-up costing method with all budgets calculated to cover direct costs and make a contribution to core costs and overhead.

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Financial Review ***(continued)***

Financial Risk Management

The Charity manages its cash resources, including sufficient working capital, so that operating needs are met without the need for short term borrowing.

Principal Funding Sources

Aside from income generated by our managed workspace buildings, the majority of our funding comes through grants, contracts and small donations.

We continue to pursue new grants and contracts through commissioning to provide a mix of income streams into the Charity.

In 2020/21, the Charity was extremely grateful to be awarded the following funds. The amounts received during the year are recognised in note 5 of the financial statements.

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.

Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.

Community Foundation grant to support core costs during Covid-19 to support beneficiaries with engagement and welfare support.

British Council to run Active Citizens training for 12 local people to develop social action projects.

British Council for a Digital Device and Data Loan Scheme.

Bernicia Foundation for an Action to Enterprise project for local residents using enterprise and social action as a catalyst for personal development.

The Rank Foundation Covid 19 Recovery Fund to support core costs for the charity during the Covid-19 pandemic.

Power to Change Loss of Trading Income Support Fund to support core costs following the loss of trading income during Covid-19.

LA6 Learning Skills Gateshead for Next Steps project of employability and self-employment support.

Government Essentials Business Grants – discretionary relief grants during Covid-19 distributed by Newcastle City Council.

Cost Analysis

Wages and salaries, office costs and repairs and maintenance continue to be the main costs incurred by the Charity to enable it to deliver its charitable activities. As in prior years, expenditure has been tightly controlled and as a consequence has remained well within budget.

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REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Financial Review ***(continued)***

Fundraising and Income Generation

We have a clear strategy for fundraising and income generation.

Our EXPLORE START GROW programme will be delivered through a mix of grant, charitable support, commissions and contracts. This operates in conjunction with earned income through trading from our managed workspace buildings.

The strategy responds to the challenges across funding and commissioning with availability of large- scale grants becoming more limited and commissioned work highly competitive.

As we continue to evidence positive performance through EXPLORE START GROW, our development plans relating to potential sources of funding are coming to fruition with grants secured and new funding sources being proactively sought and responded to. We have identified opportunities for partner bids to develop with trusted partners where services complement and support the individuals we are here to serve.

We have had to consider the essential investment required in time and resources to secure the sustainable future of our Charity in line with our mission. Considerable efforts have been made by the staff team to ensure continuous improvement into quality management systems, impact measurement, project planning and management and budgeting and finance.

The team has delivered excellent work in support of the financial and operational plans contributing to the Charity's success.

Investment Powers and Policy

Under the Memorandum and Articles of Association, the Charity has the power to invest in any way the Trustees wish and the Trustees must balance competing priorities when investing on behalf of the Charity. They must use the assets to generate a reasonable income; whilst investing safely and in such a way that they are easily accessible to support cash flow to make up funding shortfalls.

The investment objective is to provide a balanced return on investments with a low to medium level of risk. Given the nature of the Charity's investment portfolio, coupled with Brexit and Covid-19, it is the Trustees' opinion that the performance on the investment was to be expected.

Reserves Policy and Going Concern

The Trustees have examined the Charity's requirements in line with SORP, to hold reserves to cover up to six months of operational costs. Our policy is reviewed annually and considers the key risks to the Charity. In calculating reserves to meet the operational needs of the Charity, we take account of the potential risks and confirm currently we hold reserves equivalent to 3.9 months of operational costs. The Trustees are mindful of the need to be prudent in respect of our reserves levels and on that basis the Trustees will continue to plan for unrestricted surpluses to fund investment in the strategic development and growth of the Charity. This will be achieved through continued income generation, identifying new unrestricted income sources and robust financial management.

The Trustees have considered the Charity's reserves and whilst they had agreed to a review of the allocation of designated funds in 2020/21, totalling £153,402, this was not possible due to the unprecedented nature of the financial year. The Trustees will carry out this review in 2021/22 so they have a more detailed reflection of short and long-term risks that they need to mitigate which are relative to asset purchase, unfunded essential activity and restructure.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Financial Review *(continued)*

Reserves Policy and Going Concern (continued)

Our Designated Funds reserve covers:

Property Repair Fund

The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund

The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the development risks associated with designing and piloting new activities.

Restructure Fund

This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund

This fund has been established to fund the costs of upgrading technology infrastructure including the costs of change IT hardware and software.

Tangible Fixed Asset Fund

This purpose of this fund is to fund future fixed assets.

Plans for Future Periods

The forthcoming year 2021/22 will certainly be challenging for our Charity, in light of the Covid-19 pandemic and the prevailing external economic conditions that are having an immediate impact across our sector and on businesses. The CEO and Trustees have led a strong strategic and operational response to the current economic crisis and are working closely together in their proactive planning for the ongoing management of the Charity strategically and financially through the short and long term. We are mindful of the risks to the voluntary sector of the anticipated reduction in grant funding opportunities from trusts and foundations, the impact on small business survival; however, with our knowledge, expertise and networks in the employability and enterprise sectors we have already been able to secure new funding and have been asked to submit business cases for commissioned opportunities with new pipeline opportunities being addressed.

Our strong and stable relationships with our managed workspace tenants and the business community has reinforced our reputation in the business support arena and we have secured new funded opportunities based on our specialist areas of support for enterprise and employability.

Our EXPLORE START GROW programme has laid the foundations for supporting people through learning, skills development, knowledge and personal capacity building and we have delivered against our programme targets to date and evidenced success through strong project management and impact measurement to demonstrate the power of meaningful and timely interventions.

Working closely to develop strategic relationships and partnerships with a range of organisations and agencies, we are actively working on key pieces of work that will evidence clearly the benefit of our work and the impact we make on our beneficiaries.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Plans for Future Periods ***(continued)***

New sources of funding

We will continue to seek new income streams to develop the capacity of the organisation and ensure the wider impact of EXPLORE START GROW activities reach more people. Our CEO has been invited to attend DWP Round table events in relation to our work with Kickstart; be part of a VCS focus group at the North of Tyne Combined Authority to represent VCS organisations and ensure a voice is heard in policy and decision making locally and regionally.

Collaboration and Partnerships

We are part of a strong community and voluntary sector in the City and will build on our 19 year reputation to develop opportunities we have identified and are discussing with key strategic charities who share our person-centric grass roots approach.

Accredited Training

R.H.W.E. Limited is a registered centre for SFEDi – the sector skills awards body for enterprise and employability. We have mapped qualifications across a sample of our current activities to be able to offer accredited learning that will open up potential new sources of income following positive conversations about funding with prime contractors, funders and local enterprise agencies. We continue to engage with stakeholders to explore this avenue of potential work and funding for the Charity.

Charity Profile

We have launched a review of our brand and marketing to develop a powerful new identity for the Charity and to refresh and update the marketing of our managed workspace buildings. We have reviewed our marketing and social media platforms internally and improved direct marketing communications; however, we recognise the need for a clear, consistent brand that reflects EXPLORE START GROW as well as the aims of our Charity.

Board Trustees

Strengthening the Board of Trustees has brought positive developments in policy and practice; however, recruitment of new Trustees has been a challenge with many people facing competing priorities and unable to commit to a Trusteeship during the pandemic. We have developed a Trustee Pack and will be carrying out a marketing activity to raise the profile of the organisation to attract new Trustees to bring our membership up to the recommended levels in accordance with good governance.

Advisory Sub-Groups

We will seek to establish sub-groups to support key strategic operations of the Charity to provide essential feedback to the CEO and staff team and are designing a feedback process to enable participants and clients to help shape and improve activities and services to be responsive to need.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Reference and Administrative Details

Charity Name:	R.H.W.E. Limited
Charity Known Name:	Reviving the Heart of the West End
Charity Registration Number:	1093668
Company Registration Number:	03359861
Registered Office and Operational Address:	John Buddle Work Village Buddle Road Newcastle upon Tyne NE4 8AW
Bankers:	Lloyds Bank 102 Grey Street Newcastle upon Tyne NE99 1SL
Independent Examiner	E. J. Hartshorne-Ferguson BA FCA Bell Tindle Williamson LLP The Old Post Office 63 Saville Street North Shields Tyne & Wear NE30 1AY
Investment Managers	Heartwood Wealth Management Limited 1 Kings Way London WC2B 6AN
Solicitors:	Sintons LLP The Cube Barrack Road Newcastle upon Tyne NE4 6DB

Directors and Trustees:

The Directors of the charitable company (the Charity) are its Trustees for the purpose of charity law and throughout this report and the financial statements are collectively referred to as the Trustees.

The Trustees who served during the year were as follows:

Chairperson:	M. B. Stoddart
Trustees:	Ms J. Reeve R. G. Webb W. McKay

The key management personnel who served during the year were as follows:

Chief Executive Officer:	Mrs A. Johnson

The finance officer and the development officer are also considered to be key management personnel of the charity.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Structure, Governance and Management

Governing Document

R.H.W.E. Limited was incorporated as a company limited by guarantee on 25 April 1997 (company number 03359861) and registered as a charity on 3 September 2002 (charity number 1093668). The company was established under a Memorandum of Association which states the objects and the powers of the company and is governed under its Articles of Association. In the event of the company being wound up, the members are required to contribute an amount not exceeding £10.

R.H.W.E. Limited operating as Reviving the Heart of the West End is incorporated as a company limited by guarantee company number 03359861.

The principal object of the charitable company is the promotion for the public benefit of urban regeneration in areas of social and economic deprivation and, in particular, Newcastle upon Tyne.

Appointment of Trustees

The Directors of the company are also Charity Trustees for the purposes of charity law, and under the company's Articles of Association. Trustees are elected and co-opted, under the terms of the Articles of Association, at the Annual General Meeting (AGM) for a period of two years, after which they must seek re-election. All Directors of the charitable company are also Trustees under the Charities Act 2011.

Formal recruitment procedures are in place and are reviewed regularly. Trustees may be nominated on the basis of personal values and motivation consistent with the objectives of the Charity.

Trustees are committed to actively taking part in the governance and strategic development of the organisation outside regular Board Meetings. They give their time voluntarily and receive no benefits from the Charity.

The Trustee Policy is reviewed regularly and the Trustees and Chief Executive Officer work together to recruit new Trustees with expertise aligned to the Charity's vision and area of influence.

Trustee Induction and Training

There is a formal induction process for all new Trustees with the Chair and Chief Executive Officer. A briefing is given together with a detailed information pack, outlining the legal obligations under Charity and Company law, Charity Commission guidance, Memorandum and Articles of Association, a Strategic Plan, accounts and minutes of recent Trustee meetings. Those interested in becoming a Trustee are invited to attend a Board Meeting as a guest before considering applying to be a Trustee.

Organisational Structure and Decision Making

Trustees are responsible for the governance of the charity and meet regularly with the Chief Executive Officer who provides an operational update alongside discussion on strategic matters and the development of policies. Trustees are encouraged to provide support in specific themed areas of the Charity where particular expertise and experience are relevant.

The Chief Executive Officer leads on strategic management and operational matters holding team meetings to inform decision making processes and providing a channel for staff to regularly feedback on observations, ideas and challenges and to share relevant information from clients, partners, stakeholders or impact of external factors. Staff take part in meetings on matters including health and safety, marketing, impact, data, and quality. This supports the continuous review of practice, policy and procedures.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Structure, Governance and Management ***(continued)***

Related Party Transactions

The Charity has established an excellent reputation for our person-centred, strengths-based approach where personal coaching is wrapped around creative and responsive programmes. We have a strategic voice across local, regional and national forums that are community-based, local authority-led or sector and business specific including NELEP, Jobcentre Plus, NEECC, VONNE, Locality and Small Charities Coalition. This has proved invaluable to the charity with improved organisational links leading to collaboration for designing new services and identifying opportunities for potential funding with key partners. The organisation's strategic presence is additionally reflected through our CEO's involvement with the development and governance model for the Newcastle and North of Tyne CLLD programme of ERDF/ESF funding moving local people furthest away from the jobs market into work or starting a business.

Pay Policy for Key Management Personnel

The Board of Trustees give their time freely and no Trustee received remuneration during the year. The key management personnel (KMP) pay is reviewed annually and is normally increased in line with average earnings. KMP salaries are considered in line with pay levels of other charities and organisations in the sector and the region and with consideration to the complexity of the role, the duties and responsibilities.

Risk Management

The Trustees understand their responsibility for the management of the risks faced by the Charity and work closely with the Chief Executive Officer. Appropriate systems, controls and procedures have been established with a Risk Register to reduce our exposure; and, manage, monitor and mitigate risk and uncertainty.

An annual review of the major risks faced by the Charity is undertaken and the Trustees are satisfied that our procedures are in line with our risk management process.

Risk management is considered at regular Trustee meetings and any changes or new risks identified are considered and responded to.

Currently, the biggest risk the Charity faces is the loss of income from the rental of office space at our two managed workspace properties in the west end of Newcastle and income from grant funded programmes.

The following are considered major risks for the Charity:

- *Financial risks* income loss, exceptional costs, fraud, insurance cover.
- *Governance risks* recruitment of Trustees and management, legislation and compliance.
- *Operational Risks* human resources, management information.
- *Quality Risks* competition risk, charitable objects risk, serious incident, breach of law.
- *External Risks* adverse publicity, government and local authority policy, competitors.

Corporate Governance

The Charity has internal measures and controls in place to manage expenditure and commitments. The Chief Executive Officer works with the staff team to regularly refine these processes to improve efficiency and to ensure effective and consistent monitoring of projects continues to meet the highest performance standards. Policies and procedures are regularly checked and approved by the Board to ensure compliance and good practice.

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Trustees' Responsibilities in Relation to the Financial Statements

The Trustees (who are also the Directors of R.H.W.E. Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally 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 as at the balance sheet date and of its incoming resources and application of resources, including the surplus or deficit for the financial year.

In preparing those financial statements, the Trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- Make judgments and estimates that are reasonable and prudent;
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees have overall responsibility for ensuring that the charitable company has appropriate systems and controls, financial and otherwise. The Trustees are also responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. The Trustees are also responsible for safeguarding the assets of the charitable company and for their proper application as required by charity law, and hence for taking reasonable steps to prevent and detect fraud and other irregularities and to provide reasonable assurance that:

- R.H.W.E. Limited is operating efficiently and effectively;
- All assets are safeguarded against unauthorised use or disposition and are properly applied;
- Proper records are maintained, and financial information used within R.H.W.E. Limited is reliable; and
- R.H.W.E. Limited complies with relevant laws and regulations.

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Trustees

The Board of Trustees are obliged to seek re-election, every two years, at the Annual General Meeting.

The Trustees who are Directors for the purposes of company law and trustees for the purpose of charity law, who served during the year and up to the date of this report, are set out on page 12.

In accordance with company law, as the company’s Directors, we certify that:

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31ST MARCH 2021

Trustees' Responsibilities in Relation to the Financial Statements ***(continued)***

Trustees ***(continued)***

- So far as we are aware there is no relevant information of which the company's independent examiner is unaware; and

- As Directors of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant information and to establish that the Charity's independent examiner is aware of that information.

Independent Examiner

E. J. Hartshorne-Ferguson BA FCA of Bell Tindle Williamson LLP will be appointed as independent examiner for the ensuing year.

This report was approved by the Trustees on 30th November 2021 and is signed on their behalf by:

.....
M. B. STODDART
Chairperson

R.H.W.E. LIMITED
(A COMPANY LIMITED BY GUARANTEE)
INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF R.H.W.E. LIMITED
FOR THE YEAR ENDED 31ST MARCH 2021

I report on the financial statements of R.H.W.E. Limited for the year ended 31st March 2021, which are set out on pages 18 to 28.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND EXAMINER

The Trustees (who are also the Directors of the company for the purposes of company law) are responsible for the preparation of the financial statements. The Charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed. The Charity's gross income exceeded £250,000 and I am qualified to undertake the examination by being a qualified member of the Institute of Chartered Accountants in England and Wales.

Having satisfied myself that the Charity is not subject to audit under Part 16 of the Companies Act 2006 and is eligible for independent examination, it is my responsibility to:

- examine the financial statements under section 145 of the 2011 Act;
- follow the procedures laid down in the General Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act, and
- state whether particular matters have come to my attention.

BASIS OF INDEPENDENT EXAMINER'S REPORT

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the Charity and a comparison of the financial statements presented with those records. It also includes consideration of any unusual items or disclosures in the financial statements, and the seeking of explanations from you, as Trustees, concerning any such matters. The procedures undertaken do not provide all of the evidence that would be required in an audit and, consequently, no opinion is given as to whether the financial statements present a 'true and fair view' and the report is limited to those matters set out in the statement below.

INDEPENDENT EXAMINER'S STATEMENT

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

- which gives me reasonable cause to believe that, in any material respect, the requirements:

(a) to keep accounting records in accordance with section 386 of the Companies Act 2006, and

(b) to prepare financial statements which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006.

(c) to prepare financial statements in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities.

have not been met; or

- to which, in my opinion, attention should be drawn in order to enable a proper understanding of the financial statements to be reached.

E. J. Hartshorne-Ferguson

Bell Tindle Williamson LLP
Chartered Accountants
The Old Post Office
63 Saville Street
North Shields, Tyne and Wear
NE30 1AY

E. J. Hartshorne-Ferguson BA FCA
Independent Examiner

CHARTERED ACCOUNTANTS AND
REGISTERED AUDITORS
30th November 2021

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	Unrestricted Funds £	Designated Funds £	Restricted Funds £	2021 Total £	2020 Total £
INCOME:						
Income from Charitable Activities	**3**	269,756	-	-	269,756	315,333
Investment Income	**4**	102	-	-	102	232
Donations and Legacies	**5**	100,464	-	88,318	188,782	94,305
TOTAL INCOMING RESOURCES		370,322	-	88,318	458,640	409,870
EXPENDITURE:						
Expenditure on Charitable Activities	**6**	365,935	-	88,561	454,496	433,864
TOTAL EXPENDITURE		365,935	-	88,561	454,496	433,864
NET MOVEMENT OF FUNDS IN FINANCIAL YEAR		4,387	-	(243)	4,144	(23,994)
TRANSFERS BETWEEN FUNDS		-	-	-	-	-
Unrealised gain/(loss) on investments	**13**	24,152	-	-	24,152	(7,670)
TOTAL MOVEMENT OF FUNDS IN FINANCIAL YEAR		28,539	-	(243)	28,296	(31,664)
RECONCILIATION OF FUNDS:						
TOTAL FUNDS AT 1ST APRIL 2020		117,490	153,402	19,011	289,903	321,567
TOTAL MOVEMENT OF FUNDS		28,539	-	(243)	28,296	(31,664)
TOTAL FUNDS AT 31ST MARCH 2021		146,029	153,402	18,768	318,199	289,903

The Statement of Financial Activities includes all gain and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
BALANCE SHEET AS AT 31ST MARCH 2021

	Notes	2021 £	2021 £	2020 £	2020 £
FIXED ASSETS					
Tangible Assets	**12**		63,283		69,938
Investments	**13**		114,815		90,663
			178,098		160,601
CURRENT ASSETS					
Debtors	**14**	34,973		100,582	
Bank and Cash Balances		290,480		158,549	
		325,453		259,131	
CREDITORS - AMOUNTS DUE WITHIN ONE YEAR	**15**	185,352		129,829	
			140,101		129,302
NET ASSETS			318,199		289,903
Unrestricted Funds	**16**				
General Funds		146,029		117,490	
Designated Funds		153,402		153,402	
			299,431		270,892
Restricted Funds	**16**		18,768		19,011
TOTAL FUNDS			318,199		289,903

These financial statements have been prepared and delivered in accordance with the provisions applicable to companies subject to the small companies' regime and in accordance with FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland'.

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

Directors' responsibilities:

- The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476;
- The directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of financial statements.

These financial statements were approved by the board of directors and authorised for issue on 30th November 2021 and are signed on behalf of the board by:

.....
M. B. STODDART
Chairperson

Company Number : 03359861

The notes on pages 20 to 29 form part of these financial statements.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

1 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

a) Basis of Preparation

The financial statements have been prepared under the historical cost convention, and in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

R.H.W.E. Limited meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

b) Preparation of the Financial Statements on a Going Concern Basis

The trustees consider that there are no material uncertainties about the Charity's ability to continue as a going concern. The trustees have considered the impact of Covid-19 and the financial assistance received when reaching this judgement. There are no significant judgments or key sources of estimation uncertainty that affect the financial statements.

c) Cash Flow Statement

The Trustees have taken advantage of the exemption from including a cash flow statement in the financial statements on the grounds that the Charity is small.

d) Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

The following specific policies are applied to particular categories of income:

- Voluntary income received by way of grants is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the Charity, are recognised when the Charity becomes unconditionally entitled to the grant.
- Rent, tenants overhead charges and room hire is included in full in the period to which it relates.
- Investment income is included when receivable.
- Other income is included when receivable.

e) Fund Accounting

Unrestricted Funds are funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the Charity and which have not been designated for other purposes.

Designated Funds are unrestricted funds set aside by the trustees for particular purposes. Provision has been made for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

1 ACCOUNTING POLICIES *(continued)*

e) Fund Accounting *(continued)*

Restricted Funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Charity for particular purposes. The cost of raising and administering such funds are charged against the specific fund.

f) Expenditure and Irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its 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 independent examination fees and costs linked to the strategic management of the charity.
- Expenditure on grants is recognised once the trustees have made an unconditional commitment to pay the grant and this is communicated to the beneficiary.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

g) Support Costs

Support costs are those functions that assist in the work of the charity but do not directly undertake charitable activities. Support costs include office costs, finance, payroll and governance costs which support the charity's activities. These costs have been included within expenditure on charitable activities.

h) Operating Lease Agreements

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged to the SoFA as incurred.

i) Tangible Fixed Assets and Depreciation

Tangible Fixed Assets are stated at cost less depreciation.

Depreciation is calculated to write off the cost of fixed assets over the expected useful lives of the assets concerned. The principal annual rates for this purpose, which are consistent with those of the previous year, are:-

	%	
Fixtures and Equipment	10 - 20	on a straight line basis
Solar Energy Equipment	5	on a straight line basis

j) Investments

Fixed asset investments are included at market value at the balance sheet date.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

1 ACCOUNTING POLICIES *(continued)*

j) Investments *(continued)*

Realised gains and losses on investments are calculated as the difference between sales proceeds and their market value at the start of the year, or their subsequent cost, and are charged or credited to the statement of financial activities in the year of disposal.

Unrealised gains and losses represent the movement in market values during the year and are credited or charged to the statement of financial activities based on the market value at the year end.

k) Debtors

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

l) Cash at Bank and in Hand

Cash at bank and in hand comprises petty cash and funds held in the charity bank current account and deposit account.

m) Creditors and Provisions

Creditors are recognised where the charity has a 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 are normally recognised at their settlement amount after allowing for any trade discounts due.

n) Financial Instruments

The Charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

o) Retirement Benefits

The obligations for contributions to defined contribution retirement benefit schemes are recognised as the expense is incurred. The assets of the scheme are held separately from those of the company in an independently administered fund.

p) Employee Benefits

The costs of short-term employee benefits are recognised as a liability and an expense. The cost of any unused holiday entitlement is recognised in the period in which the employee`s services are received.

2 LEGAL STATUS

R.H.W.E. Limited is a company limited by guarantee and as such has no share capital. In the event of the Charity being wound up, the trustees would be required to contribute an amount not exceeding £10.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

3 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Rents	211,800	-	211,800	235,844
Tenants Overhead Charge	22,134	-	22,134	24,340
Room Hire and Conferences	11,819	-	11,819	37,098
Education and Training Courses	15,248	-	15,248	6,404
FIT Income	8,755	-	8,755	11,647
	269,756	-	269,756	315,333

4 INVESTMENT INCOME

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Bank Interest Received	102	-	102	232

5 DONATIONS AND LEGACIES

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Grants	67,000	88,318	155,318	90,741
HMRC - CJRS Grants	33,243	-	33,243	-
Donations	221	-	221	876
Volunteer Services	-	-	-	2,688
	100,464	88,318	188,782	94,305

R.H.W.E. Limited were extremely grateful to receive the following grants during the financial year :

Newcastle and North of Tyne CLLD ESF fund to support the Routes to Work project helping local people with personal development and employability support into jobs, training, education and volunteering.	34,253
Newcastle and North of Tyne CLLD ERDF fund to support the HOW2 Start and Grow Your Business project of pre-start, start-up and existing business support with business advice appointments, workshops and resources.	15,470
Community Foundation grant to support core costs during Covid-19 to support beneficiaries with engagement and welfare support.	5,000
British Council to run Active Citizens training for 12 local people to develop social action projects. Monies were also received for a digital device and data loan scheme.	7,106
Bernicia Foundation for an Action to Enterprise project for local residents using enterprise and social action as a catalyst for personal development.	9,993
	71,822

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

5 DONATIONS AND LEGACIES - continued

Brought Forward	71,822
The Rank Foundation Covid 19 Recovery Fund to support core costs for the charity during the Covid-19 pandemic.	25,000
Power to Change Loss of Trading Income Support Fund to support core costs following the loss of trading income during Covid-19.	25,000
LA6 Learning Skills Gateshead for Next Steps project of employability and self-employment support.	12,000
Government Essentials Business Grants – discretionary relief grants during Covid-19 distributed by Newcastle City Council.	9,000
Newcastle City Council grant received to support the Routes to Work project.	7,831
Karbon Homes grant received to support the STEPS and Creative Action programme**.**	1,665
NELEP grant to help with restart and recovery.	3,000
	155,318

6 EXPENDITURE ON CHARITABLE ACTIVITIES

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Grants Awarded	4,960	869	5,829	5,969
Business Centres				
Repairs, Maintenance and Depreciation	40,384	217	40,601	44,005
Heat and Light	22,776	11,139	33,915	24,932
Rates and Water	15,589	-	15,589	14,789
Insurance	4,555	-	4,555	3,950
Security Costs	4,734	-	4,734	5,141
Cleaning	9,782	-	9,782	16,430
	97,820	11,356	109,176	109,247
Cost of Events and Activities				
Other Events	948	25	973	3,217
Advertising Marketing and Recruitment	7,951	355	8,306	5,368
Business Resources	2,189	2,999	5,188	3,951
Tutoring Costs	9,512	9,026	18,538	28,740
Volunteer Expenses	-	-	-	2,688
Conference Costs	1,258	120	1,378	8,473
	21,858	12,525	34,383	52,437

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

6 EXPENDITURE ON CHARITABLE ACTIVITIES *(continued)*

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Management and Administrative Costs				
Staff Costs (Note 8)	145,725	56,814	202,539	185,057
Training	-	-	-	10,131
Office Costs	23,477	1,741	25,218	31,180
Legal and Professional Fees	29,417	5,256	34,673	32,593
Accountancy	5,650	-	5,650	5,170
Bad Debts	35,500	-	35,500	1,025
Governance Costs (Note 7)	950	-	950	950
Bank Charges and Interest	578	-	578	105
	241,297	63,811	305,108	266,211
	365,935	88,561	454,496	433,864

7 GOVERNANCE COSTS

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Independent Examiners Fees	950	-	950	950
	950	-	950	950

8 ANALYSIS OF STAFF COSTS, TRUSTEE REMUNERATION AND EXPENSES, AND THE COST OF MANAGEMENT PERSONNEL

	Unrestricted £	Restricted £	2021 Total £	2020 Total £
Staff Salaries	126,141	56,814	182,955	164,132
Employers NI	13,980	-	13,980	16,101
Pension Cost	5,604	-	5,604	4,824
Other Staff Costs	-	-	-	-
	145,725	56,814	202,539	185,057

No employee received emoluments in excess of £60,000 during the year (2020: £nil).

No Trustees, nor any persons connected with them, have received any remuneration from the Charity during the year (2020: £nil). No Trustees have received any reimbursed expenses or any other benefits from the Charity during the year (2020: £nil).

The key management personnel of the Charity comprise the Trustees, the Chief Executive, the Development Officer and the Finance Officer. The employee benefits, including pension contributions, of the Chief Executive, the Development Officer and the Finance Officer were £114,157 (2020: £98,980).

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

9 STAFF NUMBERS

The average monthly head count was as follows:

	2021 Number	2020 Number
Management	3	3
Administrative Staff	3	2
Total	6	5

10 RELATED PARTY TRANSACTIONS

No transactions with related parties were undertaken such as are required to be disclosed under FRS 102.

11 TAXATION

The company is a registered Charity and accordingly is exempt from tax on its income and gains falling within section 505 of the Taxes Act 1988 or section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects. No tax charges have arisen in the Charity.

12 TANGIBLE FIXED ASSETS

	Solar Energy Equipment £	Fixtures & Equipment £	Total £
COST			
At 1st April 2020	88,971	136,935	225,906
Additions	-	4,795	4,795
At 31st March 2021	88,971	141,730	230,701
DEPRECIATION			
At 1st April 2020	37,070	118,898	155,968
Charge for year	4,449	7,001	11,450
At 31st March 2021	41,519	125,899	167,418
NET BOOK VALUE			
At 31st March 2021	47,452	15,831	63,283
At 31st March 2020	51,901	18,037	69,938

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

13 INVESTMENTS

	Managed Investment Portfolio	
	2021	**2020**
	£	**£**
Market Value at 1st April 2020	90,663	98,333
Unrealised Gain/(Loss) in Year	24,152	(7,670)
Market Value at 31st March 2020	114,815	90,663

The Charity has an investment portfolio, which includes quoted equities and bonds, managed by Heartwood Investment Management, who have provided the year end valuation.

The maket value of the investment portfolio at 13th December 2020 was £112,095.

14 DEBTORS

	2021	**2020**
	£	**£**
Trade Debtors	1,865	53,236
Prepayments	6,310	6,698
Other Debtors	26,798	40,648
	34,973	100,582

15 CREDITORS

	2021	**2020**
	£	**£**
Amounts due within one year :-		
Trade Creditors	33,807	20,570
Rent Deposits	21,638	24,909
Sundry Creditors and Accruals	108,713	61,293
PAYE	15,384	8,122
Value Added Tax	5,810	14,935
	185,352	129,829

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

16 STATEMENT OF FUNDS

	Balance 1st April 2020 £	Income £	Transfers £	Expended £	Unrealised Investment Loss £	Balance 31st March 2021 £
Unrestricted Funds	117,490	370,322	-	(365,935)	24,152	146,029
Designated Funds	153,402	-	-	-	-	153,402
Restricted Funds	19,011	88,318	-	(88,561)	-	18,768
	289,903	458,640	-	(454,496)	24,152	318,199

Unrestricted Funds
These are funds which the Trustees are free to use in accordance with the Charity's objectives.

Designated Funds
Designated Funds are unrestricted funds set aside by the Trustees for particular purposes. The Trustees consider it prudent to make provision for a property repair fund, a development fund, a restructure fund, an IT upgrade fund and a tangible fixed asset fund, as follows:

Property Repair Fund: The Charity has two business centre buildings on a long-term full repairing and insuring lease from Newcastle City Council and the Trustees are aware that all properties will need refurbishment and potential on an ongoing basis. This fund sets aside essential repair works and dilapidations as the buildings age.

Development Fund: The Trustees recognise that in expanding and embedding R.H.W.E. Limited new programmes, a fund is required to cover the risks associated with new work.

Restructure Fund: This fund has been established to fund the costs of any future restructuring at R.H.W.E. Limited.

IT Upgrade Fund: This fund has been established to fund the costs of upgrading technology infrastructure including the costs of changing IT hardware and software.

Tangible Fixed Asset Fund: This purpose of this fund is to fund future fixed assets.

Restricted Funds
These are funds received for specific purposes and projects. Please see note 5 for the funds that were received this year.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
NOTES TO THE FINANCIAL STATEMENTS - YEAR ENDED 31ST MARCH 2021

17 INDEPENDENT EXAMINER'S FEE

	2021	2020
	£	£
Independent Examination	950	950

Management and administrative costs include £5,170 (2019 : £5,310) in respect of accountancy, book keeping and associated services also paid to Bell Tindle Williamson LLP in addition to the independent examination fee.

18 COMMITMENTS UNDER OPERATING LEASES

At the 31st March 2021, the Charity had annual commitments under non cancellable operating leases as set out below:

	2021		2020	
	Land & Buildings	Other	Land & Buildings	Other
	£	£	£	£
Operating leases which expire:				
Within 1 year	1,240	-	-	1,240
Within 2 to 5 years	-	-	-	1,240
	1,240	-	-	2,480

19 ANALYSIS OF NET ASSETS

	Unrestricted	Designated	Restricted	Total
	£	£	£	£
Tangible Fixed Assets	63,283	-	-	63,283
Investments	-	114,815	-	114,815
Current Assets	268,098	38,587	18,768	325,453
Current Liabilities	(185,352)	-	-	(185,352)
	146,029	153,402	18,768	318,199

20 ULTIMATE CONTROLLING PARTY

In the opinion of the Trustees, there is no ultimate controlling party of the Charity other than the board itself.

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
RECONCILIATION OF INCOME AND EXPENDITURE TO MOVEMENT IN FUNDS
FOR THE YEAR ENDED 31ST MARCH 2021

		2021 £	2020 £
(Deficit)/Surplus of Income over Expenditure in Year	***(See overleaf)***	4,387	(36,031)
Restricted Grants Received in Year	***(Per note 5)***	88,318	93,429
Restricted Expenditure in Year	***(Per note 6)***	(88,561)	(81,392)
Net Movement of Funds in Year	***(Per SoFA)***	4,144	(23,994)

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
DETAILED ANALYSIS OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31ST MARCH 2021

	2021				2020	
	Total		Property Costs	Development Activities	TOTALS	
	£	£	£ £	£ £	£	£
INCOME						
Rents		211,800	211,800	-		235,844
Tenants Overhead Charge		22,134	22,134	-		24,340
Room Hire and Conferences		11,819	11,819	-		37,098
Bank Interest Received		102	102	-		232
Donations		221	221	-		876
Volunteer Income		-	-	-		2,688
Education and Training Courses		15,248	-	15,248		6,404
Grants Receivable Restricted		85,561	-	85,561		78,704
Unrestricted		67,000	67,000	-		-
HMRC - JRS Grants		33,243	24,413	8,830		-
Other Income		-	-	-		-
FIT Income		8,755	8,755	-		11,647
		455,883	346,244	109,639		397,833
EXPENDITURE						
Overheads (Detailed Overleaf)		451,496	316,775	134,721		433,864
SURPLUS OF INCOME OVER EXPENDITURE		4,387	29,469	(25,082)		(36,031)

R.H.W.E LIMITED
(A COMPANY LIMITED BY GUARANTEE)
DETAILED ANALYSIS OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 31ST MARCH 2021

	2021						2020	
	Total		Property Costs		Development Activities		TOTALS	
	£	£	£	£	£	£	£	£
OVERHEADS								
Staffing Costs	202,539		106,123		96,416		185,057	
DBS Checks	100		100		-		202	
Repairs and Maintenance	26,987		26,987		-		30,337	
Site Maintenance	2,164		2,164		-		2,398	
Telephone	5,554		5,276		278		4,506	
Broadband Facility	7,000		6,650		350		7,510	
Postage Printing and Stationery	5,330		5,311		19		6,686	
Advertising Marketing and Recruitment	8,306		4,951		3,355		5,368	
Business Resources	5,188		-		5,188		3,951	
Equipment Leasing	-		-		-		1,132	
Other Events	973		973		-		3,217	
Travelling	698		213		485		3,336	
Heating and Lighting	33,915		32,219		1,696		24,932	
Insurance	4,555		4,327		228		3,950	
Rates and Water	15,589		14,810		779		14,789	
Bank Charges	578		578		-		105	
Conference Costs	1,378		1,378		-		8,473	
Security Costs	4,734		4,734		-		5,141	
Refreshments	324		324		-		465	
Subscriptions	2,507		2,507		-		6,117	
Donations	-		-				50	
Sundry Expenses	379		351		28		1,176	
Covid 19 Costs	3,326		3,326		-		-	
Cleaning	9,782		9,293		489		16,430	
Accountancy	5,650		5,650		-		5,170	
Independent Examination Fee	950		950		-		950	
Legal and Professional Fees	34,673		24,661		10,012		32,593	
Training	-		-		-		10,131	
Volunteer Expenses	-		-		-		2,688	
Tutoring Costs	18,538		5,969		12,569		28,740	
Bad Debts	35,500		35,500		-		1,025	
Grants Awarded	2,829		-		2,829		5,969	
Depreciation	11,450		11,450		-		11,270	
		451,496		316,775		134,721		433,864