

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales · Charity number 1145674

Details

Other names EAST KENT VOLUNTARY ACTION SUPPORT LTD, EKVAS

Status Registered

Legal form Charitable company

Company number [07596275](#)

Registered 2012-01-30

Register [View on the Charity Commission register](#)

Contact

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1 Thanet Way
Whitstable
Kent
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Phone 01227 262313

Email info@redzebra.org.uk

Website www.redzebra.org.uk

Activities

Objects: TO PROMOTE, SUPPORT AND UNDERTAKE VOLUNTARY WORK WITHIN THE SPHERE OF SOCIAL AND COMMUNITY SERVICE, EDUCATION, HEALTH AND SIMILAR CHARITABLE ACTIVITIES

Activities: To promote, support and undertake voluntary work within the sphere of social and community service, education, health and similar charitable activities

Classification

- **How:** Provides Services, Provides Advocacy/advice/information, Acts As An Umbrella Or Resource Body
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, Disability, Economic/community Development/employment
- **Who:** Elderly/old People, People With Disabilities, Other Charities Or Voluntary Bodies, The General Public/mankind

Geography

- Kent

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£376,012	£365,039	-	-
2024-03-31	£295,481	£295,610	-	-
2023-03-31	£344,296	£333,628	-	-
2022-03-31	£356,031	£370,860	-	-
2021-03-31	£471,723	£619,307	-	-

Trustees

Name	Role	Appointed
James Flanagan		2025-01-23
Ron Elliott		2025-01-23

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales - Charity number 1145674

Accounts

REGISTERED COMPANY NUMBER: 07596275 (England and Wales)
REGISTERED CHARITY NUMBER: 1145674

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2025
FOR
RED ZEBRA COMMUNITY SOLUTIONS**

McCabe Ford Williams
Chartered Accountants
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HERNE BAY
Kent
CT6 7GQ

RED ZEBRA COMMUNITY SOLUTIONS

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FOR THE YEAR ENDED 31ST MARCH 2025**

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RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2025

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2025. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charities mission remains the creation of stronger, healthier communities by supporting people and organisations to improve their wellbeing.

We are passionate about improving local services, increasing access to them, and promoting equal opportunities for everyone.

Public benefit

Trustees are aware of the Charity Commission's guidance on Charities and Public Benefit. In particular, the need to demonstrate an identifiable benefit and to show that the benefits are open to a section of the public that is appropriate to our aims. This report provides information about the charity's aims, activities, and achievements.

The trustees consider that this information demonstrates the clear benefits to our beneficiaries arising from our work.

Red Zebra provides support and services to many organisations and individuals with a dedicated and enthusiastic work force. In the future it will be critical for Red Zebra to be able to continue to offer effective support services.

Report on achievements and performance relating to the charity's strategy and activities.

STRATEGIC REPORT

Achievements and performance

Voluntary Services

Red Zebra has continued to operate its volunteer car service covering the Whitstable CT5 area with the support of the NHS Kent and Medway Integrated Care Board.

The Car Service currently operates with an active membership of over 500 clients who use the service regularly to ensure they are able to attend their NHS treatments and other vital services and appointments.

We pride ourselves on knowing that we are helping our members retain their independence in ensuring they can make it to NHS appointments without having to just rely on their friends and family to help.

Our volunteer drivers offer the extra peace of mind by waiting for up to 2 hours for the provision of treatment before taking our client's safely back home.

We are supported by around 30 local volunteers to help run the service who generously give up their time either taking calls in the Red Zebra office or in driving over 25,000 miles a year in total, providing the charity with over 2,000 hours of volunteering support. Without our volunteers operating the car service would not be financially viable.

We are pleased to continue to support local vaccination programmes at Whitstable, Chestfield, and Estuary View Medical Centres.

We also operate a confidential records 'courier service' for Whitstable's Medical Centres. This is another vital resource also facilitated by our volunteer drivers and at a fraction of the cost of a courier.

"We are very grateful for the service provided by Red Zebra's volunteers; we have a great relationship with them".
Estuary View Medical Centre.

It is becoming increasingly challenging in trying to recruit new volunteers to ensure we keep this valuable service running. We are renewing our efforts to raise awareness within the local community, and, with the assistance of a generous donor, we will soon be advertising on a local billboard to help with our recruitment endeavours to ensure the car service continues.

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2025

STRATEGIC REPORT

Achievements and performance

Social Prescribing

Red Zebra now has over a decade of experience in the provision of Social Prescribing in partnership with the NHS. During this time, we have developed our expertise and reputation, assisting with creation of new projects and refining our understanding and approach to how we best help the clients referred to us.

We currently cover the following areas:

- NHS Kent & Medway Integrated Care Board - Herne Bay, Canterbury, Whitstable and Faversham.
- Herne Bay Integrated Healthcare PCN- Reculver, Hampton, Herne, Herne Bay.

Adult Team

This year our adult social prescribing staff continued to see high numbers of challenging referrals from the NHS containing a greater number of complex cases that required multiple solutions.

The main reasons for the client referrals are covering issue such as; bereavement, domestic abuse, loneliness, social isolation, mental health, wellbeing, and welfare and benefits information and advice.

We have continued to help our clients find positive outcomes by making referral or signposting them to organisations like,

Keep Talking Services, Age UK, Mid Kent Mind, Talking Therapies, Kent Law Clinic, Food Friends, Umbrella Centre, Community Navigators, Citizens Advice Bureau, and Social Services to name but a few.

Children & Young Persons Project Team - Herne Bay PCN

The CYP project team has seen a steady increase in engagement and referrals over the year. The project now has its own full-time lead which has helped with its continued expansion and success.

Referrals are mainly coming from 5 local schools, GP surgeries, Children's Services, and self-referral. We are successfully signposting across emotional wellbeing, education, physical activity, bereavement, parental mental health, and financial support pathways.

The CYP team's visibility at KCC Roadshows, Children's Services Clinics, and Workshops across Kent has already enhanced its reputation within the NHS.

Financial review

Financial position

Income has declined significantly over time:

2019: ~£1.37 m 2022: ~£0.36 m 2024: ~£0.30 m

This suggests major shifts in funding structures, programme scope, or organisational focus over the period. Expenditure has also reduced.

Expenditure has dropped roughly in line with income, indicating the charity has adjusted its activities to match funding levels rather than building up a large deficit.

Net results moved from deficit toward balance:

2019: Large deficit 2022: Small deficit 2024: Essentially balanced

This trend shows improving financial discipline or planning, and possibly a refocusing on more sustainable core services.

Reserves have also shrunk.

Earlier years (e.g., 2019) showed larger unrestricted reserves. By 2022 and beyond, the total fund position became much lower, which may reflect the difference between past grant cycles, service scaling, and current operating model.

The charity has downsized activity with the result that Income and expenditure have converged toward balance.

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2025

STRATEGIC REPORT

Financial review

Going concern

The charity has improved its trading position posting a small trading surplus over this financial year. This has afforded the charity the ability to award its staff a pay increase and add to its strong unrestricted reserves.

As the NHS continues to change and evolve the continuation of our annual contract renewals are not guaranteed. However, Patient Transport is busier than ever, and Social Prescribing continues to grow within the NHS its benefits having been widely acknowledged.

As per previous years the NHS has not given any indication that our existing grants will not be awarded to Red Zebra again for the coming 2026-27 financial year.

On this basis the charity will continue to operate until the decision has been confirmed in writing.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Organisational structure

The Board meets on a regular basis to discuss strategy and governance. The day-to-day management of the charity has been designated by the Trustees to the Senior Management Team comprising of two senior staff:

- Social Prescribing Lead
- Finance Manager

The Board and these individuals are currently the charity's Key Management Personnel as defined by the Charities SORP.

The Board of Trustees have recently taken the decision to revert to the previous traditional CEO management structure.

Decision making

The charities strategy in the coming year will be reviewed by its Board and the newly appointed CEO.

The charity will remain focused on expanding its Social Prescribing offerings and apply for new grants to facilitate funding complimentary community projects to support its main mission to enhance the strength of the local community.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07596275 (England and Wales)

Registered Charity number

1145674

Registered office

Unit B2
Clover House
1 Thanet Way
Whitstable
Kent
CT5 3QZ

Trustees

Mrs M Evans Chair (resigned 23.1.25)
Ms C E Dearth (resigned 15.1.26)
Ms E A Daone (resigned 12.9.24)
R Elliott Trustee (appointed 23.1.25)
Miss L O Harris Trustee (appointed 23.1.25) (resigned 10.12.25)
J D Flanagan Trustee (appointed 23.1.25)

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2025

REFERENCE AND ADMINISTRATIVE DETAILS

Independent Examiner

McCabe Ford Williams
Chartered Accountants
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HERNE BAY
Kent
CT6 7GQ

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 17th March 2026 and signed on the board's behalf by:



R Elliott - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
RED ZEBRA COMMUNITY SOLUTIONS**

Independent examiner's report to the trustees of Red Zebra Community Solutions ('the Company')

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

Responsibilities and basis of report

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

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

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a member of the Association of Chartered Certified Accountants, which is one of the listed bodies.

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

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

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



Leigh Jones (FCCA)

McCabe Ford Williams
Chartered Accountants
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HERNE BAY
Kent
CT6 7GQ

17th March 2026

RED ZEBRA COMMUNITY SOLUTIONS

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	Unrestricted funds £	Restricted fund £	2025 Total funds £	2024 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	6,961	357,788	364,749	282,356
Other trading activities	3	-	10,363	10,363	10,943
Investment income	4	900	-	900	319
Other income		-	-	-	1,863
Total		<u>7,861</u>	<u>368,151</u>	<u>376,012</u>	<u>295,481</u>
EXPENDITURE ON					
Raising funds	5	290	-	290	-
Charitable activities	6				
Charitable Activities		100,429	264,320	364,749	295,610
Total		<u>100,719</u>	<u>264,320</u>	<u>365,039</u>	<u>295,610</u>
NET INCOME/(EXPENDITURE)		(92,858)	103,831	10,973	(129)
Transfers between funds	15	161,638	(161,638)	-	-
Net movement in funds		68,780	(57,807)	10,973	(129)
RECONCILIATION OF FUNDS					
Total funds brought forward		33,544	1,502	35,046	35,175
TOTAL FUNDS CARRIED FORWARD		<u><u>102,324</u></u>	<u><u>(56,305)</u></u>	<u><u>46,019</u></u>	<u><u>35,046</u></u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**BALANCE SHEET
31ST MARCH 2025**

	Notes	Unrestricted funds £	Restricted fund £	2025 Total funds £	2024 Total funds £
FIXED ASSETS					
Tangible assets	12	1,813	-	1,813	1,311
CURRENT ASSETS					
Debtors	13	374	25,492	25,866	1,859
Cash at bank		106,317	-	106,317	104,207
		<u>106,691</u>	<u>25,492</u>	<u>132,183</u>	<u>106,066</u>
CREDITORS					
Amounts falling due within one year	14	(6,180)	(81,797)	(87,977)	(72,331)
		<u>100,511</u>	<u>(56,305)</u>	<u>44,206</u>	<u>33,735</u>
NET CURRENT ASSETS/(LIABILITIES)					
		<u>102,324</u>	<u>(56,305)</u>	<u>46,019</u>	<u>35,046</u>
TOTAL ASSETS LESS CURRENT LIABILITIES					
		<u>102,324</u>	<u>(56,305)</u>	<u>46,019</u>	<u>35,046</u>
NET ASSETS					
		<u>102,324</u>	<u>(56,305)</u>	<u>46,019</u>	<u>35,046</u>
FUNDS	15				
Unrestricted funds				102,324	33,544
Restricted funds				(56,305)	1,502
TOTAL FUNDS				<u>46,019</u>	<u>35,046</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2025.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2025 in accordance with Section 476 of the Companies Act 2006.

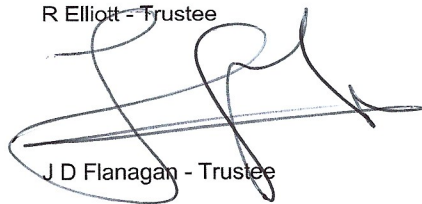
The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 17th March 2026 and were signed on its behalf by:



R Elliott - Trustee



J D Flanagan - Trustee

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2025**

	Notes	2025 £	2024 £
Cash flows from operating activities			
Cash generated from operations	1	3,036	59,484
Net cash provided by operating activities		<u>3,036</u>	<u>59,484</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,826)	(1,786)
Interest received		900	319
Net cash used in investing activities		<u>(926)</u>	<u>(1,467)</u>
Change in cash and cash equivalents in the reporting period		2,110	58,017
Cash and cash equivalents at the beginning of the reporting period		<u>104,207</u>	<u>46,190</u>
Cash and cash equivalents at the end of the reporting period		<u><u>106,317</u></u>	<u><u>104,207</u></u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2025**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2025 £	2024 £
Net income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	10,973	(129)
Adjustments for:		
Depreciation charges	1,324	955
Interest received	(900)	(319)
(Increase)/decrease in debtors	(24,007)	39
Increase in creditors	15,646	58,938
	<u>3,036</u>	<u>59,484</u>
Net cash provided by operations	<u>3,036</u>	<u>59,484</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.24 £	Cash flow £	At 31.3.25 £
Net cash			
Cash at bank	104,207	2,110	106,317
	<u>104,207</u>	<u>2,110</u>	<u>106,317</u>
Total	<u>104,207</u>	<u>2,110</u>	<u>106,317</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2025

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on a straight line basis
Computer equipment	- 33% on a straight line basis

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

2. DONATIONS AND LEGACIES

	2025	2024
	£	£
Donations	8,043	9,245
Grants	356,706	273,111
	<u>364,749</u>	<u>282,356</u>

3. OTHER TRADING ACTIVITIES

	2025	2024
	£	£
Transport scheme membership	<u>10,363</u>	<u>10,943</u>

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2025**

4. INVESTMENT INCOME			2025 £	2024 £
Deposit account interest			900	319
			<u> </u>	<u> </u>
5. RAISING FUNDS				
Investment management costs			2025 £	2024 £
Property repairs			290	-
			<u> </u>	<u> </u>
6. CHARITABLE ACTIVITIES COSTS				
		Direct Costs £	Support costs (see note 7) £	Totals £
Charitable Activities				
		322,680	42,069	364,749
		<u> </u>	<u> </u>	<u> </u>
7. SUPPORT COSTS				
	Management £	Finance £	Other £	Totals £
Charitable Activities				
	22,557	157	19,355	42,069
	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8. NET INCOME/(EXPENDITURE)				
Net income/(expenditure) is stated after charging/(crediting):				
			2025 £	2024 £
Depreciation - owned assets			1,324	955
			<u> </u>	<u> </u>
9. TRUSTEES' REMUNERATION AND BENEFITS				
There were no trustees' remuneration or other benefits for the year ended 31st March 2025 nor for the year ended 31st March 2024.				
Trustees' expenses				
There were no trustees' expenses paid for the year ended 31st March 2025 nor for the year ended 31st March 2024.				
10. STAFF COSTS			2025 £	2024 £
Wages and salaries			320,101	250,619
			<u> </u>	<u> </u>
			320,101	250,619
			<u> </u>	<u> </u>
The average monthly number of employees during the year was as follows:				
			2025	2024
Employees			16	13
			<u> </u>	<u> </u>
No employees received emoluments in excess of £60,000.				

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2025**

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	9,768	272,588	282,356
Other trading activities	117	10,826	10,943
Investment income	319	-	319
Other income	-	1,863	1,863
Total	<u>10,204</u>	<u>285,277</u>	<u>295,481</u>
EXPENDITURE ON			
Charitable activities			
Charitable Activities	<u>93,663</u>	<u>201,947</u>	<u>295,610</u>
NET INCOME/(EXPENDITURE)	(83,459)	83,330	(129)
Transfers between funds	<u>83,287</u>	<u>(83,287)</u>	<u>-</u>
Net movement in funds	(172)	43	(129)
RECONCILIATION OF FUNDS			
Total funds brought forward	<u>33,716</u>	<u>1,459</u>	<u>35,175</u>
TOTAL FUNDS CARRIED FORWARD	<u><u>33,544</u></u>	<u><u>1,502</u></u>	<u><u>35,046</u></u>

12. TANGIBLE FIXED ASSETS

	Plant and machinery £	Computer equipment £	Totals £
COST			
At 1st April 2024	23,890	29,824	53,714
Additions	-	1,826	1,826
At 31st March 2025	<u>23,890</u>	<u>31,650</u>	<u>55,540</u>
DEPRECIATION			
At 1st April 2024	23,890	28,513	52,403
Charge for year	-	1,324	1,324
At 31st March 2025	<u>23,890</u>	<u>29,837</u>	<u>53,727</u>
NET BOOK VALUE			
At 31st March 2025	<u>-</u>	<u>1,813</u>	<u>1,813</u>
At 31st March 2024	<u>-</u>	<u>1,311</u>	<u>1,311</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2025

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade debtors	21,439	1,502
Prepayments and accrued income	4,053	-
Prepayments	374	357
	<u>25,866</u>	<u>1,859</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2025	2024
	£	£
Trade creditors	723	3,216
Social security and other taxes	2,965	4,518
Accrued expenses	2,784	3,072
Deferred grants	81,505	61,525
	<u>87,977</u>	<u>72,331</u>

15. MOVEMENT IN FUNDS

	At 1.4.24	Net movement in funds	Transfers between funds	At 31.3.25
	£	£	£	£
Unrestricted funds				
General fund	3,631	(92,858)	162,008	72,781
Designated Fund	29,913	-	(370)	29,543
	<u>33,544</u>	<u>(92,858)</u>	<u>161,638</u>	<u>102,324</u>
Restricted funds				
Restricted Fund	1,502	103,831	(161,638)	(56,305)
	<u>35,046</u>	<u>10,973</u>	<u>-</u>	<u>46,019</u>

Net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended	Movement in funds
	£	£	£
Unrestricted funds			
General fund	7,861	(100,719)	(92,858)
Restricted funds			
Restricted Fund	368,151	(264,320)	103,831
	<u>376,012</u>	<u>(365,039)</u>	<u>10,973</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2025

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.24 £
Unrestricted funds				
General fund	19,209	(83,459)	67,881	3,631
Designated Fund	14,507	-	15,406	29,913
	<u>33,716</u>	<u>(83,459)</u>	<u>83,287</u>	<u>33,544</u>
Restricted funds				
Restricted Fund	1,459	83,330	(83,287)	1,502
	<u>35,175</u>	<u>(129)</u>	<u>-</u>	<u>35,046</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	10,204	(93,663)	(83,459)
Restricted funds			
Restricted Fund	285,277	(201,947)	83,330
	<u>295,481</u>	<u>(295,610)</u>	<u>(129)</u>

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.23 £	Net movement in funds £	Transfers between funds £	At 31.3.25 £
Unrestricted funds				
General fund	19,209	(176,317)	229,889	72,781
Designated Fund	14,507	-	15,036	29,543
	<u>33,716</u>	<u>(176,317)</u>	<u>244,925</u>	<u>102,324</u>
Restricted funds				
Restricted Fund	1,459	187,161	(244,925)	(56,305)
	<u>35,175</u>	<u>10,844</u>	<u>-</u>	<u>46,019</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2025

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	18,065	(194,382)	(176,317)
Restricted funds			
Restricted Fund	653,428	(466,267)	187,161
TOTAL FUNDS	<u>671,493</u>	<u>(660,649)</u>	<u>10,844</u>

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2025.

RED ZEBRA COMMUNITY SOLUTIONS
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2025

	2025 £	2024 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Donations	8,043	9,245
Grants	356,706	273,111
	364,749	282,356
Other trading activities		
Transport scheme membership	10,363	10,943
Investment income		
Deposit account interest	900	319
Other income		
Consultancy	-	1,863
	376,012	295,481
Total incoming resources		
EXPENDITURE		
Investment management costs		
Property repairs	290	-
Charitable activities		
Wages	303,297	231,547
Telephone & computer	12,590	10,968
Project delivery costs	3,578	1,006
Travelling	2,846	3,059
Venue hire & catering	151	114
Training	186	11
Donations made	32	100
Restructuring costs	-	2,620
	322,680	249,425
Support costs		
Management		
Wages	16,804	19,072
Accountancy	4,140	4,800
Legal and professional	1,613	2,554
	22,557	26,426
Finance		
Bank charges	157	232
Other		
Insurance	1,105	1,047
Rent & rates	15,727	15,865
Training	1,199	1,660
Computer equipment	1,324	955
	19,355	19,527
Total resources expended	365,039	295,610
Net income/(expenditure)	10,973	(129)

This page does not form part of the statutory financial statements

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales - Charity number 1145674

Accounts

RED ZEBRA COMMUNITY SOLUTIONS

REPORT OF THE TRUSTEES FOR THE YEAR ENDED MARCH 2024

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024.

The trustees have adopted the provisions of 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).

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document.

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07596275 (England and Wales)

Registered Charity number
1145674

Registered office

Red Zebra Head Office
Unit B2
1 Thanet Way
Whitstable
Kent
CT5 3QZ

Existing Trustees

Ms M Evans	resigned	23 rd January 2025
Ms L Daone	resigned	12 th September 2024
Ms C Dearth		

New Trustees

Lucy Harris	appointed	13 th March 2025
James Flanagan	appointed	13 th March 2025
Ron Elliott	appointed	13 th March 2025

Auditors

McCabe Ford Williams
Statutory Auditors and Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

STATEMENT OF TRUSTEES RESPONSIBILITIES

The trustees (who are also the directors of Red Zebra Community Solutions for the purposes of company law) are responsible for preparing the Report of the Trustees 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 and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware:

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

OBJECTIVES OF THE CHARITY

The charities mission remains the creation of stronger, healthier communities by supporting people and organisations to improve their wellbeing. We are passionate about improving local services, increasing access to them, and promoting equal opportunities for everyone.

ORGANISATIONAL STRUCTURE

The Board meets on a regular basis to discuss strategy and governance. The day-to-day management of the charity has been designated by the Trustees to the Senior Management Team comprising of three senior staff:

Voluntary and Community Services Lead

Social Prescribing Lead

Finance Manager

The Board and these individuals are considered to be the charity's Key Management Personnel as defined by the Charities SORP.

Red Zebra has reviewed its management structure during the financial year to reflect its activities and staffing. The management structure is designed to ensure effective delivery of its services and appropriate management and support for staff.

PUBLIC BENEFIT

Trustees are aware of the Charity Commission's guidance on Charities and Public Benefit. In particular, the need to demonstrate an identifiable benefit and to show that the benefits are open to a section of the public that is appropriate to our aims. This report provides information about the charity's aims, activities, and achievements.

The trustees consider that this information demonstrates the clear benefits to our beneficiaries arising from our work.

Red Zebra provides support and services to a large number of organisations and individuals with a dedicated and enthusiastic work force. In the future it will be critical for Red Zebra to be able to continue to offer effective support services.

Report on achievements and performance relating to the charity's strategy and activities.

Voluntary Services

Red Zebra continues to manage the volunteer car service covering the Whitstable CT5 postcode area. We have provided this vital service for over two decades with the help of our team of volunteers supporting the over 55s who may, through age or mobility, find it difficult to access public transport.

The Car Service currently operates with a membership of 581 clients. Many of these use the car service regularly, some perhaps every few months and others renew every year to use our service just when it is needed.

It is a lifeline for many of our members. It means that people can continue to be independent and not rely on friends and family. The service enables people to take control of their lives, an ethos that Red Zebra adopts across our services.

"You have saved my life this year, bringing me to all my chemotherapy appointments" – Client aged 66.

"I look forward to my regular trips to the physio as I enjoy a nice chat with the driver. - Client aged 78.

"Thank you for looking after my Mum, she uses your service regularly and it means I don't have to worry about how she gets there. It is also reassuring that the driver will wait for her and bring her home. It is an essential service for her."

We are engaged with over 30 local volunteers to help run the service who generously give up their time. This year they have covered over 25,000 miles and provide the charity with over 2,500 hours enabling the service to function cost effectively.

"It is my absolute pleasure to drive clients to their appointments, I see firsthand the difference the service makes. I love meeting new people and hearing about their lives. I feel it is my duty to give something back to the community. Spyros- Volunteer Driver

"It's wonderful to come into the office every week and book trips for the clients who are so grateful for our service. I feel like I am a part of the local community and really helping and making a difference." Pat- Office Volunteer

We involve the volunteers with the charities work and fund-raising activities, providing them with opportunities to socialise and meet up with each other outside of the office environment. This helps enhance their feelings of wellbeing and value to their local community.

Clients use the service predominantly for medical appointments to get to GP practices and hospitals. We also facilitate trips to appointments within the community to various clubs. The Blind Club, Parkinsons Gentle Gym, and COGS Club to name a few. We have also been able to bring people to funeral services, pharmacies, and even horse-riding! We are pleased to have supported local vaccination programmes at Whitstable Medical practice.

Annual figures: Medical Trips- 2,275 Other Medical related – 892 Community Trips- 998

We also operate a 'courier service' for Whitstable's Medical Centres . This is another vital resource also facilitated by our volunteer drivers.

"We are very grateful for the service provided by Red Zebra, we have a great relationship and lines of communication are always open". Estuary View Medical Centre.

Intergenerational Work

We continue to work with local schools. Whitstable Junior School make beautiful birthday cards which we send out to clients who have 'milestone' birthdays. The cards are so gratefully received by the clients and they appreciate the effort that the children have made writing and designing each individual card.

Social Prescribing

We are always looking to continue to expand and evolve our Social Prescribing services, we are finding the cost-of-living crisis and housing issues are still dominating the complexity of the cases referred to us.

We continue to address the challenges of supporting the NHS in a reduction of clinical time spent with GP's, through the intervention of Social Prescribing. Studies have shown that 20% of daily GP appointments can be dealt with by Social Prescribing solutions and we feel our service has proven its ability to support this figure.

We have continued to ensure we are making an impact within our communities through our contracted areas:

NHS Kent & Medway ICB - covering Herne Bay, Canterbury, Whitstable and Faversham.

Herne Bay Integrated Healthcare PCN Link Workers.

Herne Bay PCN Children and Young Persons Project. (CYP)

Within our ICB funded 'Community' roles, we have continued to make great strides acting within clinical multi-disciplinary teams as a 'patient voice' and holistic lens, and working in partnership with other agencies to ensure parity of care and opportunity, as well as identifying gaps within provision and ensuring the best possible outcomes for our clients.

This has worked particularly well within the Faversham district, where our Social Prescriber has acted as a key stakeholder in the development of localised action group- the Faversham Community Networking Group, as well as continued clinics and drops ins hosted at the Faversham Umbrella Centre on a Wednesday.

There has also been excellent outreach work within the Canterbury, Herne Bay and Whitstable areas working alongside churches, Umbrella centres, community venues to enable more face-to-face support and engagement.

We continue to work closely with the D.W.P at their 'Mindful café' Events, where work coaches bring their most vulnerable clients to directly engage with supportive services, generating many referrals. We are very hopeful these will continue into the next financial year.

Our Herne Bay based P.C.N contracts continue to operate successfully, and we are currently undertaking a review to expand these further in the coming year by switching existing staff on the C.Y.P Project on to a 'term-time' hours employment basis. This will complement the school's academic year and enable us providing more hours to meet the demand during school term times.

During the year 2023-24 Red Zebra have had nearly 1,000 referrals into our Social Prescribing services, some of these clients having very complex cases that required multiple individual solutions which were researched and found by our Social Prescribing staff teams.

Strategy and Structure.

The charities Management Team remains unchanged with the position held as detailed above. There are no plans to alter this structure in the coming year as it remains both financial and operational viable as long as the existing contracts and key people remain in place.

The charities strategy in the coming year will be to remain focused on continuing to expand its Social Prescribing offerings and apply for donation or grant funding to facilitate complimentary community projects to support its mission to enhance the local community.

Ongoing Concern

The charity sector remains a challenging environment in which to operate with budgets remaining tight as income and donations are not keeping up with inflation and rises the average wage. The charity has posted a small trading loss this year but this is largely attributable to 'one off' costs relating to a planned restructure and the connected advice on HR. The charities reserves remain strong with a forecast to return to a small surplus in 2024/25.

The NHS continues to undergo a program of change including the recent announcement that NHS England is being disbanded. The confirmation of the extension to our NHS ICB grants remains outstanding at this time and without these the charity understands is not able to continue to operate in its current form.

However, there has not been an indication from the NHS that these grants will not be awarded to Red Zebra again for coming 2025/26 financial year and on this basis the charity will continue to operate until the NHS announcement has been made.

RED ZEBRA COMMUNITY SOLUTIONS

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2024

AUDITORS

The auditors, McCabe Ford Williams, will be proposed for re-appointment at the forthcoming AGM Meeting.

Approved by order of the board of trustees on and signed on its behalf by:

.....

Lucy Harris

Trustee

.....

James Flanagan

Trustee

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales - Charity number 1145674

Accounts

REGISTERED COMPANY NUMBER: 07596275 (England and Wales)
REGISTERED CHARITY NUMBER: 1145674

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022
FOR
RED ZEBRA COMMUNITY SOLUTIONS**



McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

RED ZEBRA COMMUNITY SOLUTIONS

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022**

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charities mission remains the creation of stronger, healthier communities by supporting people and organisations to improve their wellbeing. We are passionate about improving local services, increasing access to them, and promoting equal opportunities for everyone.

Public benefit

Trustees are aware of the Charity Commission's guidance on Charities and Public Benefit. In particular, the need to demonstrate an identifiable benefit and to show that the benefits are open to a section of the public that is appropriate to our aims. This report provides information about the charity's aims, activities, and achievements. The trustees consider that this information demonstrates the clear benefits to our beneficiaries arising from our work.

Red Zebra provides support and services to a very large number of organisations and individuals with a dedicated and enthusiastic work force. In the future it will be critical for Red Zebra to be able to continue to offer effective support services.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

STRATEGIC REPORT

Achievement and performance

Charitable activities

Voluntary Services

Red Zebra has managed the Volunteer Car Service within the Whitstable CT5 area for over two decades. The charity continues to engage with over 40 local volunteers who help run the service and generously give up their time providing the charity with over 2,500 volunteer hours per year enabling it to function cost effectively.

During the past year in particular we have taken the opportunity to try and develop the car service into a much more rounded and supportive offering for its members, with a further 10% of members joining during the year to add the annual membership number.

Over 550 clients are currently using the service predominantly for medical appointments 4,050 trips, with another 1,519 trips that helped to reduced Social Isolation, and a further 300 trips enabling vaccinations to be received.

Our monthly coffee mornings held at The Waterloo Centre in Whitstable are continuing to go from strength to strength, helping us to engage with the local community and over 200 of our members. They are establishing an important link locally and are a great opportunity for Red Zebra volunteers to come together to share stories, exchange information, and enjoy some homemade cake!

We also work in partnership with a local business once a week to deliver a free cooked lunch to people we have identified as in need of a hot dinner. This year we have delivered over 400 donated meals but we would still like to do more. At Christmas a lunch was prepared and clients were invited to attend. Volunteer drivers provided the transport and 20 members participated. This was an opportunity to gather socially and celebrate especially for those who spend Christmas alone.

We work alongside the social prescribing team, often referring car service clients for extra support with care support, isolation, housing or any other need that may arise. We often say our volunteers are the eyes and ears of the service and we are able to respond quite quickly if we identify an issue.

Acts of Kindness - We continue to develop and nurture relationships with our clients. We acknowledge milestone birthdays with a special card written and posted by one of the car service volunteers. This means so much to the recipient and we have received amazing feedback. Gift bags are sent out to our most lonely and isolated members at Easter and Christmas delivered by our volunteer drivers. If we identify a client who may need a pick me up card or gift.

Social Prescribing

Red Zebra's Social Prescribing has gone from strength to strength with the renewal of our ICB contract covering Canterbury and coastal regions (Canterbury, Faversham, Heme Bay and Whitstable), as well as the continued success of our contract with Heme Bay Healthcare PCN. We have employed two new specialism roles of Childrens and Young Persons Link Worker and Substance Misuse Link Worker under their direction via the ARRS scheme. This enhances our offer supporting the surgeries with a reduction in GP appointments, and most importantly better health and quality of life outcomes for the patients.

Our community based Social Prescribers have concentrated on outreach opportunities where possible, conducting open house clinics in community settings, as well as delivering talks regarding how social prescribing can support individuals to various cohorts such as Sanctuary Housing, The WI, Pulmonary Rehabilitation groups and various factions of The NHS. We have also been involved in Cost-of-Living fairs and numerous community meetings to ensure we are working in partnership and cohesively within our 'eco systems'. Although Social Prescribers have seen an increase in complexity in regard to their clients' cases, they continue to engage them with a high level of professionalism and an empathic, holistic approach.

In the 21/22 financial year, our community contract dealt with 719 referrals, 696 of whom had consultations and ongoing casework, with 34 clients re-referring themselves into service. That means for this contract alone, we supported nearly 2 people every day of the year.

Community Development

Work continued with funding from Folkestone and Hythe District Council. The first in-person Meet the Funders event since 2019 was well-attended, with representatives from a wide variety of charity and community groups having one-to-ones with local and national funders. We were also able to hold face-to-face Network Meetings for the first time since the start of the pandemic, beginning with an event called All About Volunteering and Volunteers. It became apparent during Covid that training works just as well online, so the programme of sessions helping groups to set up with an appropriate legal structure, run effectively with good governance and look for funding continued via Zoom.

Alongside this, the Council funded some one-to-one hours for groups that needed support with setting up, governance issues or funding. Folkestone and Hythe District Council also gave a grant for work supporting the three community hubs that were set up during the pandemic, which have moved on to continue to offer services for the local community. Consultancy work also continued on a paid-for basis, with a range of support offered for fledgling and established voluntary and community sector organisations.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

Strategy and Structure.

Other 'non-core' grant work Red Zebra had diversified into has come to an end and the charity has reduced in size accordingly enabling it also to change its management structure to further improve its financial position.

The new Senior Management Team is made up of the four positions mentioned above and we are pleased confirm they have secured an extension to the existing grants held by Red Zebra into 2024.

This extension, along with new enquires in has just received for further NHS funded contracts give the charity a solid financial standing and better prospects over the coming year 23/24.

Internal and external factors

Post covid many small charities have had to close due to a decrease in income they have seen linked to the changes in people's behaviour and more recently by the cost-of-living crisis.

Red Zebra has not been immune to these changes and therefore made the strategic decision to focus on its core offerings being the Voluntary Services it offers and Social Prescribing.

Financial review

Going concern

The trustees acknowledge that the charity has continued to reduce in size during the year 2021/22 but with the planned intention of becoming a specialist in the areas which provide its main sources of income.

The charity is in receipt of the confirmation of the extension to its main NHS social prescribing and voluntary sector contracts into 2024.

The trading position of the charity has improved with both this year and next year being expected to bolster its reserves.

The trustees have considered the operating position of the charity are confident the charity can continue to operate as a going concern for the foreseeable future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Organisational structure

The Board meets on a regular basis to discuss strategy and governance. The day-to-day management of the charity has been designated by the Trustees to the Senior Management Team comprising of for senior staff:

- Voluntary and Community Services Lead
- Social Prescribing Lead
- Development Manager
- Finance Officer

The Board and these individuals are considered to be the charity's Key Management Personnel as defined by the Charities SORP.

Red Zebra has reviewed its management structure during the financial year to reflect its activities and staffing. The management structure is designed to ensure effective delivery of its services and appropriate management and support for staff.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07596275 (England and Wales)

Registered Charity number

1145674

Registered office

Unit B2
Clover House
1 Thanet Way
Whitstable
Kent
CT5 3QZ

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022

Trustees

Mrs F M Thomas Retired Teacher (resigned 1.12.22)
A Gough Retired solicitor, now Chairman (resigned 1.12.22)
R J Bradburn Consultant (resigned 1.12.22)
Mrs H P L Thompson Barrister (resigned 1.12.22)
Ms M Evans (appointed 1.12.22)
Ms L Dearth (appointed 1.12.22)
Ms C Daone (appointed 1.12.22)

Independent Examiner

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

COMMUNITY DEVELOPMENT

Red Zebra continue to support new and existing local community organisations providing guidance on formation, funding, training, and operational policy requirements. We have had some noticeable success in this area and our facilitation of capacity building remains in demand.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Red Zebra Community Solutions for the purposes of company law) are responsible for preparing the Report of the Trustees 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 and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware: -

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 26th March 2023 and signed on the board's behalf by:



Ms M Evans - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
RED ZEBRA COMMUNITY SOLUTIONS**

Independent examiner's report to the trustees of Red Zebra Community Solutions ('the Company')

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

Responsibilities and basis of report

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

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

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

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

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

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



Leigh Jones (FCCA)
ACCA
McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

26th March 2023

RED ZEBRA COMMUNITY SOLUTIONS

**STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	50,692	294,110	344,802	464,033
Other trading activities	3	10,727	-	10,727	6,976
Investment income	4	502	-	502	714
Total		<u>61,921</u>	<u>294,110</u>	<u>356,031</u>	<u>471,723</u>
 EXPENDITURE ON					
Charitable activities	5				
Charitable Activities		86,557	284,303	370,860	619,307
NET INCOME/(EXPENDITURE)		<u>(24,636)</u>	<u>9,807</u>	<u>(14,829)</u>	<u>(147,584)</u>
 RECONCILIATION OF FUNDS					
Total funds brought forward		19,077	20,259	39,336	186,920
TOTAL FUNDS CARRIED FORWARD		<u><u>(5,559)</u></u>	<u><u>30,066</u></u>	<u><u>24,507</u></u>	<u><u>39,336</u></u>

The notes form part of these financial statements

**BALANCE SHEET
31ST MARCH 2022**

	Notes	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	-	840	840	1,230
CURRENT ASSETS					
Debtors	13	5,189	1,680	6,869	14,436
Cash at bank		9,876	36,569	46,445	75,031
		<u>15,065</u>	<u>38,249</u>	<u>53,314</u>	<u>89,467</u>
CREDITORS					
Amounts falling due within one year	14	(20,624)	(9,023)	(29,647)	(51,361)
NET CURRENT ASSETS/(LIABILITIES)		<u>(5,559)</u>	<u>29,226</u>	<u>23,667</u>	<u>38,106</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>(5,559)</u>	<u>30,066</u>	<u>24,507</u>	<u>39,336</u>
NET ASSETS		<u>(5,559)</u>	<u>30,066</u>	<u>24,507</u>	<u>39,336</u>
FUNDS	16				
Unrestricted funds				(5,559)	19,077
Restricted funds				30,066	20,259
TOTAL FUNDS				<u>24,507</u>	<u>39,336</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 26th March 2023 and were signed on its behalf by:



M Evans - Trustee

RED ZEBRA COMMUNITY SOLUTIONS

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022**

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	(40,546)	(93,205)
Net cash used in operating activities		<u>(40,546)</u>	<u>(93,205)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,080)	-
Interest received		502	714
Net cash (used in)/provided by investing activities		<u>(578)</u>	<u>714</u>
Change in cash and cash equivalents in the reporting period			
Cash and cash equivalents at the beginning of the reporting period	2	75,031	167,522
Cash and cash equivalents at the end of the reporting period	2	<u>33,907</u>	<u>75,031</u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022**

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(14,829)	(147,584)
Adjustments for:		
Depreciation charges	1,470	5,098
Interest received	(502)	(714)
Decrease in debtors	7,567	18,262
(Decrease)/increase in creditors	(34,252)	31,733
Net cash used in operations	<u>(40,546)</u>	<u>(93,205)</u>

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Notice deposits (less than 3 months)	46,445	75,031
Overdrafts included in bank loans and overdrafts falling due within one year	(12,538)	-
Total cash and cash equivalents	<u>33,907</u>	<u>75,031</u>

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank and in hand	75,031	(28,586)	46,445
Bank overdraft	-	(12,538)	(12,538)
	<u>75,031</u>	<u>(41,124)</u>	<u>33,907</u>
Total	<u>75,031</u>	<u>(41,124)</u>	<u>33,907</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on a straight line basis
Computer equipment	- 33% on a straight line basis

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The trustees acknowledge that the charity has continued to reduce in size during the year 2021/22 but with the planned intention of becoming a specialist in the areas which provide its main sources of income.

The charity is in receipt of the confirmation of the extension to its main NHS social prescribing and voluntary sector contracts into 2024.

The trading position of the charity has improved with both this year and next year being expected to bolster its reserves.

The trustees have considered the operating position of the charity are confident the charity can continue to operate as a going concern for the foreseeable future.

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022**

2. DONATIONS AND LEGACIES

	2022	2021
	£	£
Fees receivable	31,007	71,715
Donations	2,452	8,949
Grants	311,343	383,369
	<u>344,802</u>	<u>464,033</u>

3. OTHER TRADING ACTIVITIES

	2022	2021
	£	£
Transport scheme membership	10,727	6,976
	<u>10,727</u>	<u>6,976</u>

4. INVESTMENT INCOME

	2022	2021
	£	£
Deposit account interest	502	714
	<u>502</u>	<u>714</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Charitable Activities	319,454	320	51,086	370,860
	<u>319,454</u>	<u>320</u>	<u>51,086</u>	<u>370,860</u>

6. GRANTS PAYABLE

	2022	2021
	£	£
Charitable Activities		
	320	30,753
	<u>320</u>	<u>30,753</u>

7. SUPPORT COSTS

	Management £	Finance £	Information technology £	Other £	Totals £
Charitable Activities					
	31,697	278	99	19,012	51,086
	<u>31,697</u>	<u>278</u>	<u>99</u>	<u>19,012</u>	<u>51,086</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
	£	£
Depreciation - owned assets	1,470	5,098
	<u>1,470</u>	<u>5,098</u>

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022**

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

10. STAFF COSTS

	2022 £	2021 £
Wages and salaries	295,071	438,157
	295,071	438,157

The average monthly number of employees during the year was as follows:

	2022	2021
Employees	15	22
	15	22

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	88,092	375,941	464,033
Other trading activities	6,976	-	6,976
Investment income	714	-	714
Total	95,782	375,941	471,723
 EXPENDITURE ON			
Charitable activities			
Charitable Activities	147,836	471,471	619,307
	147,836	471,471	619,307
NET INCOME/(EXPENDITURE)	(52,054)	(95,530)	(147,584)
 RECONCILIATION OF FUNDS			
Total funds brought forward	71,131	115,789	186,920
	71,131	115,789	186,920
TOTAL FUNDS CARRIED FORWARD	19,077	20,259	39,336

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022**

12. TANGIBLE FIXED ASSETS

	Plant and machinery £	Computer equipment £	Totals £
COST			
At 1st April 2021	23,890	26,958	50,848
Additions	-	1,080	1,080
	<hr/>	<hr/>	<hr/>
At 31st March 2022	23,890	28,038	51,928
	<hr/>	<hr/>	<hr/>
DEPRECIATION			
At 1st April 2021	23,675	25,943	49,618
Charge for year	215	1,255	1,470
	<hr/>	<hr/>	<hr/>
At 31st March 2022	23,890	27,198	51,088
	<hr/>	<hr/>	<hr/>
NET BOOK VALUE			
At 31st March 2022	-	840	840
	<hr/>	<hr/>	<hr/>
At 31st March 2021	215	1,015	1,230
	<hr/>	<hr/>	<hr/>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade debtors	5,643	10,931
Other debtors	-	3,166
Prepayments	1,226	339
	<hr/>	<hr/>
	6,869	14,436
	<hr/>	<hr/>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Bank loans and overdrafts (see note 15)	12,538	-
Trade creditors	1,739	1,658
Social security and other taxes	3,975	4,636
Accrued expenses	3,135	8,401
Deferred grants	8,260	36,666
	<hr/>	<hr/>
	29,647	51,361
	<hr/>	<hr/>

15. LOANS

An analysis of the maturity of loans is given below:

	2022 £	2021 £
Amounts falling due within one year on demand:		
Bank overdrafts	12,538	-
	<hr/>	<hr/>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

16. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	9,201	(24,636)	(15,435)
Designated Fund	9,876	-	9,876
	19,077	(24,636)	(5,559)
Restricted funds			
Restricted Fund	20,259	9,807	30,066
TOTAL FUNDS	<u>39,336</u>	<u>(14,829)</u>	<u>24,507</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	61,921	(86,557)	(24,636)
Restricted funds			
Restricted Fund	294,110	(284,303)	9,807
TOTAL FUNDS	<u>356,031</u>	<u>(370,860)</u>	<u>(14,829)</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	8,326	(52,054)	52,929	9,201
Designated Fund	62,805	-	(52,929)	9,876
	71,131	(52,054)	-	19,077
Restricted funds				
Restricted Fund	115,789	(95,530)	-	20,259
TOTAL FUNDS	<u>186,920</u>	<u>(147,584)</u>	<u>-</u>	<u>39,336</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	95,782	(147,836)	(52,054)
Restricted funds			
Restricted Fund	375,941	(471,471)	(95,530)
TOTAL FUNDS	<u>471,723</u>	<u>(619,307)</u>	<u>(147,584)</u>

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022**

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	8,326	(76,690)	52,929	(15,435)
Designated Fund	62,805	-	(52,929)	9,876
	<u>71,131</u>	<u>(76,690)</u>	<u>-</u>	<u>(5,559)</u>
Restricted funds				
Restricted Fund	115,789	(85,723)	-	30,066
	<u>186,920</u>	<u>(162,413)</u>	<u>-</u>	<u>24,507</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	157,703	(234,393)	(76,690)
Restricted funds			
Restricted Fund	670,051	(755,774)	(85,723)
	<u>827,754</u>	<u>(990,167)</u>	<u>(162,413)</u>

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2022.

18. USE OF CHARITY FUNDS

The charity acknowledges the use of restricted funds to temporarily assist with its cashflow requirements during the accounting period. Reductions in overheads have been made in the current account period to ensure this practice is not repeated.

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

16. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	9,201	(24,636)	(15,435)
Designated Fund	9,876	-	9,876
	<u>19,077</u>	<u>(24,636)</u>	<u>(5,559)</u>
Restricted funds			
Restricted Fund	20,259	9,807	30,066
	<u>39,336</u>	<u>(14,829)</u>	<u>24,507</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	61,921	(86,557)	(24,636)
Restricted funds			
Restricted Fund	294,110	(284,303)	9,807
	<u>356,031</u>	<u>(370,860)</u>	<u>(14,829)</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	8,326	(52,054)	52,929	9,201
Designated Fund	62,805	-	(52,929)	9,876
	<u>71,131</u>	<u>(52,054)</u>	<u>-</u>	<u>19,077</u>
Restricted funds				
Restricted Fund	115,789	(95,530)	-	20,259
	<u>186,920</u>	<u>(147,584)</u>	<u>-</u>	<u>39,336</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	95,782	(147,836)	(52,054)
Restricted funds			
Restricted Fund	375,941	(471,471)	(95,530)
	<u>471,723</u>	<u>(619,307)</u>	<u>(147,584)</u>

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales - Charity number 1145674

Accounts

REGISTERED COMPANY NUMBER: 07596275 (England and Wales)
REGISTERED CHARITY NUMBER: 1145674

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2022
FOR
RED ZEBRA COMMUNITY SOLUTIONS**

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

RED ZEBRA COMMUNITY SOLUTIONS

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FOR THE YEAR ENDED 31ST MARCH 2022**

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**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charities mission remains the creation of stronger, healthier communities by supporting people and organisations to improve their wellbeing. We are passionate about improving local services, increasing access to them, and promoting equal opportunities for everyone.

Public benefit

Trustees are aware of the Charity Commission's guidance on Charities and Public Benefit. In particular, the need to demonstrate an identifiable benefit and to show that the benefits are open to a section of the public that is appropriate to our aims. This report provides information about the charity's aims, activities, and achievements. The trustees consider that this information demonstrates the clear benefits to our beneficiaries arising from our work.

Red Zebra provides support and services to a very large number of organisations and individuals with a dedicated and enthusiastic work force. In the future it will be critical for Red Zebra to be able to continue to offer effective support services.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

STRATEGIC REPORT

Achievement and performance

Charitable activities

Voluntary Services

Red Zebra has managed the Volunteer Car Service within the Whitstable CT5 area for over two decades. The charity continues to engage with over 40 local volunteers who help run the service and generously give up their time providing the charity with over 2,500 volunteer hours per year enabling it to function cost effectively.

During the past year in particular we have taken the opportunity to try and develop the car service into a much more rounded and supportive offering for its members, with a further 10% of members joining during the year to add the annual membership number.

Over 550 clients are currently using the service predominantly for medical appointments 4,050 trips, with another 1,519 trips that helped to reduced Social Isolation, and a further 300 trips enabling vaccinations to be received.

Our monthly coffee mornings held at The Waterloo Centre in Whitstable are continuing to go from strength to strength, helping us to engage with the local community and over 200 of our members. They are establishing an important link locally and are a great opportunity for Red Zebra volunteers to come together to share stories, exchange information, and enjoy some homemade cake!

We also work in partnership with a local business once a week to deliver a free cooked lunch to people we have identified as in need of a hot dinner. This year we have delivered over 400 donated meals but we would still like to do more. At Christmas a lunch was prepared and clients were invited to attend. Volunteer drivers provided the transport and 20 members participated. This was an opportunity to gather socially and celebrate especially for those who spend Christmas alone.

We work alongside the social prescribing team, often referring car service clients for extra support with care support, isolation, housing or any other need that may arise. We often say our volunteers are the eyes and ears of the service and we are able to respond quite quickly if we identify an issue.

Acts of Kindness - We continue to develop and nurture relationships with our clients. We acknowledge milestone birthdays with a special card written and posted by one of the car service volunteers. This means so much to the recipient and we have received amazing feedback. Gift bags are sent out to our most lonely and isolated members at Easter and Christmas delivered by our volunteer drivers. If we identify a client who may need a pick me up card or gift.

Social Prescribing

Red Zebra's Social Prescribing has gone from strength to strength with the renewal of our ICB contract covering Canterbury and coastal regions (Canterbury, Faversham, Herne Bay and Whitstable), as well as the continued success of our contract with Herne Bay Healthcare PCN. We have employed two new specialism roles of Childrens and Young Persons Link Worker and Substance Misuse Link Worker under their direction via the ARRS scheme. This enhances our offer supporting the surgeries with a reduction in GP appointments, and most importantly better health and quality of life outcomes for the patients.

Our community based Social Prescribers have concentrated on outreach opportunities where possible, conducting open house clinics in community settings, as well as delivering talks regarding how social prescribing can support individuals to various cohorts such as Sanctuary Housing, The WI, Pulmonary Rehabilitation groups and various factions of The NHS. We have also been involved in Cost-of-Living fairs and numerous community meetings to ensure we are working in partnership and cohesively within our 'eco systems'. Although Social Prescribers have seen an increase in complexity in regard to their clients' cases, they continue to engage them with a high level of professionalism and an empathic, holistic approach.

In the 21/22 financial year, our community contract dealt with 719 referrals, 696 of whom had consultations and ongoing casework, with 34 clients re-referring themselves into service. That means for this contract alone, we supported nearly 2 people every day of the year.

Community Development

Work continued with funding from Folkestone and Hythe District Council. The first in-person Meet the Funders event since 2019 was well-attended, with representatives from a wide variety of charity and community groups having one-to-ones with local and national funders. We were also able to hold face-to-face Network Meetings for the first time since the start of the pandemic, beginning with an event called All About Volunteering and Volunteers. It became apparent during Covid that training works just as well online, so the programme of sessions helping groups to set up with an appropriate legal structure, run effectively with good governance and look for funding continued via Zoom.

Alongside this, the Council funded some one-to-one hours for groups that needed support with setting up, governance issues or funding. Folkestone and Hythe District Council also gave a grant for work supporting the three community hubs that were set up during the pandemic, which have moved on to continue to offer services for the local community. Consultancy work also continued on a paid-for basis, with a range of support offered for fledgling and established voluntary and community sector organisations.

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

Strategy and Structure.

Other 'non-core' grant work Red Zebra had diversified into has come to an end and the charity has reduced in size accordingly enabling it also to change its management structure to further improve its financial position.

The new Senior Management Team is made up of the four positions mentioned above and we are pleased confirm they have secured an extension to the existing grants held by Red Zebra into 2024.

This extension, along with new enquires in has just received for further NHS funded contracts give the charity a solid financial standing and better prospects over the coming year 23/24.

Internal and external factors

Post covid many small charities have had to close due to a decrease in income they have seen linked to the changes in people's behaviour and more recently by the cost-of-living crisis.

Red Zebra has not been immune to these changes and therefore made the strategic decision to focus on its core offerings being the Voluntary Services it offers and Social Prescribing.

Financial review

Going concern

The trustees acknowledge that the charity has continued to reduce in size during the year 2021/22 but with the planned intention of becoming a specialist in the areas which provide its main sources of income.

The charity is in receipt of the confirmation of the extension to its main NHS social prescribing and voluntary sector contracts into 2024.

The trading position of the charity has improved with both this year and next year being expected to bolster its reserves.

The trustees have considered the operating position of the charity are confident the charity can continue to operate as a going concern for the foreseeable future.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Organisational structure

The Board meets on a regular basis to discuss strategy and governance. The day-to-day management of the charity has been designated by the Trustees to the Senior Management Team comprising of for senior staff:

- Voluntary and Community Services Lead
- Social Prescribing Lead
- Development Manager
- Finance Officer

The Board and these individuals are considered to be the charity's Key Management Personnel as defined by the Charities SORP.

Red Zebra has reviewed its management structure during the financial year to reflect its activities and staffing. The management structure is designed to ensure effective delivery of its services and appropriate management and support for staff.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

07596275 (England and Wales)

Registered Charity number

1145674

Registered office

Unit B2
Clover House
1 Thanet Way
Whitstable
Kent
CT5 3QZ

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2022**

Trustees

Mrs F M Thomas Retired Teacher (resigned 1.12.22)
A Gough Retired solicitor, now Chairman (resigned 1.12.22)
R J Bradburn Consultant (resigned 1.12.22)
Mrs H P L Thompson Barrister (resigned 1.12.22)
Ms M Evans (appointed 1.12.22)
Ms L Dearth (appointed 1.12.22)
Ms C Daone (appointed 1.12.22)

Independent Examiner

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

COMMUNITY DEVELOPMENT

Red Zebra continue to support new and existing local community organisations providing guidance on formation, funding, training, and operational policy requirements. We have had some noticeable success in this area and our facilitation of capacity building remains in demand.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Red Zebra Community Solutions for the purposes of company law) are responsible for preparing the Report of the Trustees 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 and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. 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 Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

In so far as the trustees are aware: -

- there is no relevant audit information of which the charitable company's auditors are unaware; and
- the trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on 26th March 2023 and signed on the board's behalf by:

Ms M Evans - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
RED ZEBRA COMMUNITY SOLUTIONS**

Independent examiner's report to the trustees of Red Zebra Community Solutions ('the Company')

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

Responsibilities and basis of report

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

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

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of ACCA which is one of the listed bodies.

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

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

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

Leigh Jones (FCCA)
ACCA
McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

26th March 2023

RED ZEBRA COMMUNITY SOLUTIONS
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	50,692	294,110	344,802	464,033
Other trading activities	3	10,727	-	10,727	6,976
Investment income	4	502	-	502	714
Total		<u>61,921</u>	<u>294,110</u>	<u>356,031</u>	<u>471,723</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable Activities		86,557	284,303	370,860	619,307
NET INCOME/(EXPENDITURE)		<u>(24,636)</u>	<u>9,807</u>	<u>(14,829)</u>	<u>(147,584)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		19,077	20,259	39,336	186,920
TOTAL FUNDS CARRIED FORWARD		<u><u>(5,559)</u></u>	<u><u>30,066</u></u>	<u><u>24,507</u></u>	<u><u>39,336</u></u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS (REGISTERED NUMBER: 07596275)

**BALANCE SHEET
31ST MARCH 2022**

	Notes	Unrestricted funds £	Restricted fund £	2022 Total funds £	2021 Total funds £
FIXED ASSETS					
Tangible assets	12	-	840	840	1,230
CURRENT ASSETS					
Debtors	13	5,189	1,680	6,869	14,436
Cash at bank		9,876	36,569	46,445	75,031
		<u>15,065</u>	<u>38,249</u>	<u>53,314</u>	<u>89,467</u>
CREDITORS					
Amounts falling due within one year	14	(20,624)	(9,023)	(29,647)	(51,361)
NET CURRENT ASSETS/(LIABILITIES)		<u>(5,559)</u>	<u>29,226</u>	<u>23,667</u>	<u>38,106</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>(5,559)</u>	<u>30,066</u>	<u>24,507</u>	<u>39,336</u>
NET ASSETS		<u>(5,559)</u>	<u>30,066</u>	<u>24,507</u>	<u>39,336</u>
FUNDS	16				
Unrestricted funds				(5,559)	19,077
Restricted funds				30,066	20,259
TOTAL FUNDS				<u>24,507</u>	<u>39,336</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 26th March 2023 and were signed on its behalf by:

M Evans - Trustee

RED ZEBRA COMMUNITY SOLUTIONS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities			
Cash generated from operations	1	(40,546)	(93,205)
Net cash used in operating activities		<u>(40,546)</u>	<u>(93,205)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		(1,080)	-
Interest received		502	714
Net cash (used in)/provided by investing activities		<u>(578)</u>	<u>714</u>
Change in cash and cash equivalents in the reporting period			
		<u>(41,124)</u>	<u>(92,491)</u>
Cash and cash equivalents at the beginning of the reporting period	2	75,031	167,522
Cash and cash equivalents at the end of the reporting period	2	<u>33,907</u>	<u>75,031</u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2022

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(14,829)	(147,584)
Adjustments for:		
Depreciation charges	1,470	5,098
Interest received	(502)	(714)
Decrease in debtors	7,567	18,262
(Decrease)/increase in creditors	(34,252)	31,733
Net cash used in operations	<u>(40,546)</u>	<u>(93,205)</u>

2. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2022 £	2021 £
Notice deposits (less than 3 months)	46,445	75,031
Overdrafts included in bank loans and overdrafts falling due within one year	(12,538)	-
Total cash and cash equivalents	<u>33,907</u>	<u>75,031</u>

3. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash			
Cash at bank and in hand	75,031	(28,586)	46,445
Bank overdraft	-	(12,538)	(12,538)
	<u>75,031</u>	<u>(41,124)</u>	<u>33,907</u>
Total	<u>75,031</u>	<u>(41,124)</u>	<u>33,907</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on a straight line basis
Computer equipment	- 33% on a straight line basis

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

The trustees acknowledge that the charity has continued to reduce in size during the year 2021/22 but with the planned intention of becoming a specialist in the areas which provide its main sources of income.

The charity is in receipt of the confirmation of the extension to its main NHS social prescribing and voluntary sector contracts into 2024.

The trading position of the charity has improved with both this year and next year being expected to bolster its reserves.

The trustees have considered the operating position of the charity are confident the charity can continue to operate as a going concern for the foreseeable future.

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

2. DONATIONS AND LEGACIES

	2022 £	2021 £
Fees receivable	31,007	71,715
Donations	2,452	8,949
Grants	311,343	383,369
	<u>344,802</u>	<u>464,033</u>

3. OTHER TRADING ACTIVITIES

	2022 £	2021 £
Transport scheme membership	<u>10,727</u>	<u>6,976</u>

4. INVESTMENT INCOME

	2022 £	2021 £
Deposit account interest	<u>502</u>	<u>714</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs £	Grant funding of activities (see note 6) £	Support costs (see note 7) £	Totals £
Charitable Activities	<u>319,454</u>	<u>320</u>	<u>51,086</u>	<u>370,860</u>

6. GRANTS PAYABLE

	2022 £	2021 £
Charitable Activities	<u>320</u>	<u>30,753</u>

7. SUPPORT COSTS

	Management £	Finance £	Information technology £	Other £	Totals £
Charitable Activities	<u>31,697</u>	<u>278</u>	<u>99</u>	<u>19,012</u>	<u>51,086</u>

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022 £	2021 £
Depreciation - owned assets	<u>1,470</u>	<u>5,098</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

10. STAFF COSTS

	2022 £	2021 £
Wages and salaries	295,071	438,157
	<u>295,071</u>	<u>438,157</u>

The average monthly number of employees during the year was as follows:

	2022	2021
Employees	15	22
	<u>15</u>	<u>22</u>

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	88,092	375,941	464,033
Other trading activities	6,976	-	6,976
Investment income	714	-	714
Total	<u>95,782</u>	<u>375,941</u>	<u>471,723</u>
EXPENDITURE ON			
Charitable activities			
Charitable Activities	147,836	471,471	619,307
NET INCOME/(EXPENDITURE)	(52,054)	(95,530)	(147,584)
RECONCILIATION OF FUNDS			
Total funds brought forward	71,131	115,789	186,920
TOTAL FUNDS CARRIED FORWARD	<u>19,077</u>	<u>20,259</u>	<u>39,336</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

12. TANGIBLE FIXED ASSETS

	Plant and machinery £	Computer equipment £	Totals £
COST			
At 1st April 2021	23,890	26,958	50,848
Additions	-	1,080	1,080
	<u>23,890</u>	<u>28,038</u>	<u>51,928</u>
At 31st March 2022	23,890	28,038	51,928
DEPRECIATION			
At 1st April 2021	23,675	25,943	49,618
Charge for year	215	1,255	1,470
	<u>23,890</u>	<u>27,198</u>	<u>51,088</u>
At 31st March 2022	23,890	27,198	51,088
NET BOOK VALUE			
At 31st March 2022	-	840	840
	<u>-</u>	<u>840</u>	<u>840</u>
At 31st March 2021	215	1,015	1,230
	<u>215</u>	<u>1,015</u>	<u>1,230</u>

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Trade debtors	5,643	10,931
Other debtors	-	3,166
Prepayments	1,226	339
	<u>6,869</u>	<u>14,436</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2022 £	2021 £
Bank loans and overdrafts (see note 15)	12,538	-
Trade creditors	1,739	1,658
Social security and other taxes	3,975	4,636
Accrued expenses	3,135	8,401
Deferred grants	8,260	36,666
	<u>29,647</u>	<u>51,361</u>

15. LOANS

An analysis of the maturity of loans is given below:

	2022 £	2021 £
Amounts falling due within one year on demand:		
Bank overdrafts	12,538	-
	<u>12,538</u>	<u>-</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022

16. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement in funds £	At 31.3.22 £
Unrestricted funds			
General fund	9,201	(24,636)	(15,435)
Designated Fund	9,876	-	9,876
	<u>19,077</u>	<u>(24,636)</u>	<u>(5,559)</u>
Restricted funds			
Restricted Fund	20,259	9,807	30,066
	<u>39,336</u>	<u>(14,829)</u>	<u>24,507</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	61,921	(86,557)	(24,636)
Restricted funds			
Restricted Fund	294,110	(284,303)	9,807
	<u>356,031</u>	<u>(370,860)</u>	<u>(14,829)</u>

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	8,326	(52,054)	52,929	9,201
Designated Fund	62,805	-	(52,929)	9,876
	<u>71,131</u>	<u>(52,054)</u>	<u>-</u>	<u>19,077</u>
Restricted funds				
Restricted Fund	115,789	(95,530)	-	20,259
	<u>186,920</u>	<u>(147,584)</u>	<u>-</u>	<u>39,336</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	95,782	(147,836)	(52,054)
Restricted funds			
Restricted Fund	375,941	(471,471)	(95,530)
	<u>471,723</u>	<u>(619,307)</u>	<u>(147,584)</u>

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2022**

16. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.22 £
Unrestricted funds				
General fund	8,326	(76,690)	52,929	(15,435)
Designated Fund	62,805	-	(52,929)	9,876
	<u>71,131</u>	<u>(76,690)</u>	<u>-</u>	<u>(5,559)</u>
Restricted funds				
Restricted Fund	115,789	(85,723)	-	30,066
	<u>115,789</u>	<u>(85,723)</u>	<u>-</u>	<u>30,066</u>
TOTAL FUNDS	<u>186,920</u>	<u>(162,413)</u>	<u>-</u>	<u>24,507</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	157,703	(234,393)	(76,690)
Restricted funds			
Restricted Fund	670,051	(755,774)	(85,723)
	<u>670,051</u>	<u>(755,774)</u>	<u>(85,723)</u>
TOTAL FUNDS	<u>827,754</u>	<u>(990,167)</u>	<u>(162,413)</u>

17. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2022.

18. USE OF CHARITY FUNDS

The charity acknowledges the use of restricted funds to temporarily assist with its cashflow requirements during the accounting period. Reductions in overheads have been made in the current account period to ensure this practice is not repeated.

RED ZEBRA COMMUNITY SOLUTIONS

England & Wales - Charity number 1145674

Accounts

REGISTERED COMPANY NUMBER: 07596275 (England and Wales)
REGISTERED CHARITY NUMBER: 1145674

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2021
FOR
RED ZEBRA COMMUNITY SOLUTIONS**

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

RED ZEBRA COMMUNITY SOLUTIONS

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FOR THE YEAR ENDED 31ST MARCH 2021**

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RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2021

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2021. The trustees have adopted the provisions of 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 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The charity's objectives are:

- To improve community capacity, engagement and knowledge
- To support front line Voluntary, Community and Social Enterprise (VCSE) organisations through capacity building, support and training
- To improve communication, collaboration and networking within the VCSE sector
- To undertake community services based upon voluntary activities that meet the needs of the community
- To provide appropriate support for residents and individuals through the provision of Social Prescribing.
- To work in partnership with other VCSE organisations.

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2021

STRATEGIC REPORT

Achievement and performance

Charitable activities

Social Prescribing

We have continued to expand our provision of Social Prescribing across East Kent in the past year adding a new Primary Care Network Social Prescriber in the Herne Bay area to our portfolio. Social Prescribing has continued to expand across the country with the role being embedded in the new Primary Care Network structure. Our original project contributed towards evidencing a need for this to be a national service.

Over the last year, our Social Prescribing service has received 612 referrals and conducted over 350 home visits. We continue to have our focus on enabling people to take control of their wellbeing and health through supporting them to access the resources in the local community. This encompasses both physical and mental health as well as reducing social isolation.

Volunteer Car Service

The Community Car Service continues to expand its membership and operational services including medical and social transportation. We currently have 30 volunteers involved in the delivery of this project. It has provided over 6,000 low cost journeys for local residents in the past year ensuring they attend vital medical appointments or, just as importantly, the invaluable trips to meet with family and friends at social gatherings. We have also provided over 300 vaccination trips to Estuary View.

We continue to operate a daily courier service for Whitstable Medical Centre which is much appreciated:

"Personally I am extremely grateful for the reliable, trustworthy and confidential service that your team provide at extremely reasonable cost! Without this service we would have to engage with untrusted third parties or waste valuable staff time.

While we continually try to increase our use of electronic mechanisms, the need for this invaluable personal service will never cease. Thank you for all your support."

George Blandford GMS Manager Whitstable Medical Centre

Volunteers Services

The volunteer service continues to expand and provide valuable help to many local small groups and charities that could not operate without the kind donation of people's time invested in them.

The telephone befriending service continues with over 1800 calls made to 100 residents in the CT5 area, over 25 volunteers have been involved with this project.

The partnership with the Plough Pub continues to go from strength to strength. Mel has donated over 1,500 meals including a Christmas Day delivery. We support lonely and isolated members of the CT5 community providing a hot meal and a friendly chat on the doorstep. Our aim is to bring more people together through a regular Saturday coffee morning and lunch gatherings at the pub.

"Such a wonderful service! I have recently joined the car service and am now able to go shopping I also receive a donated hot meal and a weekly friendship call. I feel less lonely and isolated and people really care. Thank you" Geoff aged 83.

Community Navigators

We are pleased to continue to support the consortium by providing two Community Navigators based in the Ashford area in partnership with Age UK and SEK.

Big Local Partnerships

Our relationship as the Locally Trusted Organisation for Dover Big Local came to an end in December 20. However, we agreed to continue to assist D.B.L further in retaining a lease for one of their project's properties' which expired in August 2021. This is imminently due to come to a conclusion.

Roma & Integration Projects

The main Roma and Integrated Communities projects came to a successful conclusion during the year and from the positive outcomes we achieved we have secured a further smaller project with Thanet District Council's multi-agency task force to work with the B.A.M.E (Black, Asian, Minority, Ethnic) population to supporting their integration into the local community.

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2021

STRATEGIC REPORT

Achievement and performance

Internal and external factors

In the past year Red Zebra has had to cope with the financial and operational impact of the Covid 19 crisis, undertaking a round of redundancies, and moving to a smaller local office in an effort to achieve financial stability for the future.

The changes made were essential to ensure the charity can continue to operate in the future, focusing more on its core services in Social Prescribing, capacity building, and local community support.

Financial review

Financial position

The Trustees have considered the operating position of the charity for the future and believe, with the inclusion of further Social Prescribing staff due to commence in the new financial year, that the charity can continue to operate as a going concern for the foreseeable future.

The Trustee's acknowledged guidance from the CEO and Finance Manager that consideration may need to be given to further operational changes if the charity is not awarded the expected new staffing contracts.

Going concern

The Trustees in conjunction with the Charities Senior Management Team continue to focus on building a robust financial position to ensure the charity operates effectively and sustainably in the future.

In doing this the charity has significantly reduced in size, ceasing its involvement with the Big Locals and reducing its related holding of restricted reserves. This has highlighted the need to preserve the charities unrestricted reserves and operate without support from them by the end of the next tax year. The charity continues to focus on expanding its core work in social prescribing, volunteering and community capacity building

The Trustees have considered the operating position of the charity for the future and on the basis that the new social prescribing contracts are secured believe the charity can continue to operate as a going concern for the foreseeable future.

Future plans

The current financial year beginning on 1 April 2021 has seen an expansion in the core work of the charity such as:

- Social prescribing working with local primary care networks
- Development of new community based services in the CT5 area
- Expansion of the Befriending and Volunteer Car Service.
- On-going work with BAME and Community Integration projects.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Organisational structure The Board meets on a regular basis to discuss strategy and governance. The day-to day management of the charity has been designated by the Trustees to the Chief Executive Officer who is supported by the Finance Officer and senior leadership team. The Board and these individuals and the Head of Operations (who was employed from March 2017) are considered to be the charity's Key Management Personnel as defined by the Charities SORP.

Red Zebra has reviewed its management structure during the financial year to reflect its activities and staffing. The management structure is designed to ensure effective delivery of its services and appropriate management and support for staff.

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
07596275 (England and Wales)

Registered Charity number
1145674

RED ZEBRA COMMUNITY SOLUTIONS
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31ST MARCH 2021

Registered office

Unit B2
Clover House
1 Thanet Way
Whitstable
Kent
CT5 3QZ

Trustees

Mrs F M Thomas Retired Teacher
A Gough Retired solicitor, now Chairman
R J Bradburn Consultant
Mrs H P L Thompson Barrister

Independent Examiner

McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

COMMUNITY DEVELOPMENT

Red Zebra continue to support new and existing local community organisations providing guidance on formation, funding, training, and operational policy requirements. We have had some noticeable success in this area and our facilitation of capacity building remains in demand.

Report of the trustees, incorporating a strategic report, approved by order of the board of trustees, as the company directors, on21/2/2022..... and signed on the board's behalf by:



.....
A Gough - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
RED ZEBRA COMMUNITY SOLUTIONS**

Independent examiner's report to the trustees of Red Zebra Community Solutions ('the Company')

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

Responsibilities and basis of report

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

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

Independent examiner's statement

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of FCCA which is one of the listed bodies.

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

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

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



Leigh Jones
FCCA
McCabe Ford Williams
Chartered Accountants
2 The Links
HERNE BAY
Kent
CT6 7GQ

Date:21/3/2022.....

RED ZEBRA COMMUNITY SOLUTIONS
STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
INCOME AND ENDOWMENTS FROM					
Donations and legacies	2	88,092	375,941	464,033	780,264
Other trading activities	3	6,976	-	6,976	13,814
Investment income	4	714	-	714	1,477
Total		<u>95,782</u>	<u>375,941</u>	<u>471,723</u>	<u>795,555</u>
EXPENDITURE ON					
Charitable activities	5				
Charitable Activities		147,836	471,471	619,307	964,114
NET INCOME/(EXPENDITURE)		<u>(52,054)</u>	<u>(95,530)</u>	<u>(147,584)</u>	<u>(168,559)</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		71,131	115,789	186,920	355,479
TOTAL FUNDS CARRIED FORWARD		<u><u>19,077</u></u>	<u><u>20,259</u></u>	<u><u>39,336</u></u>	<u><u>186,920</u></u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**BALANCE SHEET
31ST MARCH 2021**

	Notes	Unrestricted funds £	Restricted fund £	2021 Total funds £	2020 Total funds £
FIXED ASSETS					
Tangible assets	12	1,230	-	1,230	6,328
CURRENT ASSETS					
Debtors	13	958	13,478	14,436	32,698
Cash at bank and in hand		30,711	44,320	75,031	167,522
		<u>31,669</u>	<u>57,798</u>	<u>89,467</u>	<u>200,220</u>
CREDITORS					
Amounts falling due within one year	14	(13,822)	(37,539)	(51,361)	(19,628)
NET CURRENT ASSETS		<u>17,847</u>	<u>20,259</u>	<u>38,106</u>	<u>180,592</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		19,077	20,259	39,336	186,920
NET ASSETS		<u>19,077</u>	<u>20,259</u>	<u>39,336</u>	<u>186,920</u>
FUNDS	15				
Unrestricted funds				19,077	71,131
Restricted funds				20,259	115,789
TOTAL FUNDS				<u>39,336</u>	<u>186,920</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2021.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2021 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

The financial statements were approved by the Board of Trustees and authorised for issue on 21/3/2022 and were signed on its behalf by:

A J Gough

.....
A Gough - Trustee

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2021

	Notes	2021 £	2020 £
Cash flows from operating activities			
Cash generated from operations	1	(93,205)	(226,195)
Net cash used in operating activities		<u>(93,205)</u>	<u>(226,195)</u>
Cash flows from investing activities			
Purchase of tangible fixed assets		-	(3,045)
Interest received		714	1,477
Net cash provided by/(used in) investing activities		<u>714</u>	<u>(1,568)</u>
Change in cash and cash equivalents in the reporting period			
		(92,491)	(227,763)
Cash and cash equivalents at the beginning of the reporting period		<u>167,522</u>	<u>395,285</u>
Cash and cash equivalents at the end of the reporting period		<u><u>75,031</u></u>	<u><u>167,522</u></u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2021**

1.	RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES	2021 £	2020 £	
	Net expenditure for the reporting period (as per the Statement of Financial Activities)	(147,584)	(168,559)	
	Adjustments for:			
	Depreciation charges	5,098	7,016	
	Interest received	(714)	(1,477)	
	Decrease in debtors	18,262	29,993	
	Increase/(decrease) in creditors	31,733	(93,168)	
	Net cash used in operations	<u>(93,205)</u>	<u>(226,195)</u>	
2.	ANALYSIS OF CHANGES IN NET FUNDS	At 1.4.20 £	Cash flow £	At 31.3.21 £
	Net cash			
	Cash at bank and in hand	167,522	(92,491)	75,031
		<u>167,522</u>	<u>(92,491)</u>	<u>75,031</u>
	Total	<u>167,522</u>	<u>(92,491)</u>	<u>75,031</u>

The notes form part of these financial statements

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2021

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) '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 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Plant and machinery	- 25% on a straight line basis
Computer equipment	- 33% on a straight line basis

Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Going concern

On 23 March 2020 England was put into a nationwide lockdown as a result of the global pandemic, Covid 19. This had a detrimental impact on the operations of the charity and prohibited the ability of the charity to source new contracts. The charity has sourced some grant funding as well as reliance on the Coronavirus Job Retention Scheme. Further changes since the year end has put the charity in a stronger position to ride the charity through a tough time, which the board are optimistic about. On this basis the accounts are prepared on the going concern basis.

2. DONATIONS AND LEGACIES

	2021	2020
	£	£
Fees receivable	71,715	76,418
Donations	8,949	1,945
Grants	383,369	701,901
	<u>464,033</u>	<u>780,264</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2021 nor for the year ended 31st March 2020.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st March 2021 nor for the year ended 31st March 2020.

10. STAFF COSTS

	2021 £	2020 £
Wages and salaries	438,157	521,772
	<u>438,157</u>	<u>521,772</u>

The average monthly number of employees during the year was as follows:

	2021	2020
Employees	22	29
	<u>22</u>	<u>29</u>

No employees received emoluments in excess of £60,000.

11. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted funds £	Restricted fund £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	90,958	689,306	780,264
Other trading activities	13,814	-	13,814
Investment income	1,477	-	1,477
Total	<u>106,249</u>	<u>689,306</u>	<u>795,555</u>
EXPENDITURE ON			
Charitable activities			
Charitable Activities	170,902	793,212	964,114
NET INCOME/(EXPENDITURE)	<u>(64,653)</u>	<u>(103,906)</u>	<u>(168,559)</u>
Transfers between funds	42,602	(42,602)	-
Net movement in funds	<u>(22,051)</u>	<u>(146,508)</u>	<u>(168,559)</u>
RECONCILIATION OF FUNDS			
Total funds brought forward	93,181	262,298	355,479
TOTAL FUNDS CARRIED FORWARD	<u>71,130</u>	<u>115,790</u>	<u>186,920</u>

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

12. TANGIBLE FIXED ASSETS

	Plant and machinery £	Computer equipment £	Totals £
COST			
At 1st April 2020 and 31st March 2021	23,890	26,958	50,848
DEPRECIATION			
At 1st April 2020	21,221	23,299	44,520
Charge for year	2,454	2,644	5,098
At 31st March 2021	23,675	25,943	49,618
NET BOOK VALUE			
At 31st March 2021	215	1,015	1,230
At 31st March 2020	2,669	3,659	6,328

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade debtors	10,931	20,222
Other debtors	3,166	-
Prepayments	339	12,476
	14,436	32,698

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2021 £	2020 £
Trade creditors	1,658	6,886
Social security and other taxes	4,636	7,475
Accrued expenses	8,401	5,267
Deferred grants	36,666	-
	51,361	19,628

15. MOVEMENT IN FUNDS

	At 1.4.20 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	8,326	(52,054)	52,929	9,201
Designated Fund	62,805	-	(52,929)	9,876
	71,131	(52,054)	-	19,077
Restricted funds				
Restricted Fund	115,789	(95,530)	-	20,259
TOTAL FUNDS	186,920	(147,584)	-	39,336

RED ZEBRA COMMUNITY SOLUTIONS

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021

15. MOVEMENT IN FUNDS - continued

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	95,782	(147,836)	(52,054)
Restricted funds			
Restricted Fund	375,941	(471,471)	(95,530)
TOTAL FUNDS	<u>471,723</u>	<u>(619,307)</u>	<u>(147,584)</u>

Comparatives for movement in funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
Unrestricted funds				
General fund	30,376	(64,652)	42,602	8,326
Designated Fund	62,805	-	-	62,805
	93,181	(64,652)	42,602	71,131
Restricted funds				
Restricted Fund	262,298	(103,907)	(42,602)	115,789
TOTAL FUNDS	<u>355,479</u>	<u>(168,559)</u>	<u>-</u>	<u>186,920</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	106,249	(170,901)	(64,652)
Restricted funds			
Restricted Fund	689,306	(793,213)	(103,907)
TOTAL FUNDS	<u>795,555</u>	<u>(964,114)</u>	<u>(168,559)</u>

RED ZEBRA COMMUNITY SOLUTIONS

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2021**

15. MOVEMENT IN FUNDS - continued

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.21 £
Unrestricted funds				
General fund	30,376	(116,706)	95,531	9,201
Designated Fund	62,805	-	(52,929)	9,876
	<u>93,181</u>	<u>(116,706)</u>	<u>42,602</u>	<u>19,077</u>
Restricted funds				
Restricted Fund	262,298	(199,437)	(42,602)	20,259
	<u>355,479</u>	<u>(316,143)</u>	<u>-</u>	<u>39,336</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	202,031	(318,737)	(116,706)
Restricted funds			
Restricted Fund	1,065,247	(1,264,684)	(199,437)
	<u>1,267,278</u>	<u>(1,583,421)</u>	<u>(316,143)</u>

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2021.

RED ZEBRA COMMUNITY SOLUTIONS
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	2021 £	2020 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Fees receivable	71,715	76,418
Donations	8,949	1,945
Grants	383,369	701,901
	<u>464,033</u>	<u>780,264</u>
Other trading activities		
Transport scheme membership	6,976	13,814
Investment income		
Deposit account interest	714	1,477
	<u>471,723</u>	<u>795,555</u>
Total incoming resources		
 EXPENDITURE		
Charitable activities		
Wages	410,422	494,314
Telephone & computer	15,096	19,483
Project delivery costs	64,557	76,890
Advertising	200	2,427
Sundries	472	1,166
Travelling	4,048	22,034
Venue hire & catering	2,392	7,356
Training	3,806	3,535
Equipment	1,943	2,368
Plant and machinery	2,454	2,533
Grants to institutions	30,753	226,166
	<u>536,143</u>	<u>858,272</u>
Support costs		
Management		
Wages	27,735	27,458
Accountancy	6,582	11,456
Legal and professional	8,065	8,640
	<u>42,382</u>	<u>47,554</u>
Finance		
Bank charges	206	227
Information technology		
Light and heat	2,516	-
Other		
Insurance	2,284	4,043
Sundries	-	144
Rent & rates	32,563	43,992
Cleaning	154	2,902
Carried forward	35,001	51,081

This page does not form part of the statutory financial statements

RED ZEBRA COMMUNITY SOLUTIONS
DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31ST MARCH 2021

	2021 £	2020 £
Other		
Brought forward	35,001	51,081
Training	415	1,579
Equipment repairs & renewals	-	918
Computer equipment	2,644	4,483
	<u>38,060</u>	<u>58,061</u>
Total resources expended	<u>619,307</u>	<u>964,114</u>
Net expenditure	<u><u>(147,584)</u></u>	<u><u>(168,559)</u></u>

This page does not form part of the statutory financial statements

