

Registered Company No. 07675101 (England and Wales)  
Registered Charity No. 1146684

**ICENI IPSWICH**  
**ANNUAL REPORT AND ACCOUNTS**  
**YEAR ENDED 31 MARCH 2023**

**TRUSTEES' ANNUAL REPORT & ACCOUNTS**

**YEAR ENDED 31 MARCH 2023**

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## ICENI IPSWICH

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### Legal & Administrative Details

Charity Name	:	Iceni Ipswich
Status	:	Company limited by guarantee
Company Number	:	07675101 (England and Wales)
Charity Registration Number	:	1146684
Registered Office & Principal Address	:	74- 78 Foundation Street Ipswich IP4 1BN Tel: 01473 214006

### Patron

Sir Michael Bunbury Bt KCVO DL

### Trustees (Directors)

Alexander John Scott-Barrett (Chairman)	(see below)
Inga Lockington	(see below)
Laurence Bradley	
Elizabeth Whitney	
Toby Kramers	
David Chittick	(see below)

At the AGM on 3 November 2022 David Chittick retired in accordance with Article 21.5 of the Company's Articles of Association and was duly re-elected. Alexander Scott-Barrett and Inga Lockington retired by rotation, in accordance with the Article 20.1, and were duly re-elected.

### Chief Executive

Brian Tobin MBE

### Website

[www.iceniipswich.org](http://www.iceniipswich.org)

### Independent Examiner

Timothy O'Connor FCCA, ACA, DChA  
SB Audit LLP  
820 The Crescent,  
Highwoods,  
Colchester  
CO4 9YQ

### Bankers

National Westminster Bank Plc  
25 High Street  
Colchester  
CO1 1DG

### Solicitors

Ellisons Solicitors  
2-6 Arcade Street  
Ipswich  
IP1 1EL

## CHIEF EXECUTIVE'S REPORT

I hope you will find this report on our activities for 2022–23 insightful, as it demonstrates how we meet our objects for the benefit of families in Suffolk.

Every year, IcenI takes great strides forward in supporting more families and children affected by substance misuse and Domestic Abuse and this year was no exception. We supported the highest number of families in any one year and sadly witnessed our longest waiting list in our history. Looking ahead, we know there is still quite a lot of work to do to repair family relationships, with many children and families (experiencing hardship or disadvantage before the pandemic) now finding it tougher than ever. The rising cost of living has also put additional strains on already vulnerable families.

This year we prioritised our focus on how to further pursue our commitment to expand our reach across Suffolk. This will require strong governance and leadership in decision making and ways of working. We hope to report more on this next year.

The ways in which we bring our purpose to life were solidified this year with the development of our new strategic plan. The plan provides a roadmap to maximise the scale and impact of our services and respond to need with evidence informed approaches and models of practice to bring about change. We now have a clearer focus and direction, which will build a solid foundation to grow the organisation appropriately. This focus is largely due to a collective effort in producing our strategic plan. I am grateful for the support and guidance of our trustees who gave so much of their time and reflection to direct and guide the writing of this plan. Details of our 5 key strategic organisational priorities are detailed in this report.

In 2024, we will mark 25 years since our formation. While we have operated through various guises since our origin in 1999, and the world is undeniably a very different place, one thing has not changed: our steadfast conviction that all children deserve healthy, safe and bright futures. It is our privilege and our passion to partner with families every day to help bring about such futures and we intend on doing this for many years to come.

As always, our success, comes down to the people that work in and with our organisation – the Board, the management team, every employee and volunteer and beyond that, the people that use our services and those that fund us. Thank you to you all for your incredible commitment and dedication, it is an honour and privilege working with you.

**Brian Tobin MBE**  
**CEO**

### TRUSTEES ANNUAL REPORT

The Trustees present their Annual Report and the financial statements for the year ended 31 March 2023. This report represents a Directors' Report as required by Section 417 of the Companies Act 2006.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Charity's governing document, the Charities Act 2011 and "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)".

### STRUCTURE, GOVERNANCE AND MANAGEMENT

Iceni Ipswich was incorporated on 20 June 2011 under company registration number 07675101 (England and Wales) and is a Company limited by guarantee. The Company became a registered Charity on 30 March 2012. The Company took over the staff and operations of The Iceni Project (an unincorporated charity) together with that Charity's assets, liabilities and commitments on 1 April 2012.

The Company is governed by its Memorandum and Articles of Association, as amended by special resolution on 6 July 2022.

The Directors of the Company are the Charity's Trustees for the purposes of charity law and throughout this report they are collectively referred to as the Trustees. Trustees are recruited in a variety of ways, including introductions from existing Trustees and others associated with Iceni Ipswich. A recommendation is then made to the Board of Trustees, following a meeting with the Chairman and the Chief Executive. Potential Trustees will attend a meeting of the Board of Trustees before appointment. Trustees can be appointed either at a meeting of the board or by the Company's members by ordinary resolution at a general meeting.

Trustees are invited to attend a short induction training session and are thereafter encouraged to participate in appropriate training courses. Periodically, trustees participate in strategy workshops which bring together Trustees and staff.

The Trustees meet on a regular basis in order to review and agree major areas of policy. The role of the Board of Trustees is principally to:

- ensure that Iceni Ipswich has a clear vision, mission and strategic direction; and
- monitor and support the Chief Executive in order to achieve these objectives.

The day to day running of the Charity and the exercise of executive responsibility is delegated by the Trustees to the Chief Executive.

The Trustees and the executive have joint responsibility for identifying and managing the major risks which are likely to affect the long-term viability of the Charity. Where possible, systems and procedures have been introduced to mitigate the potential impact on the charity should those risks materialise. The major risks are considered to be financial in nature. The Trustees and executive continue to seek funding from a variety of sources to ensure that the Charity will be able to continue to operate at an appropriate level for the foreseeable future. As in previous years, efforts continue to pursue a diverse mix of funding from local authorities, public bodies and private corporations, donations from individuals, and local fundraising activities.

### OBJECTIVES AND ACTIVITIES

**Our Vision** is one where every child attains the right to a safe, healthy and happy start in life.

#### **Our Values & Behaviour:**

Our values, based on our character attributes, are the foundation of our healthy relationships with each other. Together, we create a safe, positive place for all members of our community. We value honesty by demonstrating integrity in our words and actions. We are truthful and trustworthy and respect differences and treat everyone fairly and equitably—we are inclusive. By treating everyone with high regard and value, we are respectful.

**OPEN** - We are inclusive and respectful of everybody, no matter who they are or where they live.

**CONNECTED** - We invite and encourage collaboration to find what is best for families.

**TRUSTED** - We use evidence, knowledge and experience to influence positive change.

**INSPIRATIONAL** - We bring ambition, compassion and innovation to everything we do.

**Our mission:** To offer care and support and to work with families in Ipswich and Suffolk who are affected by problems of substance misuse (including victims of domestic abuse) and those that cause harm within the family.

#### **Our Aspiration, Objectives and Major Outcomes**

Iceni works with families, and this engenders in them hope in themselves. The ethos and structure of Iceni is to make change the norm instead of a wild aspirational status and by addressing parental problems we believe the chances of children having a better start in life greatly increase. To achieve this, we:

- Focus on supporting those families who face multiple disadvantage and who are most vulnerable, yet traditionally have not engaged with services.
- Provide effective interventions for parents to recover from addiction and abuse whilst ensuring their children are protected.
- Break the cycle of generational addiction and abuse and preventing today's children from becoming tomorrow's addicted parents and tomorrow's problems.

Our objectives are to offer care and support to families in Suffolk who experience:

- Substance misuse problems
- Co-existing problems of substance misuse and Domestic Abuse
- Adverse childhood experiences
- Being a victim of Domestic Abuse and those that cause harm within the family.

The main outcomes we aim to achieve that are aligned with our mission, vision and values are:

- Reduction in incidents of domestic abuse
- Stopping or greatly reducing drug and alcohol use.
- Reduction in the number of children taken into statutory care and reduction in Social Services interventions where parental substance misuse or domestic abuse is a contributing factor.

### **PUBLIC BENEFIT**

The Trustees are aware of and have due regard to Charity Commission guidance on public benefit and have taken this into account when designing and delivering services to clients and to the wider public.

### **ACHIEVEMENTS AND PERFORMANCE**

#### **Our Activities**

The core activities we have used over the past year contain a number of therapeutic and practical interventions that underpin our preferred holistic approach and include:

Counselling & Mentoring (daily)  
Systemic family therapy (2 days a week)  
Self-esteem Group (1 day a week)  
Domestic abuse (Freedom Programme) 2 days a week  
Positive Parenting Programme (Triple P) (1 day a week)  
Relationship group (1 day a week)  
Complementary therapies (daily)  
Perpetrator (male) of Domestic Abuse group (weekly)  
Perpetrator one to one sessions (3-4 a week)  
Play therapy sessions (2 days a week)  
My stronger self-group (weekly)  
Social services liaison (daily)  
Support and mentoring around court appearances and family case conferences (3-4 a week)

#### **Our beneficiaries**

The majority of families we worked with live in Ipswich. We saw a slight increase in families living in other areas of the county and we hope to increase this number in the coming years. The entry criteria onto our programme are: one or both parents having issues with drugs and/or alcohol who have at least one child under the age of 16. However, the growth and success of The Venta Programme (male perpetrator of domestic violence programme) means men do not have to have a substance misuse issue to access this service. Our main beneficiaries are:

- Parents with substance misuse problems
- Those who experience co-existing issues with both substance and domestic abuse.
- Families where early intervention can prevent problems from escalating and requiring statutory involvement.
- Families whose children are in the social care system.
- Men who want to stop their abusive behaviour.
- Children affected by parental substance misuse and Domestic Abuse

#### **How did we do?**

##### **Outcomes**

We have several different targets and outcomes for a range of different funders (6 in this year). This year we met or exceeded all our founders' expectations.

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199 families finished with us throughout the year, of these:

• Successfully completed	147
• Dropped Out	41
• Support withdrawn	6
• Transferred	1
• Died	4

- 60% of parents (out of 120)- Reduced or were Alcohol Free.
- 37% parents- (out of 79)- Reduced or were Drug Free.
- 130 parents (out of 134)- told us they had not experienced any further domestic violence.
- 89% of all parents told us their needs had been met or were being met by us.
- 94% of all parents suggested they would recommend us to others.

### Social Care- Child outcomes

This year, 122 children of the families we worked with were subject to Social Care interventions. Of these

- **43 children have been stepped down from where they first started.**
- **43 have remained at the same level.**
- **6 have been stepped up.**
- **30 no longer required social care interventions.**

**Quotes** from people who attended IcenI over the past 12 months include:

- "If it wasn't for IcenI I wouldn't be here today."
- "They enabled me to keep my children with me".
- "It's my safe place, where I can look at who I am and make the changes I need to",
- "They don't lie to you, they tell you straight, it's what you need to hear, not always what you want to hear."
- "It's not the building, it's the people in the building that make it work."

### Increasing social value

Social value is often described as 'soft' outcomes, mainly because they can be difficult to quantify and measure. However, we think about the whole social value of existing and future spend, by rethinking service design and processes used to achieve the desired outcomes. It encourages us to have a broader more holistic approach and work with communities and users of services to find better ways to meet their needs and spend public money.

### Social Value and IcenI

Hard outcomes are crucial to measure our success and to meet the demands of our investors. However, we believe that Social Value is an important barometer of how we impact all internal and external stakeholders.

The following is a list of good Social Value practice that we measure:

- Local Employment - Create employment and training opportunities for local people especially in target areas. **Target:** At least 85% of staff deployed on service will live in Suffolk.
- Local volunteering – **Target:** Recruit at least 50 volunteers every year.
- Buy Suffolk First - Take account of the social and economic impacts of buying locally thereby reducing unemployment and raising the skill level of the local workforce. **Target:** at least 70% of organisational capital and core running costs will be sourced locally.
- Good Employer - Support staff development and welfare and adopt the national Living Wage within our own organisation and within our supply chain. **Target:** 100% staff receive at least minimum living wage. All staff will receive training relevant to their role and appropriate supervision.
- Reduce unemployment by proactively addressing barriers to employment. We will use positive action (Equality Act 2010) and make reasonable adjustments to job roles to promote accessibility. **Target:** 100% of suitably qualified applicants with a protected characteristic are offered an interview. Percentage of workforce identifying as having a protected characteristic maintained above 5%.
- Parents will be trained and supported to co-facilitate parenting programmes alongside our workers, increasing their confidence, social networks and employability. **Target:** At least 4 parents trained as co-facilitators per year.
- Green and Sustainable - Commit to protecting the environment, minimising waste and energy consumption and using other resources efficiently. These commitments will also apply to supply chains. **Target:** to achieve at least a Silver Suffolk Carbon Charter award by 2024.
- The opportunity for community-led design and co-production practices. We will utilise the knowledge of those who have used our service to improve our offer. **Target:** At least 10 people annually with lived experience have a demonstrable voice in how we can improve our services.
- Other funding leverage (e.g., matched funding/donations from local community funds) **Target:** At least 20% of our annual income is raised locally.

### The Venta Programme

This programme continued to prove successful and this year we recruited two new staff members. This means the Venta team now consists of 4 people. With continuation of funding from The Home Office we remain steadfast in our commitment to reducing Domestic Abuse in Suffolk by getting to the core of the problem: the men who cause harm. Our ambition is to increase the number of programmes we deliver across the county.

### Promoting IcenI and our story

Telling our story simply, effectively, truthfully and to a wider audience has never been more important. We identified a weakness in this area when constructing our strategic plan. This year we recruited a communication & marketing lead who has effectively raised our profile on both various social media platforms and external presentations and public events across the county. We have worked on a new website which goes live on October 2023 which will provide people with a better understanding of what we do and why, and also increase our local fundraising efforts. Crucial to all of this promotional activity is our ability to tell 'our' story.

A good story – our narrative – allows us to share our vision, key messages and plans with all internal and external stakeholders in a powerful and compelling way. Telling the tale of our past and present that everyone recognises, explaining current challenges and issues and outlining a future that we want to make happen. A successful narrative will see everyone at IcenI telling the same story about us to anyone who asks. Used pragmatically, it can help save time and energy, with our narrative used repeatedly across our communications, delivering clear and consistent communications across all activity.

## FINANCIAL REVIEW

Income for the year was amounted to £469,124 (2022: £600,260) and expenditure amounted to £476,533 (2022: £442,533) resulting in net annual expenditure of £7,409 (2022: net income of £157,727). Closing fund balances at 31 March 2023 were therefore down slightly at £414,183 (2022: £421,592). Whilst all funds at both year ends represented unrestricted funds, the trustees decided during 2022/23 to designate £125,000 for the future development and extension of the Charity's successful Venta programme. See note 14 to the financial statements.

IcenI again received significant funding during 2022/23 to support the continued development and extension of the Charity's Venta Programme, directed towards the perpetrators of domestic violence as well as working with their partners where relevant and helpful. This work has continued to be actively supported by both the Home Office and the Suffolk Police and Crime Commissioner's Office. The amount received for 2022/23 was £140,000 (2022: £194,511) and IcenI has secured funding of a similar amount for each of the following two years, 2023/24 and 2024/25.

The contract with Turning Point continued throughout 2022/23, and under this IcenI received £120,000 (2022: £120,000) for involvement in the Suffolk Recovery Network. This particular contract will expire at the end of March 2024. A new contract is being negotiated for 2024/25 and subsequent years.

Following a successful application to the National Lottery Fund for continuation funding, IcenI secured funding of £410,000 for the four years between 1 April 2021 and 31 March 2025. The amount received for 2022/23 was £110,000 (compared with £125,000 for the previous year) and this is restricted funding to support IcenI's 'Strengthening Families' programme. Other restricted grants received for 2022/23 included £6,667 from The Trusthouse Charitable Foundation (final year), £22,500 (2022: £24,583) from the Charles Haywood Foundation (the second of a three-year grant commencing February 2021) to support IcenI's 'Rapport' programme (using child-centred approaches to address the development needs of young children up to primary school age), £11,000 from the Hopkins Charitable Trust (second half of a £22,000 grant agreed through Suffolk Community Foundation) to help with the cost of employing a play therapist, and grants from The Rope Trust to enable IcenI to provide hardship payments to clients in need (of which £2,988 was utilised during 2022/23).

As in many other years, IcenI also received a few unrestricted grants in 2022/23 for core costs: £20,000 from Ipswich Borough Council (received now for many years), £6,000 (2022: £15,000) from the Elizabeth Frankland Moore & Star Foundation, and £2,000 from the Jonathan Towler Memorial Fund. In addition, we received a good number of donations from both personal and corporate supporters, fundraising income of £11,253 (2022: £10,319) and a similar amount of income from drug testing work to the previous year, £4,028 (compared with £4,760 in 2021/22). As interest rates began to rise before the year end, there was a noticeable increase in interest received over 2021/22 (£1,827 compared with just £35 in the previous year).

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Expenditure for 2022/23 was more than 7.5% above that for previous year. The main contributory factor was staff salaries, which (along with employer's national insurance and pension contributions) showed an increase of nearly 10% year on year (£359,322 compared with £326,913) and this follows a 20% increase during the previous year. This reflects an overall increase in the size of the workforce, in part to assist with the expansion of the Venta programme in recent years and tied in with our plans for this to grow even more in the future. With staff costs being such an important feature in the makeup of operating expenses, it is important to keep these under review, and to ensure that adequate funding streams are put in place for the foreseeable future to ensure that the Charity can maintain its current level of operations.

Training costs, which include clinical supervision costs, were higher than in the previous year, and this again reflects the increase in staff numbers.

Premises expenses include rent, rates, utilities (electricity), rubbish disposal, property maintenance, cleaning and decorating costs. Most items were at a similar level to 2021/22. The overall reduction in premises costs when compared with the previous year is mainly because in 2021/22 we undertook significant kitchen and other improvements at a cost of £9,492, and there was nothing similar during 2022/23. We have continued to accrue £5,000 per year to cover the next round of external decorating and maintenance work on the four units occupied by Icení; this charge is included in premises expenses, and the closing provision at 31 March 2023 stood at £10,000 and is included in other creditors of £19,855. Rent payable remained at £35,000 per annum.

Advertising and website costs are some 64% up on the previous year and includes some recruitment advertising costs. We will incur significant website reconstruction costs during 2023/24, as our website is currently being completely overhauled and re-developed, and these costs will feature in next year's accounts.

Whilst the Charity's unrestricted reserves have decreased slightly compared with the previous year, we have managed to cover the vast majority of operating expenses during 2022/23 and closing reserves continue to be at a healthy level.

## RESERVES AND FUTURE FUNDING

The Trustees' policy is for the Charity to aim for a level of unrestricted reserves sufficient to cover normal operating expenses for at least 6 months at any one time. Unrestricted reserves (including designed funds of £125,000) at the end of March 2023 amounted to £414,183 which represents approximately 9 months of projected operating costs going forward. The equivalent cover at 31 March 2022 was 10 months. The situation has therefore worsened a little during 2021/22, mainly because future projected operating costs are higher going forward.

We continue to seek new sources of income, and we continue to keep our expenditure under review. We have secured another two years of Venta programme funding, budgeted to generate £145,799 in 2023/24 and £153,089 in 2024/25. We will also be continuing our involvement in Suffolk's Integrated Drug and Alcohol Services work after the end of March 2024, following a successful outcome of the recent tender process. The agreed funding for 2024/25 will be £165,000. Grants under the existing funding agreement with the National Lottery Fund have another two years to run after the end of March 2023, and will provide a further £95,000 in 2023/24 and £80,000 in 2024/25. We anticipate that once our new website is up and running, this (together with the ongoing networking and marketing work currently being undertaken) will help to generate increased local awareness and support, to supplement other potential grants and to help with core operating expenses. Taking into account the above points, together with projections drawn for the next two years, the Trustees consider that Icení should have sufficient resources to allow it to continue operating for the foreseeable future, and for at least the next 12 months from the date of this report, and for this reason the Trustees continue to adopt the going concern basis of accounting when preparing these financial statements.

### PLANS FOR THE FUTURE

#### Our five strategic goals and priorities

Since its inception, IcenI has established itself as a reputable, successful and cost-effective provider of services and has gained an excellent reputation by its innovative approach. However, as a small local charity that often seeks to 'punch above its weight' to achieve organisational goals we have been, and are likely to be, affected by changes in the economy and changes to local contractual approaches. It is an important time for IcenI, as donations are falling, and public funding is likely to be further reduced. We recognised that if we are to not only survive but thrive then the building blocks need to be in place to make IcenI a well-governed, strong and sustainable organisation. Over the past year, with the support and valued input from 'Pilotlight' ([www.pilotlight.org.uk](http://www.pilotlight.org.uk)) we worked through the strategic challenges we faced. The experience of the Pilotlight mentors helped us improve crucial aspects of the organisation that are likely to have a lasting impact. Specifically, with the support of Pilotlight we identified five areas where we believe we need to improve on if our ambitions over the coming years are to be realised. These five areas formed our strategic plan and included the following goals:

**Right organisation, right capability, right design, robust** – We reflect and deliver our mission and aims, having the right people, adopting effective financial and governance processes; know the difference we make and keep it in sight through all organisational transitions.

**More diverse but coherent portfolio & associated income stream** – We identify opportunities for new revenue streams and develop a good understanding of our external environment; develop and review a new fundraising strategy.

**Raise Profile in Suffolk and beyond** – We develop an effective communication strategy – make social media work better for us – maintain & develop links with local and national media and translate increase in traffic to funding opportunities.

**Co-production** - It has become a truism to say that charities should collaborate, and it is certainly clear that there are pressures to do so. A vast number of organisations often doing similar work, dwindling sources of unrestricted funding, and the opening up of delivery contracts that many charities like IcenI will struggle to win on their own, all contribute to these pressures. We want to strongly encourage relationships that build on or create new partnerships across different sectors and cultivate strong working relationships between organisations to mutually support the people we work with. We will embrace our co-production ethos in external partnerships as well as with our beneficiaries so that respect pervades the experience of being recipients of our care. Identify shared-values partners for 'core to mission' services. – be clear about the roles and responsibilities of each charity. We intend to explore healthy partnerships which are the most effective way of using our resources to further our charitable purposes where we can co-create and maintain our independence.

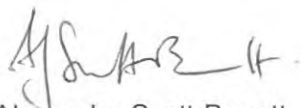
**Expanding our Operations** - Explore and agree cross county expansion – establish presence and raise profile outside of Ipswich – improve our social media and communication approach - get consensus from all stakeholders about expansion.

## ICENI IPSWICH

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This report represents a Directors' Report as required by Section 417 of the Companies Act 2006 and has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

This report has been approved by the Board of Trustees on 27 November 2023 and signed on their behalf by



Alexander Scott-Barrett  
**Chairman**



Laurence Bradley  
**Trustee**

## **INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ICENI IPSWICH**

I report to the Trustees (who are also the Directors for the purpose of company law) on my examination of the financial statements of IcenI Ipswich (the 'Charity') for the year ended 31 March 2023 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of Cash Flows and related notes.

This report is made solely to the Charity's Trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work, for this report, or for the opinions I have formed.

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

As the Trustees of the Charity, you are responsible for the preparation of the financial statements in accordance with the Companies Act 2006 ('the 2006 Act').

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

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the financial statements. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently I express no opinion as to whether the financial statements present a 'true and fair' view and my report is limited to those specific matters set out in the independent examiner's statement.

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

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

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

- Accounting records were not kept in respect of the Charity as required by section 386 of the 2006 Act; or
- The financial statements do not accord with those records; or
- The financial statements do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the financial statements give a 'true and fair' view which is not a matter considered as part of an independent examination; or
- The financial statements 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).

Continued/.....

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF ICENI IPSWICH**  
(continued)

**Independent examiner's statement (continued)**

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 financial statements to be reached.



Timothy O'Connor FCCA, ACA, DChA  
SB Audit LLP  
Business Park,  
820 The Crescent  
Highwoods,  
Colchester  
CO4 9YQ

18/12/23

**STATEMENT OF FINANCIAL ACTIVITIES (including Income and Expenditure Account)**  
**YEAR ENDED 31 MARCH 2023**

	Notes	Unrestricted Funds 2023	Restricted Funds 2023	Total Funds 2023	Total Funds 2022
<b>Income and endowments from:</b>		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Donations and legacies	2	38,862	-	38,862	71,576
Other trading activities	3	11,253	-	11,253	10,319
Income from investments	4	1,827	-	1,827	35
Income from charitable activities	5	264,027	153,155	417,182	518,330
<b>Total</b>		<b>315,969</b>	<b>153,155</b>	<b>469,124</b>	<b>600,260</b>
<b>Expenditure on:</b>					
Expenditure on raising funds		391	-	391	529
Expenditure on charitable activities	6	322,987	153,155	476,142	442,004
<b>Total</b>		<b>323,378</b>	<b>153,155</b>	<b>476,533</b>	<b>442,533</b>
<b>Net (expenditure)/income for year</b>	7	<b>(7,409)</b>	<b>-</b>	<b>(7,409)</b>	<b>157,727</b>
<b>Net movement in funds</b>		<b>(7,409)</b>	<b>-</b>	<b>(7,409)</b>	<b>157,727</b>
<b>Funds as at 1 April 2022</b>		<b>421,592</b>	<b>-</b>	<b>421,592</b>	<b>263,865</b>
<b>Funds as at 31 March 2023</b>		<b>£414,183</b>	<b>-</b>	<b>£414,183</b>	<b>421,592</b>

The Statement of Financial Activities includes all gains and losses recognised for the above financial year. Comparative figures for the previous year are further analysed by fund type under Note 20 to the financial statements.

**BALANCE SHEET  
AS AT 31 MARCH 2023**

	Notes	2023 £	2022 £
<b>Fixed Assets</b>			
Tangible assets	9	3,485	4,626
<b>Current Assets</b>			
Debtors	10	57,986	75,296
Cash at bank and in hand	11	382,192	377,976
		440,178	453,272
<b>Creditors:</b> amounts falling due within one year	12	(19,480)	(36,306)
Net current assets		420,698	416,966
<b>Total assets less current liabilities</b>		424,183	421,592
Provisions for liabilities	13	(10,000)	-
<b>Total net assets</b>		<u>£414,183</u>	<u>£421,592</u>
<b>Funds</b>			
Restricted funds	14	-	-
Unrestricted funds	15	414,183	421,592
<b>Total Charity funds</b>		<u>£414,183</u>	<u>£421,592</u>

The Trustees are satisfied that, for the year ended 31 March 2023, the Charity is entitled to exemption from the provisions of the Companies Act 2006 ('the Act') relating to the audit of financial statements for the year by virtue of Section 477, and that no member or members have requested an audit pursuant to Section 476 of the Act.


The Trustees acknowledge their responsibilities for ensuring that the Charity keeps proper accounting records which comply with the requirements of Section 386 of the Act, and for preparing financial statements which give a true and fair view of the state of affairs of the charity as at 31 March 2023 and of its surplus or deficit for the year in accordance with the requirements of Sections 394 and 395, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the Charity.

The financial statements have been prepared in accordance with the provisions applicable to entities subject to the small companies regime.

Approved by the Board of Trustees on 27 November 2023 and signed on their behalf by



Alexander Scott-Barrett  
Trustee



Laurence Bradley  
Trustee

**STATEMENT OF CASH FLOWS  
YEAR ENDED 31 MARCH 2023**

	Notes	2023 £	2022 £
<b>Cash flows from operating activities:</b>			
Net cash generated from operating activities	21	5,056	108,485
<b>Cash flows from investing activities:</b>			
Interest received		1,827	35
Purchase of equipment		(2,667)	(4,839)
Net cash used in investing activities		(840)	(4,804)
<b>Increase in cash and cash equivalents in year</b>		4,216	103,681
Cash and cash equivalents as at 1 April		377,976	274,295
<b>Cash and cash equivalents as at 31 March</b>		<u>£382,192</u>	<u>£377,976</u>

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

### 1 ACCOUNTING POLICIES

#### *Basis of accounting*

The Charity is a public benefit entity as defined by FRS 102: an entity whose primary objective is to provide goods or services for the general public, community or social benefit and where any equity is provided with a view to supporting the entity's primary objectives rather than providing a financial return to equity providers, shareholders or members.

The financial statements 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), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

#### *Going concern*

The financial statements have been prepared on a going concern basis. Unrestricted reserves are currently standing at a level of approximately 9 months of operating costs. Taking into account anticipated future income, including National Lottery grant funding up to the end of 2024/25, financial support from other trusts and organisations, and funding from local and central government to assist with the development and expansion of Venta Programme work, the Trustees consider the Charity will be able to continue to operate and meet its liabilities as they fall due for a period of at least 12 months from the date of approval of these financial statements.

#### *Income*

Income from donations and legacies includes donations, gifts, legacies and grants that provide core funding of a general nature, and is recognised where there is entitlement, and where the receipt is probable, and the amount can be measured with sufficient reliability. Income is deferred if the donor has specified that the grant or donation is intended for use in future accounting periods or has imposed conditions that must be met before the Charity has unconditional entitlement.

Income arising from other trading activities includes amounts raised from fundraising activities and events organised by supporters of the Charity and by the Charity itself, together with rent receivable from sub-letting arrangements in respect of property held on lease by the Charity primarily for functional use but which was surplus to operational requirements on certain days.

Income from investments is recognised on a receivable basis.

Income from charitable activities includes amounts receivable under contract together with grants receivable for the provision of specific services or where entitlement to grant funding is subject to specific performance conditions. Grants and donations received to support specific services or programmes are credited to income in the period during which the relevant services are to be provided, provided there is entitlement, probability of receipt and the amount can be measured with sufficient reliability. Income is deferred to the extent that it relates to services to be provided in future accounting periods.

Government grants are credited to the Statement of Financial Activities as the related expenditure is incurred.

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

### 1 ACCOUNTING POLICIES

#### ***Expenditure***

Expenditure is accounted for on an accruals basis and is recognised when a liability is incurred.

Expenditure on raising funds includes expenses in organising fundraising events and activities, together with minor fundraising trading expenditure.

Expenditure on charitable activities includes expenditure associated with the care and support of those affected by substance misuse (including victims of domestic violence) and those that cause harm within the family. Such expenditure includes both direct costs and support costs relating to these activities. Costs which cannot be directly allocated to particular activities are allocated on a basis consistent with the use of resources.

Costs incurred in connection with the governance of the Charity and its assets, and which are primarily associated with constitutional and statutory requirements, are included in expenditure on charitable activities and are further detailed in the notes to the financial statements.

#### ***Tangible fixed assets***

Tangible fixed assets are recognised at cost. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life as follows: -

Fixtures, fittings and equipment	-	20.0% on cost
Computer equipment	-	33.3% on cost

#### ***Cash at bank and in hand***

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

#### ***Debtors***

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

#### ***Liabilities and provisions***

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

#### ***Irrecoverable VAT***

Irrecoverable VAT is charged against the category of resources expended for which it was incurred.

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

**1 ACCOUNTING POLICIES**

***Taxation***

Iceni Ipswich is a charity within the meaning of the Charities Act 2011 and as such is a charity within the meaning of Part 11, Corporation Tax Act 2010. Accordingly, Iceni Ipswich is potentially exempt from taxation in respect of income or gains received within categories covered by Part 11, Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992 to the extent that such income or gains are applied exclusively to its charitable purposes.

***Restricted Funds***

Grants and other income received for specific purposes are credited to restricted funds, and any related expenditure is charged to the relevant fund, subject to the level of funds available. Amounts can be restricted either by conditions imposed by the donor or by the charity itself when raising funds for particular purposes.

***Unrestricted funds***

Unrestricted funds are available for use at the discretion of the Trustees in the furtherance of the general objects of the Charity and which have not been designated for other purposes. Designated funds are unrestricted funds earmarked for a particular project. Designation has an administrative purpose only and does not legally restrict the trustees' discretion to apply such funds.

***Operating Lease Agreements***

Rentals applicable to operating leases where substantially all the benefits and risks of ownership remain with the lessor are charged against profits on a straight-line basis over the period of the lease.

***Pensions***

The Charity operates a defined contribution plan for its employees. A defined contribution plan is a pension scheme under which the Charity pays fixed contributions into a separate entity. Once the contributions have been paid the Charity has no further payment obligations.

The contributions are recognised as an expense in the Statement of Financial Activities when they fall due. Amounts not paid are shown in other creditors as a liability in the Balance Sheet. The assets of the plan are held separately from the Charity in independently administered funds.

**2 DONATIONS AND LEGACIES**

	Unrestricted Funds £	Restricted Funds £	Total Funds	
			2023 £	2022 £
Grants and donations receivable	43,862	-	43,862	71,576
Deferred grants carried forward	(5,000)	-	(5,000)	-
	<u>£38,862</u>	<u>£-</u>	<u>£38,862</u>	<u>£71,576</u>

## NOTES TO THE FINANCIAL STATEMENTS

### YEAR ENDED 31 MARCH 2023

#### 3 INCOME FROM OTHER TRADING ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	2022 £
Rent receivable	-	-	-	1,200
Fund raising activities	11,253	-	11,253	9,119
	<u>£11,253</u>	<u>£-</u>	<u>£11,253</u>	<u>£10,319</u>

#### 4 INCOME FROM INVESTMENTS

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	2022 £
Interest receivable	<u>£1,827</u>	<u>£-</u>	<u>£1,827</u>	<u>£35</u>

#### 5 INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	2022 £
Grants and fees receivable	264,027	135,200	399,227	498,685
Deferred grants brought forward	-	18,272	18,272	37,917
Deferred grants carried forward	-	(317)	(317)	(18,272)
	<u>£264,027</u>	<u>£153,155</u>	<u>£417,182</u>	<u>£518,330</u>

Unrestricted grants and fees receivable of £264,027 include £120,000 (2022: £120,000) relating to contracted services provided as part of the Suffolk Recovery Network, a comprehensive drug and alcohol treatment service within Suffolk, together with £140,000 (2022: £194,511) relating to the development and roll out of our Venta Programme. Also included here are amounts receivable for arranging drug testing analysis and reports, together with other services. Restricted grants of £153,155 (2022: £199,059) include £110,000 (2022: £125,000) received from the National Lottery Fund.

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

### 6 CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2023 £	2022 £
Staff salaries, national insurance & pension costs	223,105	136,217	359,322	326,913
Training	6,636	1,000	7,636	3,967
Therapy costs	5,492	-	5,492	5,894
Other fees	5,280	-	5,280	4,145
Premises expenses	48,654	6,890	55,544	62,929
Insurance costs	4,592	500	5,092	4,523
Office equipment maintenance	5,388	1,520	6,908	6,324
Communication	5,434	2,940	8,374	8,469
Travel	2,850	400	3,250	3,051
Programme development costs	962	-	962	-
Independent examination fees	3,158	-	3,158	2,933
Legal and professional fees	1,494	-	1,494	1,714
Affiliation fees & subscriptions	162	-	162	153
Canteen and sundries	3,513	700	4,213	4,385
Covid response costs	-	-	-	966
Advertising & Website costs	1,881	-	1,881	1,144
Bank charges	356	-	356	333
Miscellaneous client expenses	222	2,988	3,210	1,216
Fixtures, fittings and equipment depreciation	946	-	946	922
Computer equipment depreciation	2,862	-	2,862	2,023
	<u>£322,987</u>	<u>£153,155</u>	<u>£476,142</u>	<u>£442,004</u>

### 7 NET (EXPENDITURE)/INCOME FOR THE FINANCIAL YEAR

Net (expenditure)/income for the financial year is stated after charging the following amounts:

	2023 £	2022 £
Depreciation	£3,808	£2,945
Independent examination fees	£3,158	£2,933
Fees for other financial assistance	£420	£732
Payroll fees	£864	£648

None of the Trustees received any remuneration from the Charity in the year (2022: £Nil) and no expenses were incurred by or reimbursed to any Trustee during the year (2022: £Nil). There were no donations from related parties with conditions. The aggregate amount of donations received without conditions from Trustees was £120 (2022: £420).

# NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

## 8 STAFF COSTS

	2023	2022
	£	£
Wages and salaries	331,265	302,093
Social security costs	23,876	21,311
Pension costs (see below)	4,181	3,509
	<u>£359,322</u>	<u>£326,913</u>
	<b>No.</b>	<b>No.</b>
Average monthly number of employees	<u>15</u>	<u>14</u>

No employees earned more than £60,000 in either the current or prior year. There was no accrued holiday pay at the year end (2022: £Nil). Contributions of £4,181 (2022: £3,509) were paid into a defined contribution 'money purchase' pension scheme operated through the National Employment Savings Trust ('NEST'). This represents a workplace pension scheme. Eligible employees are automatically enrolled into the scheme and can opt out if they so wish. Key management personnel remuneration costs amounted to £49,299 (2022: £48,850) comprising the gross salary of the Chief Executive of £44,200 (2022: £44,000) together with employer's national insurance of £5,099 (2022: £4,850) and no pension costs.

9 TANGIBLE FIXED ASSETS	Fixtures, Fittings and equipment	Computer equipment	Total
	£	£	£
<b>Cost</b>			
At 1 April 2022	19,524	14,488	34,012
Additions	140	2,527	2,667
Disposals	-	-	-
	<u>19,664</u>	<u>17,015</u>	<u>36,679</u>
At 31 March 2023			
<b>Depreciation</b>			
At 1 April 2022	18,423	10,963	29,386
Charge for the year	946	2,862	3,808
Eliminated on disposals	-	-	-
	<u>19,369</u>	<u>13,825</u>	<u>33,194</u>
At 31 March 2023			
<b>Net book value</b>			
At 31 March 2023	<u>£295</u>	<u>£3,190</u>	<u>£3,485</u>
At 31 March 2022	<u>£1,101</u>	<u>£3,525</u>	<u>£4,626</u>

**NOTES TO THE FINANCIAL STATEMENTS**  
**YEAR ENDED 31 MARCH 2023**
**10 DEBTORS**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Other debtors	1,287	1,731
Prepayments	17,949	15,419
Accrued income	38,750	58,146
	<u>£57,986</u>	<u>£75,296</u>

**11 CASH AT BANK AND IN HAND**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Cash at bank	381,879	377,111
Cash in hand	313	865
	<u>£382,192</u>	<u>£377,976</u>

**12 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Deferred grant income (see below)	5,317	18,272
Other creditors	9,855	13,195
Accruals	4,308	4,839
	<u>£19,480</u>	<u>£36,306</u>

Deferred grant income at year end relates to:

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Unrestricted grants (see note 2)	5,000	-
Restricted grants (see note 5)	317	18,272
	<u>£5,317</u>	<u>£18,272</u>

**13 PROVISIONS FOR LIABILITIES**

<b>Other provisions</b>	<b>£</b>	<b>£</b>
At beginning of year	-	-
Charged in the year	10,000	-
At end of year	<u>£10,000</u>	<u>£Nil</u>

The other provisions relate to costs provided in respect of future known redecoration costs in the 2025/26 year, for lease compliance.

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

**14 RESTRICTED FUNDS**

	<b>1 April 2022 £</b>	<b>Income for year £</b>	<b>Expenditure For year £</b>	<b>31 March 2023 £</b>
Strengthening Families fund	-	110,000	(110,000)	-
Rapport fund	-	22,500	(22,500)	-
Family support workers fund	-	6,667	(6,667)	-
Play therapy fund	-	11,000	(11,000)	-
Client activities and support	-	2,988	(2,988)	-
	<u>£-</u>	<u>£153,155</u>	<u>£(153,155)</u>	<u>£-</u>

The Strengthening Families fund relates to the Charity's mainstream work with families where there is an addiction issue affecting one or more family members. Restricted funding of £110,000 relates to grants received from the National Lottery Fund which part-funds the salaries of certain members of staff, together with a proportion of staff training, travel costs, general running expenses and allocated overheads. The £110,000 represents the amount receivable in Year 2 of an agreed four-year arrangement. The grants receivable for the next two years are £95,000 and £80,000 respectively.

The Rapport fund relates to an initiative based on the three concepts of 'Repair, Prevent and Thrive'. This uses child-centred approaches designed to address the crucial development needs of young children up to early primary school age. Funds allocated to the current year comprise 22,500 from the Charles Haywood Foundation.

The Family support workers fund relates to grants received towards family support workers' salaries, national insurance and pension costs. Funds allocated to 2022/23 comprise £6,667 from the Trusthouse Charitable Foundation.

The Play Therapy fund relates to grants received from the Hopkins Charitable Fund as a contribution towards the cost of employing a specialist play therapist.

Grants of £2,988, received towards the cost of client events and support, have been used to help provide support for clients and their families during the year.

**15 UNRESTRICTED FUNDS**

	<b>1 April 2022 £</b>	<b>Income for year £</b>	<b>Expenditure For year £</b>	<b>31 March 2023 £</b>
General charitable funds	<u>£421,592</u>	<u>£315,969</u>	<u>£(323,378)</u>	<u>£414,183</u>

General charitable funds comprise £125,000 designated by the trustees during 2022/23 to assist with the further development and roll out of the charity's Venta programme, working alongside perpetrators and victims of domestic abuse, together with £289,183 undesignated funds.

**NOTES TO THE FINANCIAL STATEMENTS  
YEAR ENDED 31 MARCH 2023**

**16 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	<b>Tangible fixed assets £</b>	<b>Net current assets £</b>	<b>Total funds</b>	
			<b>2023 £</b>	<b>2022 £</b>
Restricted funds	-	-	-	-
Unrestricted funds	3,485	410,698	414,183	421,592
	<u>£3,485</u>	<u>£410,698</u>	<u>£414,183</u>	<u>£421,592</u>

**17 COMMITMENTS**

At 31 March 2023 the Charity had future minimum lease commitments under non-cancellable operating leases as follows:

	<b>2023 £</b>	<b>2022 £</b>
Not later than 1 year	36,580	37,317
Within 2 to 5 years	4,693	6,273
Total	<u>£41,273</u>	<u>£43,490</u>

Lease commitments of £41,273 (2022: £43,490) comprise £36,151 (2022: £36,151) in respect of two property leases and £5,122 (2022: £7,339) in respect of two equipment leases.

The property leases, which relate to premises occupied and used by the Charity, commenced on 12 April 2018 and are for a term of 10 years, with the option for the tenant to terminate each lease on the 5th and all subsequent anniversaries up to the 9th anniversary. The equipment leases relate to a telephone system and a printer/copier.

**18 COMPANY STATUS AND MEMBERS**

Iceni Ipswich is a company limited by guarantee and accordingly does not have any share capital. Membership of the Company is open to individuals and organisations. The only members are currently the Directors of the Company, who are also the Trustees. The liability of each member is limited to a sum not exceeding £1, this being the amount that each member undertakes to contribute to the assets of the Charity in the event of it being wound up while they are a member, or within one year of ceasing to be a member.

**19 RELATED PARTY TRANSACTIONS**

Other than the donations received from Trustees, as detailed under note 7 to the financial statements, there were no related party transactions during the current year.

## NOTES TO THE FINANCIAL STATEMENTS YEAR ENDED 31 MARCH 2023

### 20 SOFA COMPARATIVES

	Unrestricted Funds £	Restricted Funds £	Total Funds £
<b>Income and endowments from:</b>			
Donations and legacies	71,576	-	71,576
Other trading activities	10,319	-	10,319
Income from investments	35	-	35
Income from charitable activities	319,271	199,059	518,330
<b>Total</b>	<b>401,201</b>	<b>199,059</b>	<b>600,260</b>
<b>Expenditure on:</b>			
Expenditure on raising funds	529	-	529
Expenditure on charitable activities	242,945	199,059	442,004
<b>Total</b>	<b>243,474</b>	<b>199,059</b>	<b>442,533</b>
<b>Net income</b>	<b>157,727</b>	<b>-</b>	<b>157,727</b>
<b>Funds at 1 April 2021</b>	<b>263,865</b>	<b>-</b>	<b>263,865</b>
<b>Funds at 31 March 2022</b>	<b>£421,592</b>	<b>-</b>	<b>£421,592</b>

The above schedule provides a breakdown of comparative figures in respect of the year ended 31 March 2022 for all amounts shown in the Statement of Financial Activities analysed across fund types.

### 21 RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2023 £	2022 £
<b>Net (expenditure)/income for the year per the Statement of Financial Activities</b>	(7,409)	157,727
Depreciation charges	3,808	2,945
Interest receivable	(1,827)	(35)
Decrease in debtors	17,310	27,578
Decrease in liabilities and provisions	(6,826)	(79,730)
<b>Net cash generated from operating activities</b>	<b>£5,056</b>	<b>£108,485</b>