



2021-2022  
ANNUAL REPORT &  
FINANCIAL STATUS

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# Chairman's Summary

Just before I sat down to type this, I re-read last year's Chair report from my predecessor, Tony Dance, to compare the outlook of The Habbit Factory then versus the present day. As you may imagine, times were tough having been hit by the pandemic, just as they were for the whole charity sector. We encountered financial and organisational difficulties and had to be creative to keep connected with everyone involved in our organisation. Despite doing our best at the time, we were left with the challenge of rebuilding our charity.

I'm pleased to say this year we find ourselves in a very different place. What a difference a year makes...

As the new board embedded into The Habbit Factory in April 2021, we were keen to ensure we didn't get in the way of Lee. His passion and drive towards improving the charity means that our role is largely one of support and empowerment. Lee, working in tandem with Adam Gallacher (our organisation development consultant), took us huge leaps forward in fundraising, financial planning and governance - to name just three areas amongst many. As a result, we find our charity back in a sustainable position to do what we do best; facilitate creative expression for all. I am excited to see the culmination of this in only a month's time as we showcase our first live performance in three years.

Having recovered from the pandemic, we're now in a position to expand our reach and improve our offer. We've done so this year by welcoming our newly founded infant group and Hannah Jolley, our new SEN Inclusion Officer. Rest assured, as we continue to grow, our focus will always be on our existing members. This year we also had the pleasure of welcoming Kelly, who is covering Hannah Salmon's maternity leave, and babies Beau and Gus, the new additions to the families of Lee and Hannah respectively.

Thank you to our incredible team, volunteers, members, board and everyone reading this Annual Report. You are all a hugely valuable part of our community and contribute to what makes this charity so special. I look forward to meeting many of you at our upcoming performance.





## LEGAL STRUCTURE

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Board of Trustees: Robert Lithgow (Chair)  
Tim Steel (Treasurer)  
Carron Beckwith (Secretary)  
Cleonah Springer-Clarke  
Georgina Hart  
Guleraana Mir  
Kieran O'Callaghan  
Owen Smith

Executive Officer: Lee Giles (Artistic Director and CEO)

Registered Office: 3a Grange Road  
Romford  
Essex  
RM3 7DU

Registered Charity: 1162418

Bankers: 120 - 122 High St,  
Hornchurch  
Essex  
RM12 4UL

Auditors: Fox Accountancy  
144 Hall Ln,  
Upminster  
RM14 1AT



# The Organisation

The Habbit Factory is an inclusive arts organisation in The London Borough of Havering. Welcoming all, and working with some of the most excluded and disadvantaged children, young people and adults in the area but not exclusively. Through a targeted network of partners, our work helps people who do not see themselves as artists or have access to any creative engagement or provision.

## **Legal Structure & Objects**

The Habbit Factory is a registered charity. Members of the Board act as Trustees and Directors of the charity. The overall objects and powers of the Trust are set out in our written constitution. The object for which the company is established is the advancement of education in the fields of the arts, principally to advance the education of children and young people in all aspects of the performing arts through the provision of workshops and opportunities to participate in artistic performances.

## **Governance**

The Board of Directors has full legal responsibility for the corporate governance of the The Habbit Factory. Directors/Trustees are required to act in accordance with the company's constitution. Directors are appointed on the basis of specific skills and knowledge to enable them to make a contribution to the management of the company. In order to understand their role and current issues facing the organisation, each new Director is provided with specific tailored information, including; copies of Governing Documents, Board Minutes, Annual Accounts. Opportunities are provided for new Directors to engage with the Chairman and Executive Director, as well as meeting with staff working within their own area of specialism. The Board meet quarterly and review cross-organisation performance and development. Finance is the responsibility of the Finance Committee, which in the year to 31 March 2020, consisted of the Chair, Treasurer, and Executive Director. It oversees the development of business plans and recommends the Annual Budget to the Board. It reviews progress through the management account and re-forecasting process, tightly monitors overheads and exerts rigorous control over all outlays. Being responsible for monitoring income delivery is an essential part of the discussions of the Finance Committee.

## **Management**

The operational running of the theatre company is delegated to the Executive Director. managing operations of the company, assessing progress against artistic, education and business plans. Communication within the company, and to the wider Habbit Factory community, is facilitated through face-to-face briefings (including staff and volunteer meetings), complemented by communications via email. It is important to document that the Habbit Factory's boasts a strong voluntary team who are vital to our work.



# The Organisation

## **Risk Assessment**

Systems of internal control within the Trust are designed to provide reasonable reassurance against material mis-statement or loss. These include:

- Strategic and operational plans and an annual budget
- Consideration of financial and non-financial results on a regular basis
- Identification and management of risks

The Board has overall responsibility for ensuring that risk is managed in a constructive and considered manner and judge that the systems currently established mitigate the major risks identified and are appropriate for the present size of the charity. The most significant risks affecting the Charity are liquidity and cash flow risk. The Finance Committee continues to monitor this aspect of the company's operations on behalf of the directors through review of management accounts and re-forecasting, particularly in relation to income.

## **Reserves Policy**

The Charity continues its commitment to build meaningful reserves. After diving into our reserves, due to the pandemic, we are now looking at ways to rebuild so that the Charity can meet unexpected shortfalls or cash flow difficulties. In the longer-term the Directors would wish to establish reserves of six months cover.

## **Financial report**

Page 10 details our draft accounts and report from the Treasurer. The final accounts are currently being prepared and will be subject to external audit.





# Chief Executive Report

Founded in 2004, The Habbit Factory's vision is for **creative expression for all** no matter of background, ability or affluence.

Working within the London Borough of Havering, our approach is built on the principles of inclusivity, which welcomes **everyone**. As the only organisation that supports disability arts in the borough and through a targeted network of partners; we are able to connect with individuals who often get overlooked within the community.

We do this because we believe art has the power to effect change. Evidence continues to suggest that the creative arts is one of the most powerful tools to bring people together, breaking down social and cultural barriers, whilst helping the most vulnerable to lead a fulfilling and dignified life.

Through programmes and activities facilitating education, theatre, participation, and professional training, The Habbit Factory breaks down barriers to inclusion and transforms wellbeing.

The Habbit Factory works with children and young people from ages 3 and above and adults of all ages. Our inclusive ethos means we welcome people from diverse backgrounds, and our community is made up of people from across all of society, including those experiencing social exclusion in mainstream environments for whom we provide additional support. These potential barriers to participation include: socio economic disadvantages, learning disabilities physical disabilities; illness and long-term medical conditions; sensory impairments; abuse and neglect; behavioural difficulties; mental health issues; being in the care system; and having caring responsibilities.





# Chief Executive report (continued)

## **A year - What a difference**

As a result of the impact of the COVID-19 pandemic, from March 2020 all of our services were closed until April 2021. Whilst the effects of the pandemic have been devastating to all it gave us time to re-evaluate the organisations core programmes, finances, board and beneficiaries. Since then The Habbit Factory has embraced a development strategy, supported initially by an Arts Council England Grant (ACE) which we received also in April 2021.

## **New Board**

With our founding board nearing their 8th year, 7/8 of the board members decided to step down in March 2021 leaving a fantastic new opportunity to recruit new trustees to support the developments. As well as covering individual areas such as fundraising, finance, legal etc, we were keen on representing our beneficiaries through our board. A year on into their tenure we now have specific roles delegated to board members leaning on their professional and personal experiences to enhance the organisations work and keep up with the governance of an ever growing charity.

## **Organisational development**

This word will forever be engrained in my mind. In my opinion no organisation should ever stop thinking about it! Through the grant we were able to bring in the knowledge and experience of development consultant Adam Gallacher. Since May 2022 him and I have looked at every area of the organisation, such as:

- Financial planning
- Strategic planning
- Core team
- Volunteering
- Programmes
- Fundraising - Including grant applications
- Income generation
- Risk register
- The organisations goals, mission and vision
- Theory of change

## **Core team**

This year has proved tough for the core team. With Hannah (choreographer) on maternity from October 2021 we were seeking cover. We welcomed a new creative, Kelly who since has become a vital part of the core team.

Through my work with Adam it became apparent that we needed more staff to support our current Membership cohort. In January we recruited another Hannah (H) as our SEN Inclusion Officer to support our volunteer programme, and the administration behind our membership programme.

Adam has also become a part of the core team. After the grant from ACE had finished, the board and I decided to lean on Adam's services until March 2022 to continue the work we have taken on.



# Chief Executive report (continued)

## **Strategies employed to achieve the charity's aims and objectives**

In pursuit of our charitable aims we have continued to reach our beneficiaries through focusing our work in the key strategic areas of Performances, Education & Outreach, Membership, volunteering and fundraising. Key activities and achievements are detailed below.

### **Performances**

The Habbit Factory offers, through its Membership programme, opportunities for children, young people and adult members to co-create theatre alongside our professional artistic staff, thus developing essential transferable skills for the future. During 2020-2021, our performance programme became online performances only. However, from September 2021 our newly found Infant group, along with our Junior and Senior group began the research & development of our next large scale production - The Last Resort. To be performed at the Queens Theatre in July 2022. The Last Resort tackling themes on climate change.

Our adults group are rehearsing 'Hallows Eve'. A production which they had prepared before the pandemic. This will be shown at the Myplace Centre in October.

Pantomime! Our annual Pantomime is back this year. We looked at the project from previous years and wanted to enhance it. This year we will be offering performance opportunities to our children's groups to perform alongside professional staff and volunteers. Thus creating a larger, inclusive cast. Every performance will be made to be a relaxed performance to ensure everyone from the community can access the performance regardless of their needs. The Pantomime will be 'Jack and the Beanstalk' and will be performed in December 2022.

We will continue to use performances to showcase our work, tackle inequalities and highlight our truly inclusive approach.

### **Membership Programme**

We re-opened our workshops from the pandemic in April 2021. Our artistic practise has always been to co-create with our young people but following a programme review we really wanted to hand the productions development to our Membership programme. Whether it be Infants, Juniors, Seniors or Adults Members, they are in control. This has lead to a positive review from Members and families alike with one child stating "I really feel like this is my show".

Within strategy development the core team and volunteers have been embedded through structures supporting the active contribution of Members in the creative decision making; a long term goal will see the introduction of a youth forum where Members thoughts and feeling will influence perspective at board meetings, regular strategy exploration sessions between Executives and Members representatives.

Key partnerships were developed this year with the Queens Theatre, the Myplace Centre, Rainham Royals Centre to continue workshops and performances with a greater emphasis on our young people.

# Chief Executive report (continued)

Between April 2021 and March 2022 our Membership programme worked with a total 217 beneficiaries. Of these, 87 identified as having an additional support need or were at risk within their community.

## **Education and Outreach Programme**

The Habbit Factory's Education and Outreach programme took on a huge overhaul during the pandemic including research into why we do it?

### **History**

In 2011, as our work with young people became increasingly recognised and championed, we were approached by several schools to support pupils exhibiting challenging behaviour and struggling to control and regulate their emotions. Our approach was different – a commitment to inclusivity meant bringing everyone together, bridging the divides and challenging stigma to understand and value the person. Promoting teamwork is at the heart of our work.

This led to the development of our Educational Programme – a partnership with 3 schools - a co-created drama model to support pupils who are struggling to find their place in the world, giving them agency to effect change in their life. The Habbit Factory has now expanded into different areas of the borough to deliver targeted a provision in some of the UK's most deprived schools. Many of the participants in this programme go on to our Membership programme where we offer a more longer-term provision outside of their school.

To date, we now run 7 regular Educational workshops in schools on a weekly basis and have begun to work with other schools, Broadford, Elm Park Primary and newly found charity partners FIG. Teachers and charity leaders praise our work, one stating that we managed to 'Bring alive' one of her students who was struggling to access the curriculum without our practical approach.

Between April 2021 and March 2022 our Education and Outreach programme worked with roughly 670 children aged between year 2 - year 6.

## **Volunteer Programme**

In 2021/22, 27 volunteers (Our Blue Tees) gave an estimated total of approximately 271 hours to The Habbit Factory. (This excludes hours given voluntarily by members of staff, families, trustees and membership.) When multiplied by the London Living Wage (£11.05/hr), an estimated minimum monetary value of £2,994 can be attributed to this service. In accordance with FRS102 and the Charities SORP (FRS 102), the economic contribution of volunteers is not recognised in the accounts. Volunteers support us across many areas of our work and are at the heart of the Habbit Factory community. The financial contribution of our Trustees was not calculated. The contribution of our volunteers is immeasurable beyond the hours they give, their energy, enthusiasm, dedication and goodwill are vital to The Habbit Factory. Our volunteers are a precious resource and enable us to deliver our programmes and activities for young people. We are truly indebted to them.

# Chief Executive report (continued)

## **Fundraising**

The Habbit Factory generates revenue through earned income from its charitable activities (performance receipts, membership subscriptions, education tuition and support fees).

Whilst working with Adam we recognised to sustain the organisation a fundraising overhaul was needed. Never before had we received funding grants and to support the growth and development we would need to change this instantly. We managed to gain the funds from ACE to go through developments but these funds would all be spent on the development project with no surplus. We then looked at the theory of change which supported us with writing our first grant to the Backstage Trust who supported us with an unrestricted £10,000.

Further applications to Charles S French and National Lottery secured funds to allow us to bring in another core team member who supports our Volunteering Programme and Membership Programme.

We have launched a Factory Friends scheme to search for individuals to support with donations regularly between £5-£15 monthly. This didn't land as well as we had hoped with 2 individuals supporting monthly.

Overall our fundraised income has risen from the previous year from £4203 - around 40k (figure tbc. An increase of 1005%.

Efforts to continue fundraising will only support The Habbit Factory's future growth. We would like to thank all of our donors throughout the year.

## **Future plans**

With the new boards feet firmly under the table and the organisations cash flow under control it is now time to start thinking about the future. By April 2023 we will produce a 3 year strategic plan including aims and objectives for each of our programmes. Whilst reaching further into the community is, and will always be vital. We want to ensure the connections we already have are made deeper therefore leaving a larger legacy on each individual that comes into contact with the organisation.

I cannot talk too deeply around aims and objectives but have bullet pointed some below:

- Increase the core teams capacity to support
- Increase volunteer experience and training
- Become a leading organisation within the inclusive arts world
- Enhance performance quality to bring in an outside audience
- To be representative of the local community

I'll finish where I started...a year - what a difference!





# Financials

## **Treasurer's report**

Following my update at the AGM in the summer, the accounts for the year ended 31st March 2022 have been finalised and audited.

Over the past financial year our focus has been both recovering the finances from losses in the past two years, as well as supporting the charity's growth referred to by the CEO above. I have included a summary of the previous 2 years' accounts, which due to lockdowns had combined losses over £20,000. I am therefore extremely pleased to report that the charity not only covered all costs in the past financial year, but also made a surplus over £14,000. Whilst some of this surplus will be reinvested in 2022/3 for the benefit of our members, it is appropriate that we also rebuild the capital reserves of the The Habbit Factory to ensure that we have resilience which, along with the CEO and Board, we have progressed as part of our 2022/3 budgeting.

The accounts show a substantial increase in income. Most of this increase came from successful Grant applications as well as some individual donations. As reported by the CEO, the Board approved investment in external consulting support, Adam Gallacher. I am normally a little sceptical of consultants but I have no hesitation in reporting this Adam's support has been extremely good value for money for our charity and his work with Lee has been a driving force behind most of the Grant awards, of course along with the many hours I know Lee put in himself.

The increase in staff costs is driven by formalising the current roles and the staff additions reported by CEO. Other expenses have not quite returned to 2020 levels but reflect that the charity's activities were rebuilt during 2021.

Overall, the approach for this year has been to rebuild and strengthen the financial position of the charity, whilst also investing in people to support growth of the charity for our members. Looking forward, my focus with the CEO and Board will be to continue this approach, whilst ensuring that our cost base is flexible enough to cope with any unexpected events.

Finally, I must add my thanks to Angela Boodhun, our Finance officer, who has done the hard work reconciling all of the banking and spreadsheet work – I am extremely grateful!

Tim Steel ACMA CGMA  
Treasurer



Section A

Independent Examiner's Report

Report to the trustees/  
members of

The Habbit Factory

On accounts for the year  
ended

31 March 2022

Charity no  
(if any)

1162418

Set out on pages

As per the attached accounts

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31<sup>st</sup> March 2021.

Responsibilities and  
basis of report

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of 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 Act.

Independent  
examiner's statement

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

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed:

Date:

23<sup>rd</sup> December 2022

Name:

Kaan Fehmi

Relevant professional  
qualification(s):

ACMA, CGMA

Address:

Cryalls House, Auckland Drive, Sittingbourne, Kent ME10 1HN

**The Habbit Factory**

**Unaudited Accounts**

**31 March 2022**

Registered Charity Number:  
1162418



## **The Habbit Factory**

### **Business Information**

#### **Trustees**

Kieran O'Callaghan  
Robert Lithgow (appointed 1 April 2021)  
Carron Beckwith (appointed 1 April 2021)  
Guleraana Mir (appointed 1 April 2021)  
Georgina Hart (appointed 1 April 2021)  
Owen Smith (appointed 1 April 2021)  
Tim Steel (appointed 1 April 2021)  
Tony Dance (resigned 1 May 2021)  
Teresa Orpin (resigned 1 May 2021)  
Suzanne Giles (resigned 1 May 2021)  
Barry Malcomber (non-executive trustee) (resigned 1 May 2021)  
Sean Wade (resigned 1 May 2021)  
Cleolah Springer-Clarke (appointed 27 May 2021)

#### **Accountants**

Fox Accountancy Limited  
144 Hall Lane  
Upminster  
Essex  
RM14 4AT

#### **Bankers**

NatWest  
Hornchurch Branch  
120/122 High Street  
Hornchurch Branch  
Essex  
RM12 4UL

#### **Registered Charity address**

3a Grange Road  
Romford  
Essex  
RM3 7DU

## The Habbit Factory

### Approval statement

We approve the accounts which comprise of the Profit and Loss Account, the Balance Sheet and the related notes. We acknowledge our responsibility for the accounts, including the appropriateness of the applicable financial reporting framework as set out in note 1, and for providing Fox Accountancy Limited with all information and explanations necessary for their compilation.



Tim Steel (Treasurer)



Robert Lithgow (Chair)

Date: 20th Nov 2022

**The Habbit Factory**  
**Profit and Loss Account**  
**for the year ended 31 March 2022**

	2022 £	2021 * £
<b>Income</b>		
Trusts and Foundation grants	40,977	-
Member programme donations	15,659	9,567
Educational programme fees	8,310	-
Corporate & Individual giving	3,921	-
Summer workshops	1,700	-
Tickets, events and challenges	1,882	-
Individual giving	-	-
Bank interest	1	4
	<u>72,450</u>	<u>9,571</u>
<b>Expenditure</b>		
Staffing and consultancy	47,259	14,600
Venue hire & expenses	5,653	155
Equipment, insurance & overheads	3,705	1,791
Performance costs	1,447	-
	<u>58,064</u>	<u>16,546</u>
<b>Surplus</b>	<u>14,386</u>	<u>(6,975)</u>

\*: The headings have been updated in 2022, see note 2 for mapping of 2021.



**The Habbit Factory**  
**Balance Sheet**  
**as at 31 March 2022**  
**Registered Charity Number: 1162418**

	2022 £	2021 £
<b>Assets</b>		
Trade debtors	-	-
Bank/building society balances	26,152	11,746
Cash in hand (Petty cash)	-	20
	<u>26,152</u>	<u>11,766</u>
<b>Liabilities</b>		
Trade creditors	-	-
	<u>-</u>	<u>-</u>
	<u>26,152</u>	<u>11,766</u>
<b>Net business assets represented by</b>		
Capital account:		
Balance at start of period	11,766	18,741
Net surplus	14,386	(6,975)
	<u>26,152</u>	<u>11,766</u>
<b>Surplus funds</b>		
Restricted expenditure	12,500	1,762
Unrestricted expenditure	13,652	10,004
	<u>26,152</u>	<u>11,766</u>

**The Habbit Factory**  
**Notes to the Accounts**  
**for the year ended 31 March 2022**

**1 Accounting basis**

The accounts have been compiled on an accruals basis that enables profits to be calculated in accordance with the provisions of FRS 102 and that provides sufficient and relevant information to enable the completion of a tax return.

**2 Accounting basis**

The headings within income and expenses have been updated in 2022. The mapping for the 2021 is as follows:

<b>Updated heading</b>	<b>2021 heading</b>	<b>2021 £</b>
	Voluntary subscriptions	1,009
	Donations	8,558
Member programme donations		<u>9,567</u>
	Management and development	14,600
Staffing and consultancy		<u>14,600</u>
	Hall rental	155
Venue hire & expenses		
	Equipment expenses	93
	Printing, postage and stationery	24
	Telephone	743
	Legalities	183
	Subscriptions	57
	Storage	691
Equipment, insurance & overheads		<u>1,791</u>

**The Habbit Factory**  
**Summary Profit and Loss Account**  
**for the year ended 31 March 2022**

This schedule does not form part of the statutory accounts.

	<b><u>2022</u></b>	<b><u>2021</u></b>	<b><u>2020</u></b>
<b><u>Income</u></b>			
Trusts and Foundation grants	£ 40,977	£ -	£ -
Member programme donations	£ 15,659	£ 9,567	£ 24,295
Educational programme fees	£ 8,310	£ -	£ 6,876
Corporate & Individual giving	£ 3,921	£ -	£ -
Summer workshops	£ 1,700	£ -	£ 1,100
Tickets, events and challenges	£ 1,882	£ -	£ 1,147
Individual giving	£ -	£ -	£ -
Bank interest	£ 1	£ 4	£ 34
<b><u>Total income</u></b>	<b><u>£ 72,450</u></b>	<b><u>£ 9,571</u></b>	<b><u>£ 33,452</u></b>
<b><u>Expenditure</u></b>			
Staffing and consultancy	£ 47,259	£ 14,600	£ 27,748
Venue hire & expenses	£ 5,653	£ 155	£ 11,034
Equipment, insurance & overheads	£ 3,705	£ 1,791	£ 6,455
Performance costs	£ 1,447	£ -	£ 2,476
<b><u>Total expenditure</u></b>	<b><u>£ 58,064</u></b>	<b><u>£ 16,546</u></b>	<b><u>£ 47,713</u></b>
<b><u>Profit / (loss) on activities</u></b>	<b><u>£ 14,386</u></b>	<b><u>£ (6,975)</u></b>	<b><u>£ (14,261)</u></b>



The Habbit Factory  
Summary Balance Sheet  
for the year ended 31 March 2022

This schedule does not form part of the statutory accounts.

	<u>2022</u>	<u>2021</u>	<u>2020</u>
<b><u>Assets</u></b>			
Trade debtors	-	-	£ 2,400
Bank/building society balances	£ 26,152	£ 11,746	£ 19,588
Cash in hand (Petty Cash)	£ -	£ 20	£ 20
	<u>£ 26,152</u>	<u>£ 11,766</u>	<u>£ 22,008</u>
<b><u>Liabilities</u></b>			
Trade Creditors	£ -	£ -	£ 3,268
	<u>£ -</u>	<u>£ -</u>	<u>£ 3,268</u>
<b>Net assets</b>	<u>£ 26,152</u>	<u>£ 11,766</u>	<u>£ 18,740</u>
<b><u>Net charity assets represented by:</u></b>	<u>2022</u>	<u>2021</u>	<u>2020</u>
Capital account:			
Balance at start of period	£ 11,766	£ 18,741	£ 33,002
Net surplus (deficit)	£ 14,386	£ (6,975)	£ (14,261)
	<u>£ 26,152</u>	<u>£ 11,766</u>	<u>£ 18,741</u>
<b><u>Surplus funds</u></b>			
Restricted expenditure	£ 12,500	£ 1,762	£ 18,741
Unrestricted expenditure	£ 13,652	£ 10,004	£ -
	<u>£ 26,152</u>	<u>£ 11,766</u>	<u>£ 18,741</u>