

**DOORWAY**

Advice | Support | Accommodation



## Doorway

Report and Financial Statements for the year ended 31 March  
2023

Registered Charity number 1176552

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## Report of the Trustees

The Trustees of Doorway ("the Charity") have pleasure in presenting their report and financial statements for the year ended 31 March 2023. The trustees confirm that the financial statements comply with the Charities Act, the Charity's Constitution 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 (FRS102) (effective 1 January 2019).

## REFERENCE AND ADMINISTRATIVE INFORMATION

### Trustees:

|                        |            |
|------------------------|------------|
| Lesley Nelson          | Chair      |
| Jim Crawshaw           | Vice-Chair |
| Lynn Payne             | Treasurer  |
| Susan Pearson          | Secretary  |
| Frances Wilkins        |            |
| Goriola O Sonola, FCCA |            |
| James Westley          |            |
| Nigel Smith            |            |

All Trustees have been in position since registering as a Charity on 8 January 2018 except for Nigel Smith who was appointed on 21 July 2021.

### Senior Staff Member(s)

|                 |                         |
|-----------------|-------------------------|
| Carol Gallagher | Chief Executive Officer |
|-----------------|-------------------------|

**Charity Number: 1176552**

### Registered Office:

25 – 27 Dugdale Street  
Nuneaton  
Warwickshire  
CV11 5QJ

### Independent Examiner:

SFB Group Limited  
Chartered Accountants  
Manor Court Chambers  
Townsend Drive  
Nuneaton  
Warwickshire  
CV11 6RU

### Bankers:

Barclays Bank plc  
Leicester  
LE87 2BB

## **Report of the Trustees (continued)**

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing Document**

Doorway is constituted as a 'foundation model' Charitable Incorporated Organisation (CIO) dated 20<sup>th</sup> December 2017. The Constitution which establishes the charitable objects was registered with the Charity Commission on 8<sup>th</sup> January 2018.

Previously, Doorway was an unincorporated registered charity since 1997. A Business Plan objective led Trustees to undertake a strategic review of the charity's status and options. Becoming a CIO has enabled Doorway to have a robust constitution which is more relevant to current operational practice whilst also providing improved protection for Trustees.

#### **Recruitment and Appointment of Management Committee**

The Trustees who have served during the year are set out on page 3. The Management Committee comprises of Trustees and advisors who meet on a bi-monthly basis. This is augmented with sub-group meetings that cover other operational matters such as Finance and Quality Assurance and any other operational matters as deemed necessary. Sub-groups report to the full Management Committee of 11 members (8 Trustees and 3 advisors). Virtual and hybrid meetings were held during this reporting period. Doorway has a Young People's Group and a representative attends Management Committee meetings to report on activities and to contribute where possible. In accordance with the Constitution, the first charity Trustees were elected for periods of 2 to 4 years and any subsequent Trustees are appointed for a period of three years.

A skills audit of Management Committee members takes place periodically to allow Doorway to identify skill shortages and enable appropriate replacements. A Business Plan objective is to recruit new Trustees on an ongoing basis until the maximum permitted is reached.

#### **Trustee Induction and Training**

Potential Trustees spend time with the Chief Executive Officer (CEO) to find out more about Doorway prior to being appointed. They also attend a Management Committee meeting as an advisor to find out more about the role of a Trustee. Some Trustees are former advisor members. All necessary paperwork, such as Trustee declaration and skills audit are completed by prospective Trustees. They are also given a job description, person specification and made aware of personal liability responsibilities of Trustees as part of the induction process. It was agreed that most of this could be done electronically and by scanning documents if necessary.

Opportunities to attend relevant Trustee training are reported to Management Committee meetings and by email. Suitable training is provided as required using local resources such as Warwickshire CAVA. Trustees use the Charity Commission website for guidance and receive their email newsletters to maintain their awareness of current voluntary sector topics.

#### **Organisational Structure**

Management Committee is responsible for the strategic direction and policy of Doorway. The Committee has members from a variety of backgrounds such as The Skills Funding Agency, Local Authority Housing Departments, higher education sector, foster carer, and voluntary sector. There is a broad mix of skills on the Management Committee and experience of working with young people is supplemented by knowledge of the voluntary sector, financial management, health and safety,



## **Trustees' Annual Report (continued)**

safeguarding, housing legislation and personnel management. The CEO also sits on the Committee but has no voting rights.

Day to day responsibility for the provision of services and achieving objectives rests with the CEO. The CEO also ensures that the team continues to develop relevant skills and that working practices are in line with good practice and legislation. All employees of Doorway undergo an enhanced DBS check and participate annually in training via the local Safeguarding Board. Management Committee and volunteers are DBS checked depending upon their role and whether they will be spending time alone with our beneficiaries. Volunteers provide essential support to the wider team in all areas of work and can also access relevant training. All training during this period was provided via webinars or virtual meetings.

### **Related Parties**

Doorway is guided by both local, regional and national policy in pursuance of Doorway's objects and seeks to influence social policy where it is relevant to do so. At a national level it can be difficult for small charities to have a big influence therefore Doorway is a member of national organisations, such as Homeless Link and Centrepont and attends regional meetings.

At a local level Doorway continues to be a member of statutory and voluntary groups which meet regularly. This means we can contribute to local policies, maintain an awareness of current local issues and ensure links within the local community remain intact. Doorway has contracts, partnership agreements and service level agreements with statutory and voluntary organisations to help meet the needs of beneficiaries.

### **Risk Management**

The Trustees examined the major strategic, business and operational risks which Doorway faces and confirmed that systems have been established to enable regular reports to be produced so that necessary steps can be taken to lessen the risks. A Business Risk Management Plan is in place and is reviewed as necessary, otherwise annually in October.

Internal control risks are minimised by the implementation of procedures for authorisation of all financial transactions. Procedures are in place to ensure compliance with health and safety of staff, volunteers, young people and visitors.

## **OBJECTIVES AND ACTIVITIES**

### **Overview**

The objects of Doorway in accordance with our constitution are:

"To relieve hardship, need and distress among young people in the County of Warwickshire and surrounding counties (including specifically the areas covered by Coventry City Council; Tamworth Borough Council; Lichfield District Council; Hinckley & Bosworth Borough Council; Birmingham City Council and East Staffordshire Borough Council), in particular those between 16 and 25 years who are homeless or threatened with homelessness."

## Report of the Trustees (continued)

The main objectives for the year are shaped by the strategic aims of Doorway's Business Plan and are reviewed annually. Our current Business Plan was agreed from November 2022 with a clearer strategic/operational split. Our vision and mission statements and our aim and objectives reflect that at the heart of Doorway's work is an ethos and commitment to work with each young person individually to meet their specific need.

### Doorway Vision & Mission statement:

- Our vision is to prevent youth homelessness and minimise its impacts by ensuring that all young people have a safe and secure place to live, a productive fulfilling purpose, positive relationships with others and good health to enjoy them.
- Our mission is to give homeless young people a future through advice, accommodation options, support and life skills development.
- Our aim is to make sure that vulnerable, homeless young people can look forward with optimism, raise their aspirations and improve their quality of life.

### Doorway's Business Plan Objectives:

- To prevent youth homelessness and the exclusion that embeds it.
- To increase access to safe and secure accommodation for young homeless people to alleviate homelessness and exclusion.
- To promote a personalised approach to young people's housing and personal development needs.
- To influence policy that affects homeless and excluded people.

Doorway looks to achieve its strategic aims by working in partnership both formally and informally with many organisations in order to provide a wide range of options for young people. There are three distinct services which help young people in different ways: Advice, Support and Wellbeing. These have been developed as appropriate to meet the young people's changing needs as identified by them and details of all services can be found on Doorway's website.

### Summary of the main activities undertaken for the public benefit

#### Advice Service

The Advice Service is the first point of contact for all young people accessing Doorway's services either at the Drop-in Centre or at outreach sessions around the County. Many young people on our waiting list are living a transient lifestyle, going between extended family and friends for two or three nights at a time and can be described as the 'hidden homeless.' This service undertakes the following activities:

- Referrals: these are received from a wide variety of organisations, self-referrals account for 53% of referrals received. Referrals and signposting to other organisations create more options for young people, although there are fewer organisations now due to changing commissioning processes.
- Outreach sessions for young people: to improve accessibility to the service, particularly in rural areas and to meet increased demand. Many outreach venues are used across the county on an ad hoc basis at local Council offices, colleges, cafes and in their current home.
- Advice to young people: this is mostly around housing and welfare benefit issues. Advocacy and other advice on various topics is also given as required.

## Trustees' Annual Report (continued)

- Prevention & Mediation: crucial to remain in original home if possible or retain tenancies.
- Providing emergency accommodation via seven units of accommodation called "Tom's Place" funded by Tom's Fund in the areas of Nuneaton, Stratford upon Avon, Atherstone and Rugby: Intensive support is provided by working with them to address their housing and income situation and find them long term secure accommodation.
- Financial Capability training: helping young people to budget efficiently and be able to better manage their money delivered by Money Advice Trust trained advisors.
- Maintains Doorway's waiting list: for supported and supportive accommodation and/or support.
- Delivers New Home Workshops: to understand what is entailed in managing a tenancy and living independently.
- Manages our rent account system: we receive rent payments, Universal Credit and Housing Benefit to pay to private landlords and to cover our intensive housing management costs.
- Volunteer management.
- Support young people whilst on the waiting list: low level support is given to young people regarding benefits, alternative accommodation and resolving tenancy issues if threatened with homelessness by a landlord.

**Statistics:** In 2022/23 the Advice Service received 389 referrals and 53% of these were self-referrals. The main reason for homelessness was being evicted by parents and 84 referrals were for 16–17-year-olds. 83 young people participated in our New Homes Workshops either in group or individual sessions.

**Quality:** The Advice Service was awarded with the Advice Quality Standard in February 2023 following an external audit by the Recognising Excellence and remains current for a period of 2 years.

**Funding:** Warwickshire County Council, Nuneaton & Bedworth Borough Council and smaller grants all partially funded different aspects of the Advice Service during the accounting period.

### Support Service

The aim of this service is to work with young people to overcome adverse childhood experiences, to maintain their tenancies, develop independent living skills and avoid repeat homelessness. To achieve this, the following activities are undertaken:

- Referrals: these are received via Doorway's Advice Service for support in Doorway, private landlord, local authority or registered social landlord accommodation.
- Doorway and private landlord accommodation: Doorway encourages young people in this accommodation to work closely with other organisations and landlords to maximise tenancy sustainment.
- Move in: starter packs provided (from donations); setting up home; help understanding the basic rights and obligations of tenancies; how to set up and maintain utilities and explanation of various types of bill payment.
- Support discussion: this is led by young people and includes accommodation issues; budgeting, education, staying safe, training and work; social skills, energy efficiency, emotional well-being and accessing healthcare provision. This is key to developing trusting relationships which may have been missing previously in their lives whilst simultaneously understanding their individuality.
- Support plan: this is developed jointly with the young person using the Homeless Outcomes Star (HOS). This helps to raise aspirations and maximise their opportunity to achieve their goals.
- Support and guidance during transitional or difficult periods and on-going support where necessary.
- Referral to counselling and care services.

## Report of the Trustees (continued)

- **Positive outcomes:** Once settled in accommodation young people can start to think about other areas in their lives. This includes activities such as Jobwise, our employability course which helps them explore the barriers that young people face when trying to find employment. Some help out at fundraising events which improves confidence in their localities. Working in groups helps to develop their own social network with peers.
- **Partnership working:** Support Workers maintain strong links with other organisations, such as training providers, Children's Services, Probation, CAB, Job Centre Plus, Housing Departments, Linking Futures, National Careers Service, Colleges, Princes Trust, drug counselling services, alcohol and mental health services. This helps to provide a range of resources so that young people can move on positively in their lives.
- **Move on:** Support Workers work with young people to agree indicators that they are living independently and ready to move on (e.g. property cleanliness, regular rent payments, positive activities and effective budgeting.) This is also shown by the HOS and young people achieve realistic goals they have set for themselves.

**Statistics:** In 2022/23 a total of 122 young people were with our Support Service. This figure reflects inward and outward movement. Of the 59 young people leaving the service, 81% moved on in a positive way by reconciling and returning to live with family or sustaining move-on accommodation. At the end of March 2023 Doorway was supporting 62 young people.

**Quality:** Doorway is sub-contracted by St Basils to deliver part of Warwickshire County Council's floating support contract and is compliant with contract quality requirements.

**Funding:** St Basils (Service Level Agreement), Sheldon Trust and small grants all funded different aspects of the Support Service.

### Wellbeing Service

This service is aimed at raising awareness of youth homelessness, preventing repeat homelessness, developing independent living skills and increasing health and wellbeing. Our many projects include:

- **Young People's Group (YPG):** this group meets monthly and alternates between activities and planning meetings. The group provides peer support for young people who may be socially isolated and not have the financial resources to participate in social activities.
- **Lifewise Skills Programme:** administered by Centrepoin for use by their partners and accredited by AQA. On completion of the Lifewise Course young people have a legacy of skills, knowledge, social resilience and contacts that enable them to continue growing and maturing as they become young adults, able to sustain a tenancy, be economically independent and be healthy and active as young citizens in their communities.
- **Jobwise:** weekly employability sessions held with DWP Job Coach and includes AQA modules.
- **Cooking Sessions:** teaching young people on low incomes to shop for and cook healthy food.
- **Steps to Independent Living (STIL):** Course for young people leaving care to develop new skills.
- **Healthwise:** weekly sessions which aim to improve physical, mental and sexual health, can include workshops, invited guests and a safe space to talk.
- **Gardening sessions:** part of Healthwise and aims to improve both physical and mental health and teach young people new skills.
- **Youth Homelessness Prevention Programme:** this is delivered in local secondary schools upon request. The Programme raises an awareness of homelessness issues, explores the difficulties of living alone and pupils know where to go if they are experiencing problems.
- Any projects identified by young people during YPG or other feedback to improve wellbeing.
- Initially we undertook one to one sessions and held virtual meetings but as lockdowns eased we resumed group activities.

## Report of the Trustees (continued)

- Encouragement to volunteer at various fundraising events held.

**Statistics:** There were 85 Lifewise modules accredited to 76 young people during 2022/23. 18 young people participated in Jobwise and there were 256 attendees (113 unique) at our various activities above as well others such as Energywise, Christmas meal and Money Matters.

**Quality:** Doorway holds Warwickshire's Gold Award for Involvement. Doorway also holds Young People First's Gold Award for Quality Assurance.

**Funding:** WCC, Western Power and small grants contributed to funding for this service.

### Property Services

Doorway bought its first property, Watkins House, in Nuneaton which is a 3 bedroom house and was let for the first time at the beginning of March 2021. Doorway also provides accommodation to young people through our rent-to-rent scheme. This enables us to work towards improving accommodation above the minimum standards used by landlords and to provide essential items such as washing machines and vacuum cleaners. We continue to work with private landlords who are willing to accommodate young people on the understanding that they will be advised on maintaining their tenancies by our Support Service. This scheme is informally managed and to provide supportive accommodation for young people who are in employment where possible. Property Services key activities are:

- Regular safety inspections are undertaken for all properties in addition to HMO requirements.
- Void management.
- Repairs management.
- Liaising with landlords to set up new properties.

**Statistics:** Units of accommodation are 3 in Watkins House, 53 rent to rent scheme, 7 informally managed.

**Quality:** Houses in Multiple Occupation (HMO) are inspected by local authorities to ensure standards are attained. None of the properties Doorway uses currently require HMO licences.

**Funding:** Small grants and intensive housing management costs through housing benefit contributed to the funding of this service. Small grants enabled the purchase of some white goods.

### Partnership Working

There are strong partnership links with other organisations and this helps to maintain an awareness of current trends. Other examples of partnership working to benefit young people have been referred to in the 'Related Parties' section.

### Public Benefit

Trustees have regard to the Charity Commission's general guidance on public benefit and are satisfied that we provide considerable public benefit. The objectives in our Business Plan support the charity objectives of our governing document and aim to tackle the causes and consequences of youth homelessness.

The Trustees consider that the activities of Doorway (described throughout) provide benefit to homeless young people in Warwickshire. Many factors can impact on homelessness and by providing individually focused opportunities this minimises the likelihood of repeat homelessness in future. The board of Trustees regularly monitors and reviews the Charity's success in meeting its objectives and confirms that the activities of Doorway described in this document are undertaken in pursuit of its aims.



## **Report of the Trustees (continued)**

### **Grant Making**

Doorway does not make grants to beneficiaries or other charities.

### **Social Investment**

Doorway Trustees had a social investment loan in accordance with Business Plan objectives with a view to improving sustainability which ended in 2021. A further successful application was made to Homeless Link in January 2020 which enabled the purchase, refurbishment and equipping of Watkins House.

### **Volunteers**

Doorway worked with 50 volunteers during 2022/23 (36: 2021/22) providing 1,755 hours (1,631: 2021/22) of support to the staff team. We were delighted that our statistics include 4 former young people who returned to help Doorway as well as 4 current young people assisting at fundraising activities. The volunteer hours are valued at £18,287 (£14,532: 2021/22) to our charity which was brilliant.

During this reporting period our volunteers provided much needed support with office services, particularly as receptionists in our drop-in centre and some undertook admin tasks. Other activities included helping with fundraising activities, DIY and gardening in properties and processing the numerous donations that we continued to receive, particularly food, to help our young people. Student placements were office based to work on specific admin tasks.

The total volunteer figure does not include corporate volunteers or members of the Management Committee who provide their time, expertise and technical know-how on a voluntary basis.

### **Achievements & Performance**

Summary of the main achievements during the period

The Advice Service received 389 referrals and 53% of these were self-referrals where many young people had heard of Doorway from their peers. Evaluations show that 68% did not feel confident about their future housing situation when they first contacted the service. After speaking to an advisor 73% were confident about it with only 1% still not feeling confident. 98% would recommend Doorway to their peers and 96% felt listened to by their advice worker.

122 young people received support. Of the 59 young people who moved on, 81% did so in a positive way and maintained independent living successfully. 86% of those with the Support Service for more than 6 months moved on positively. 72 out of 73 young people felt that support sessions were flexible to meet any changes in circumstances, 95% felt their support worker helped them to deal with previous problems and 94% of them felt listened to.

Doorway's Health and Wellbeing Worker manages Lifewise where 85 AQA accreditations were awarded across a range of modules including Energywise, Emotional Awareness and CV Writing. She manages the Steps to Independent Living course for young people to help them prepare for when they leave care. She also co-ordinates Jobwise which aims to help the long-term unemployed and can be delivered by all front line staff. This has included joint working with a DWP Job Coach and the Severn Trent Academy. Activities had 256 attendees of which 113 were unique individuals.

Our open-access drop-in centre has facilities for young people which includes a shower, clothing, laptops for job and property searches or a safe space to sit and chat with the volunteers and staff.

## **Report of the Trustees (continued)**

We were extremely thankful to receive regular weekly food donations for distribution to young people through Neighbourly. This was particularly helpful with cost of living increases and a grant from Warwickshire Welfare helped us to ensure that young people were able to heat their homes.

A grant from Western Power enabled us to provide social isolation activities which were attended by 63 young people such as Wellbeing Days and Healthwise. This offered peer support as well as one to one time with the Health and Wellbeing Worker if preferred.

Doorway continued to work towards our objective to diversify our income sources to improve sustainability. We received many donations throughout the year especially in the lead up to Christmas which enabled us to provide all of our young people with brilliant Christmas hampers which included food items, gifts and toiletries.

We had excellent corporate support and were very pleased with our newly decorated drop in centre thanks to the Coventry (Building Society) and Wates who undertook remedial works at one of our properties to improve young people's living environment.

### **Performance against objectives set**

Doorway's new business plan was adopted with effect from November 2022 for a 3 year period rather than the original plan for 5 years due to the constantly changing external environment. If appropriate it can be extended after 3 years. The new plan makes a clearer distinction between the strategic and the operational and was developed using feedback from internal and external stakeholders.

Doorway's objectives are set through the Business Plan and performance is reported to each Management Committee meeting and thus monitored every two months as well as annually. The objectives also link to outcomes in accordance with grant awards. The statistics recorded earlier in this report all exceed our Business Plan objectives for direct work with our beneficiaries.

An ongoing objective to improve our rent to rent accommodation to make it more homely for young people has been achieved. We identified different fundraising opportunities as events post covid were reinstated in 2022 and we undertook a second Crowdfunder which achieved over £8,000.

### **Performance of fundraising activities against objectives set**

Within the Business Plan there is a separate Fundraising Strategy with an aim of diversifying sources of income so that our existing work is sustained and to allow for growth of new services for homeless young people. Through rent to rent, Doorway has received previously uncovered costs of managing properties thus reducing the reliance on grants for this service. However, some of this income was also used to improve and maintain standards in shared houses. Doorway is registered with the Fundraising Regulator.

Our Marketing Strategy has maintained last year's increase in social media activity and online donations. Our budget forecast at the start of the year included a prudent amount within the income budget for donations and income from fundraising events which was achieved.

The external funding environment for charities is extremely competitive and we continue to apply for grants where possible. Our 3 year grant from the Henry Smith Charity was appreciated and ended in October 2022. We were delighted to meet a trustee from the Sheldon Trust who have been supporting Doorway through a 3 year grant since 2021. We were successful with an application to the National Lottery Community fund which starts from April 2023.

## **Trustees' Annual Report (continued)**

### **Financial Review**

Review of the charity's financial position at the end of the period

Doorway's financial position exceeded expectations at the beginning of the period partly due to staffing costs being lower as there were recruitment difficulties for maternity leave cover and replacing a member of staff who had retired.

Our largest income source was through rental income and other sources included large and small grants, fundraising, donations, service level agreements and contracts.

Trustees have reasonable expectations that Doorway has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements.

### **Doorway's policy on reserves**

It is the policy of Doorway to build unrestricted funds, which are the general reserves of Doorway in order to provide a buffer to meet unforeseen operational requirements. Reserves are also needed to cover emergency repairs to rented premises, to cover operating costs in the event of a winding up, redundancy and to cover any potential loss of income sources. The Management Committee has examined Doorway's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by Doorway should be between 3 and 6 months of budgeted expenditure. The trustees consider that this level will provide sufficient funds to respond to applications for grants and ensure that there are also sufficient funds available to cover support and governance costs. The Management Committee has also considered the extent to which existing activities and expenditure could be curtailed, should such circumstances arise.

### **Designated Funds**

Doorway's designated continuation reserves figure of a minimum of £225,640 is held to allow between 3 to 6 months operating costs in accordance with the Charities Commission recommended practice. This includes paying staff salaries and calculations for redundancy payments. Other funds have been designated to maintain our property, for specific project work to provide equipment for gardening and employability skills.

### **Plans for the Future**

Doorway seeks to continually review and improve services in the most appropriate way to meet the changing needs of young people. Doorway will continue to work with partner organisations to ensure that as many options as possible are available to meet the needs of vulnerable young people. We have a fantastic workforce, both paid and voluntary, making contact and building trusting relationships with homeless young people to help them overcome challenges in their lives.

Doorway will focus upon the following areas to meet Business Plan objectives during the forthcoming year:

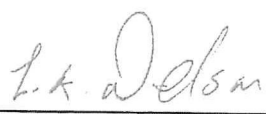


### Trustees' Annual Report (continued)

- A task and finish sub-group of Committee members and staff will develop a property strategy for all aspects of accommodation used, including office space.
- Continue to improve and raise standards in all accommodation used by Doorway involving young people in making decisions about their living environment.
- Doorway will continue to explore alternative methods to diversify income and fundraising remains an essential source of income.
- Volunteers are an integral part of Doorway and during the year have provided an invaluable resource in many of our service areas. We will encourage young people into volunteer activities in their local communities.
- Doorway will seek to appoint a deputising role to the CEO with fundraising duties as part of succession planning for retirement.

All of Doorway's plans aim to maintain and improve existing services, with an emphasis on quality processes, young people's feedback and ensuring public benefit.

Signed on behalf of Doorway's Trustees:

Signed  Dated 9/9/23

Lesley Nelson, Chair of the Trustees

## **Statement of Trustees' responsibilities**

The Trustees are required to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of the surplus or deficit incurred by the Charity for that year. In preparing those financial statements the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue to exist.

The Trustees have overall responsibility for ensuring that the Charity has an appropriate system of controls, financial and otherwise.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the Charity and to enable them to ensure that the financial statements comply with the Charities Act 2011.

They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities and to provide reasonable assurance that:

- the Charity is operating efficiently and effectively;
- its assets are safeguarded against unauthorised use or disposition;
- proper records are maintained and financial information used within the Charity or for publication is reliable;
- the Charity complies with relevant laws and regulations.

## Independent Examiner's Report to the Trustees of Doorway

We report to the trustees on my examination of the accounts of Doorway ('the Charity') for the period ended 31 March 2023 which are set out on pages 16 to 28.

### Responsibilities and basis of report

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

We report in respect of my examination of the Charity's accounts carried out under section 145 of the 2011 Act and in carrying out my examination we have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act.

### Independent examiner's statement

We have completed my examination. We can 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:

- 1) accounting records were not kept in respect of the Charity as required by section 130 of the 2011 Act; or
- 2) the accounts do not accord with those records; or
- 3) the accounts do 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.

We 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 \_\_\_\_\_

26/09/2023

Dated \_\_\_\_\_

SFB Group Limited  
Chartered Accountants  
Manor Court Chambers  
Townsend Drive  
Nuneaton  
Warwickshire  
CV11 6RU

## Statement of financial activities (incorporating an income & expenditure account)

|   |       | Unrestricted<br>funds | Restricted<br>funds | Total          | Total             |
|---|-------|-----------------------|---------------------|----------------|-------------------|
|   |       | £                     | £                   | £              | £                 |
|   | Notes | 2023                  | 2023                | 2023           | 2022              |
| <b>Income:</b>                          |       |                       |                     |                |                   |
| Donations and legacy                    |       | 39,777                | -                   | 39,777         | 40,764            |
| Charitable activities                   | 2     | 671,960               | 74,016              | 745,976        | 693,827           |
| Other trading activities                |       | -                     | -                   | -              | -                 |
| Investment                              |       | 630                   | -                   | 630            | 29                |
| Other                                   |       | -                     | -                   | -              | -                 |
| Gift in kind                            | 3     | 10,045                | -                   | 10,045         | 10,924            |
| <b>Total Income</b>                     |       | <b>722,412</b>        | <b>74,016</b>       | <b>796,428</b> | <b>745,544</b>    |
| <b>Expenditure:</b>                     |       |                       |                     |                |                   |
| Raising funds                           |       | 332                   | 14                  | 346            | 721               |
| Charitable activities                   |       | 712,308               | 74,101              | 786,409        | 753,725           |
| Other - Gift in kind                    |       | 10,045                | -                   | 10,045         | 10,924            |
| <b>Total Expenditure</b>                | 4     | <b>722,685</b>        | <b>74,115</b>       | <b>796,800</b> | <b>765,370</b>    |
| <b>Net income/(expenditure)</b>         |       | <b>( 273 )</b>        | <b>( 99 )</b>       | <b>( 572 )</b> | <b>( 19,826 )</b> |
| <b>Total funds brought forward</b>      |       | <b>407,102</b>        | <b>-</b>            | <b>407,102</b> | <b>426,928</b>    |
| Transfers between funds                 | **    | ( 99 )                | 99                  | -              | -                 |
| <b>Other recognised gains/(losses):</b> |       | <b>-</b>              | <b>-</b>            | <b>-</b>       | <b>-</b>          |
| <b>Total funds carried forward</b>      | 14    | <b>406,730</b>        | <b>-</b>            | <b>406,730</b> | <b>407,102</b>    |

**\*\*Transfers** - includes small under/over spends which are absorbed by the general funds.

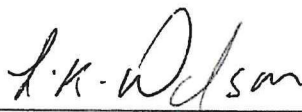
Doorway Annual Report and Financial Statements  
For the year ended to 31 March 2023

## Balance sheet

|                                     | Note | 2023<br>£ | 2022<br>£ |
|-------------------------------------|------|-----------|-----------|
| <b>Fixed assets</b>                 |      |           |           |
| <b>Tangible assets</b>              |      |           |           |
| total fixed assets                  | 7    | 138,087   | 142,489   |
| <b>Current assets</b>               |      |           |           |
| Debtors                             | 8    | 46,718    | 42,615    |
| Cash at bank and in hand            |      | 276,471   | 295,878   |
| total current assets                |      | 323,189   | 338,493   |
| <b>Liabilities</b>                  |      |           |           |
| <b>Creditors:</b>                   |      |           |           |
| amounts falling due within one year | 9    | (41,682)  | (36,833)  |
| <b>Net current assets</b>           |      | 281,507   | 301,660   |
| <b>Creditors:</b>                   |      |           |           |
| amounts falling due after one year  | 10   | (12,863)  | (37,046)  |
| <b>Net assets</b>                   |      | 406,731   | 407,103   |
| <b>The funds of the charity</b>     |      |           |           |
| Unrestricted income funds           | 11   | 207,972   | 207,365   |
| Designated                          | 11   | 198,759   | 199,738   |
| Restricted income funds             | 11   | -         | -         |
| total funds                         |      | 406,731   | 407,103   |

The accompanying accounting policies and notes form part of these financial statements.

Approved by the Trustees and signed on their behalf by:

Signed  Dated 09/09/2023

Lesley Nelson, Chair of the Trustees

## Notes to the accounts

### 1. Accounting policies

#### **Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2019) – (Charities SORP (FRS102)) and the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102). The Charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

Doorway meets the definition of a public benefit entity under FRS102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note.

#### **Preparation of the accounts on a going concern basis**

The financial statements have been prepared on a going concern basis which assumes that the Charity will continue to operate. The validity of this assumption is dependent upon the continuance of support from the Charity's key grant funders and in response to the progress made by the Charity in pursuing a viable budget including the obtaining of further grants and other funds. The Charity's current business plan shows that the Charity will be able to operate in the foreseeable future. Based on this understanding, the trustees believe that it remains appropriate to prepare the financial statements on a going concern basis. The financial statements do not include any adjustments, which would result from the basis of preparation being inappropriate.

#### **Recognition of income**

These are included in the Statement of Financial Activities (SoFA) when:

- the Charity becomes entitled to the resources;
- it is more likely than not that the trustees will receive the resources;
- the monetary value can be measured with sufficient reliability.

#### **Gifts and donated goods**

Donated goods are measured at fair value (the amount for which the asset could be exchanged) unless impractical to do so.

#### **Resources expended**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the Charity to the expenditure. All expenditure is accounted for on an accrual's basis. Resources classified under headings that aggregate all costs related to that category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with use of the resources. In particular, where members of staff are involved in charitable work, fund raising and administration, salary and related costs have been apportioned between these activities on a basis consistent with the use of these resources.

## Notes to the accounts (continued)

### Governance costs

All costs involving the public accountability of Doorway and its compliance with regulation and good practice. These costs include costs related to statutory audit and legal fees together with an apportionment of overhead and support costs.

### Fundraising

Public fundraising is undertaken through activities in the local community to raise awareness as well as generate income. Doorway makes grant applications to ensure continuation of services. There are no commercial partnerships or professional fundraisers involved with Doorway.

### Depreciation

Depreciation is calculated to write down the cost or valuation, less estimated residual value, of all tangible fixed assets with a cost exceeding £300 over their expected useful lives on a straight-line basis.

The rates applicable are:

|                              |     |
|------------------------------|-----|
| Fixtures & fittings          | 20% |
| Office equipment & computers | 33% |

### Fund accounting

Details of the nature and purpose of each fund are set out in note 13.

When a grant or donation is given to Doorway for a specific purpose, then those funds are treated as restricted funds. All expenditure incurred during the period relating to those specific purposes are charged to that account, and all monies unspent at the end of the period are carried forward as restricted funds.

### Leasing

Rentals payable under operating leases are charged against income on a straight-line basis over the lease term.

### Pension costs

Doorway pays contributions towards defined contribution pension schemes for its staff. The contributions are paid to pension providers nominated by each member of staff. The contributions are charged to the Statement of Financial Activities in the same period as the respective salary.

### VAT

Irrecoverable VAT is included in the cost of those items to which it relates, in accordance with standard accounting practice.

### Taxation

As a registered Charity no provision is considered necessary for taxation.



## Notes to the accounts (continued)

### 2. Income charitable activities

|   | 2023<br>Unrestricted<br>funds | 2023<br>Restricted<br>funds | 2023<br>Total<br>funds | 2022<br>Total<br>funds |
|---|-------------------------------|-----------------------------|------------------------|------------------------|
|   | £                             | £                           | £                      | £                      |
| <b>Contracts</b>                        |                               |                             |                        |                        |
| St Basils                               | 96,883                        | -                           | 96,883                 | 95,983                 |
| Nomad HR for helping YP into employment | -                             | -                           | -                      | 590                    |
| WCC Independent Living Skills           | -                             | -                           | -                      | 1,682                  |
|   | <u>96,883</u>                 | <u>-</u>                    | <u>96,883</u>          | <u>98,255</u>          |
| <b>Large grants</b>                     |                               |                             |                        |                        |
| BBC Children in Need                    | -                             | -                           | -                      | 19,085                 |
| Lloyds Bank Foundation                  | -                             | -                           | -                      | 14,000                 |
| Nuneston & Bedworth Borough Council     | -                             | 10,000                      | 10,000                 | 10,000                 |
| Henry Smith                             | -                             | 28,750                      | 28,750                 | 54,100                 |
| Sheldon Trust                           | -                             | 10,000                      | 10,000                 | 10,000                 |
| Western Power Grant                     | -                             | 7,700                       | 7,700                  | 8,520                  |
| Homeless Link - Social Improvement      | -                             | -                           | -                      | -                      |
|   | <u>-</u>                      | <u>56,450</u>               | <u>56,450</u>          | <u>115,705</u>         |
| <b>Small grants</b>                     |                               |                             |                        |                        |
| HSBC Grant                              | -                             | 4,775                       | 4,775                  | 4,185                  |
| Warwick County Hardship fund            | -                             | 7,113                       | 7,113                  | 8,310                  |
| Warwick County                          | -                             | 2,500                       | 2,500                  | 4,999                  |
| WCC Caring for ourselves                | -                             | -                           | -                      | 585                    |
| Baron Davenport's Charity               | -                             | 1,500                       | 1,500                  | 1,500                  |
| Tesco Grant                             | -                             | 1,500                       | 1,500                  | -                      |
| Other                                   | -                             | 178                         | 178                    | 1,620                  |
|   | <u>-</u>                      | <u>17,566</u>               | <u>17,566</u>          | <u>16,199</u>          |
| <b>Other</b>                            |                               |                             |                        |                        |
| Housing benefit and management charges  | 574,978                       | -                           | 574,978                | 463,668                |
| <b>Totals</b>                           | <u><u>671,861</u></u>         | <u><u>74,016</u></u>        | <u><u>745,876</u></u>  | <u><u>693,827</u></u>  |



## Notes to the accounts (continued)

### 3. Gift in kind

|  | 2023          | 2022          |
|--|---------------|---------------|
|  | £             | £             |
| Food: Starter pack items and Christmas hampers             |               |               |
| Sundry: Prizes, clothing, donated goods, equipment & books |               |               |
|  | <u>10,045</u> | <u>10,924</u> |

### 4. Expenditure charitable activities

|                                 | 2023<br>Unrestricted<br>Funds<br>£ | 2023<br>Restricted<br>Funds<br>£ | 2023<br>Total<br>Funds<br>£ | 2022<br>Total<br>Funds<br>£ |             |
|---------------------------------|------------------------------------|----------------------------------|-----------------------------|-----------------------------|-------------|
| <b>Raising funds</b>            |                                    |                                  |                             |                             |             |
| Staff costs                     | -                                  | -                                | -                           | -                           |             |
| Office and support costs        | 332                                | 14                               | 346                         | 544                         |             |
| Publicity                       | -                                  | -                                | -                           | 176                         |             |
| Total                           | 332                                | 14                               | 346                         | 721                         |             |
| <b>Charitable expenditure</b>   |                                    |                                  |                             |                             |             |
| Advice, information & support   |                                    |                                  |                             |                             |             |
| Staff costs                     | 330,563                            | 52,241                           | 382,903                     | 379,129                     |             |
| Office and support costs        | 362,070                            | 15,361                           | 377,431                     | 351,862                     |             |
| Insurance                       | 3,023                              | -                                | 3,023                       | 2,761                       |             |
| Gifts in Kind                   | 10,045                             | -                                | 10,045                      | 10,924                      |             |
| Total                           | 705,801                            | 67,601                           | 773,403                     | 744,677                     |             |
| <b>Governance costs</b>         |                                    |                                  |                             |                             |             |
| Staff costs                     | 6,574                              | 6,499                            | 13,074                      | 12,330                      |             |
| Office and support costs        | 3,245                              | -                                | 3,245                       | 682                         |             |
| Depreciation                    | 4,392                              | -                                | 4,392.00                    | 5,210                       |             |
| Accountancy and system support  | 2,340                              | -                                | 2,340                       | 1,700                       |             |
| Total                           | 16,552                             | 6,499                            | 23,051                      | 19,972                      |             |
| <b>Total resources expended</b> | <b>722,685</b>                     | <b>74,115</b>                    | <b>796,800</b>              | <b>765,370</b>              |             |
| <b>Summary of costs</b>         | <b>Staff costs</b>                 | <b>Other costs</b>               | <b>Gift in kind</b>         | <b>2023</b>                 | <b>2022</b> |
|                                 | £                                  | £                                | £                           | £                           | £           |
| <b>Charitable expenditure:</b>  |                                    |                                  |                             |                             |             |
| Raising funds                   | -                                  | 346                              | -                           | 346                         | 721         |
| Charitable expenditure          | 382,903                            | 380,454                          | 10,045                      | 773,403                     | 744,677     |
| Governance costs                | 13,074                             | 9,977                            | -                           | 23,051                      | 19,972      |
| Total                           | 395,977                            | 390,778                          | 10,045                      | 796,800                     | 765,370     |

## Notes to the accounts (continued)

### 5. Funds received as an agent

| Name of party              | Related party | Amount received |               | Amount paid out |               | Balance held at period end |              |
|----------------------------|---------------|-----------------|---------------|-----------------|---------------|----------------------------|--------------|
|                            |               | 2023<br>£       | 2022<br>£     | 2023<br>£       | 2022<br>£     | 2023<br>£                  | 2022<br>£    |
| Landlord's rented property | No            | 38,513          | 61,885        | 35,395          | 62,602        | 11,343                     | 8,224        |
|                            |               | <u>38,513</u>   | <u>61,885</u> | <u>35,395</u>   | <u>62,602</u> | <u>11,343</u>              | <u>8,224</u> |

*Note: As the charity is acting as an agent, the balances are not recognised within the income in the Statement of Financial Activities or the Balance Sheet.*

### 6. Staff costs & numbers

|                       | 2023<br>£      | 2022<br>£      |
|-----------------------|----------------|----------------|
| Wages and salaries    | 349,670        | 348,003        |
| Social security costs | 26,355         | 24,680         |
| Other pension costs   | <u>17,655</u>  | <u>15,543</u>  |
|                       | <u>393,681</u> | <u>388,226</u> |

The average number of weekly employees calculated on a full time equivalent was:

|                              |              |              |
|------------------------------|--------------|--------------|
| Activities to generate funds | 0.60         | 0.80         |
| Charitable activities        | <u>12.00</u> | <u>15.00</u> |
|                              | <u>12.60</u> | <u>15.80</u> |

No employees had emoluments in excess of £60,000

## Notes to the accounts (continued)

### 7. Tangible fixed assets

|                                | Freehold<br>Property | Equipment<br>furniture &<br>computers | Equipment<br>furniture &<br>computers |         |
|--------------------------------|----------------------|---------------------------------------|---------------------------------------|---------|
|                                | Unrestricted         | Unrestricted                          | Restricted                            | Total   |
| Cost                           | £                    | £                                     | £                                     | £       |
| At the beginning of the period | 142,967              | 8,235                                 | 2,875                                 | 154,077 |
| Additions                      | -                    | -                                     | -                                     | -       |
| Disposals                      | -                    | -                                     | -                                     | -       |
| At the end of the period       | 142,967              | 8,235                                 | 2,875                                 | 154,077 |
| Depreciation                   |                      |                                       |                                       |         |
| At the beginning of the period | 4,685                | 4,095                                 | 2,807                                 | 11,588  |
| Disposals                      | -                    | -                                     | -                                     | -       |
| Charge this period             | 2,859                | 1,476                                 | 67                                    | 4,402   |
| At the end of the period       | 7,545                | 5,570                                 | 2,875                                 | 15,990  |
| Net book values                |                      |                                       |                                       |         |
| At 31st March 2023             | 135,422              | 2,665                                 | 0                                     | 138,087 |
| At 31st March 2022             | 138,281              | 4,140                                 | 68                                    | 142,489 |

### 8. Debtors

|                | 2023          | 2022          |
|----------------|---------------|---------------|
|                | £             | £             |
| Trade Debtors  | -             | 943           |
| Prepayments    | 9,022         | 4,094         |
| Accrued Income | 37,696        | 37,458        |
| Other debtors  | -             | 120           |
|                | <u>46,718</u> | <u>42,615</u> |

## Notes to the accounts (continued)

### 9. Creditors: amounts falling due within one year

|                                       | 2023          | 2022          |
|---------------------------------------|---------------|---------------|
|                                       | £             | £             |
| PAYE & NI, Wages & Pension            | 11,870        | 6,064         |
| Trade creditors                       | 766           | 2,661         |
| Deferred income                       | 9a -          | 4,775         |
| Social investment homeless link loans | 24,183        | 22,333        |
| Accruals                              | 4,863         | 1,000         |
|                                       | <u>41,682</u> | <u>36,833</u> |

#### 9a. Deferred income

|   | 2023     | 2022         |
|---|----------|--------------|
|   | £        | £            |
| Movement in deferred income as follows: |          |              |
| At the beginning of the period          | 4,775    | 14,400       |
| Released to income in the year          | (4,775)  | (14,400)     |
| Deferred in the year                    | -        | 4,775        |
| At the end of the year                  | <u>-</u> | <u>4,775</u> |

### 10. Creditors: amounts falling due after one year

|                                       | 2023          | 2022          |
|---------------------------------------|---------------|---------------|
|                                       | £             | £             |
| Social investment homeless link loans | <u>12,863</u> | <u>37,046</u> |
|                                       | <u>12,863</u> | <u>37,046</u> |

## Notes to the accounts (continued)

### 11. Movements in funds

|                                       | Opening |         |             |          | 2023    |
|---------------------------------------|---------|---------|-------------|----------|---------|
| Restricted                            | Balance | Income  | Expenditure | Transfer | Closing |
|                                       | £       | £       | £           | £        | Balance |
| NBBC HD                               | -       | 10,000  | ( 10,000 )  | -        | -       |
| Baron Davenport                       | -       | 1,500   | ( 1,500 )   | -        | -       |
| Small Grant (Other)                   | -       | 178     | ( 178 )     | -        | -       |
| Testo Grant                           | -       | 1,500   | ( 1,500 )   | -        | -       |
| Henry Smith                           | -       | 28,750  | ( 28,861 )  | 111      | -       |
| Sheldon Trust                         | -       | 10,000  | ( 9,989 )   | ( 11 )   | -       |
| One Stop Grant                        | -       | 2,500   | ( 2,500 )   | -        | -       |
| Warwick County Hardship fund          | -       | 7,113   | ( 7,112 )   | ( 1 )    | -       |
| Western Power Grant                   | -       | 7,700   | ( 7,700 )   | -        | -       |
| HSBC Grant                            | -       | 4,775   | ( 4,775 )   | -        | -       |
|                                       | -       | 74,016  | ( 74,115 )  | 99       | -       |
| Unrestricted                          |         |         |             |          |         |
| Designated Bedworth Sick & Needy      | 139     | -       | -           | ( 139 )  | -       |
| WCC Independent Living                | 839     | -       | 62          | ( 901 )  | ( 0 )   |
| Nomad HR for helping YP into employer | 459     | -       | -           | -        | 459     |
| Designated - Continuation fund        | 198,300 | -       | -           | -        | 198,300 |
| Unrestricted - General                | 207,365 | 722,412 | ( 722,747 ) | 941      | 207,971 |
|                                       | 407,102 | 722,412 | ( 722,685 ) | ( 99 )   | 406,730 |
| Total                                 | 407,102 | 796,428 | ( 796,800 ) | -        | 406,730 |

## **Notes to the accounts (continued)**

### **12. Transactions with trustees and connected persons**

There were no transactions with any trustee during the year. No trustee or connected person received any remuneration either directly or indirectly.

### **13. Restricted Funds**

#### **Nuneaton and Bedworth Borough Council**

The Council provides a grant to deliver specific tasks, in accordance with the Homeless Strategy.

#### **The Henry Smith Charity**

This grant provided funding towards the posts of Chief Executive Officer and Bookkeeper for three years and ended in October 2022.

#### **Warwickshire County Council Hardship fund**

This grant provided funding towards starter packs and utility costs for homeless young people.

#### **HSBC Grant**

This grant provided funding towards tenant furniture and office equipment.

#### **Western Power Grant**

This grant provided funding to address social isolation.

#### **One Stop Grant**

This grant provided funding towards starter packs which include household items and non-perishable food items.

#### **Tesco Grant**

This grant provided funding towards growing plants to provide ingredients for cooking.

#### **Sheldon Trust**

This grant provided funding towards a dedicated support worker.



## Notes to the accounts (continued)

### 14. Annual commitments under operating leases

At 31 March 2023 The Charity is party to agreements for the rental of properties which have no formal period but which can be terminated by either party with an initial 6-month(s) agreement and then a 1-month(s) notice period.

### 15. Controlling interests

Doorway is controlled by the trustees.

### 16. Glossary of terms

|                           |   |
|---------------------------|---|
| <b>Unrestricted funds</b> | Unrestricted funds comprise those funds which the trustees are free to use in accordance with the charitable objects.                 |
| <b>Restricted funds</b>   | These are funds given to Doorway, subject to specific restrictions set by the donor, but still within the general objects of Doorway. |
| <b>Deferred income:</b>   | These are amounts received by Doorway in the accounting period, for use in a future period.   |
| <b>Creditors:</b>         | These are amounts owed by Doorway, but not paid during the accounting period.   |
| <b>Debtors:</b>           | These are amounts owed to Doorway, but not received in the accounting period.   |
| <b>Prepayments:</b>       | These are services that Doorway has paid for in advance, but not used during the accounting period.                                   |

### 17. Analysis of net assets by fund

|                       | Unrestricted<br>funds | Restricted<br>funds | 2023<br>Total<br>funds |
|-----------------------|-----------------------|---------------------|------------------------|
|                       | £                     | £                   | £                      |
| Fixed assets          | 138,087               | -                   | 138,087                |
| Net current Assets    | 281,507               | -                   | 281,507                |
| Long term liabilities | ( 12,863 )            | -                   | ( 12,863 )             |
|                       | <u>406,731</u>        | <u>-</u>            | <u>406,731</u>         |