

REGISTERED COMPANY NUMBER: 01915571 (England and Wales)
REGISTERED CHARITY NUMBER: 292616

REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024
FOR
SWISS COTTAGE COMMUNITY ASSOCIATION

Numera Partners LLP
4th Floor
Charles House
108-110 Finchley Road
London
NW3 5JJ

SWISS COTTAGE COMMUNITY ASSOCIATION

CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

	Page
Report of the Trustees	1 to 3
Independent Examiner's Report	4
Statement of Financial Activities	5
Balance Sheet	6
Notes to the Financial Statements	7 to 12
Detailed Statement of Financial Activities	13

SWISS COTTAGE COMMUNITY ASSOCIATION

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

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2024. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

OBJECTIVES AND ACTIVITIES

Objectives and aims

Swiss Cottage Community Association (SCCA) is a London based charity and each year we support thousands of children and adults, some of whom come to us in significant need, as we empower them to achieve positive aspirations and thrive. Our main aim is to maximise the social and economic benefits to the local community especially those who experience some form of poverty or disadvantage. Our social value programme, nursery and room hire initiatives continue to be examples which help us achieve this aim. Our service users come from all over London but predominately from Camden.

ACHIEVEMENT AND PERFORMANCE

Charitable activities

The current cost of living challenges and structural problems with our building continued to have a negative impact on SCCA and the way we operate. We had to adapt and transform our operations to remain viable and consequently we experienced a significant fall in our regular income streams whilst still having to service ever increasing overhead costs. Despite these challenges we continued to host and provide services which specifically tackled poverty especially in an attempt to support vulnerable people who had and continue to experience a variety of problems related to the cost of living crisis.

Despite the financial and building challenges we were able to maintain the majority of our full programme of tangible and relevant activities and remained comparable to other local community centres in terms of existing and increased activities. In particular SCCA provided a platform to initiate, support and promote community development and educational activities benefiting local communities and did this through a focused programme promoting social value, education, hires, events and leisure activities amongst others. In response to the needs identified by our service users some of core programmes delivered in 23/24:

(1) an Ofsted regulated community nursery for children up to age 5, including working with children who have numerous special education needs who are non-verbal and non-mobile. In this regard we are in regular contact with Camden's children services and other stakeholders to ensure the best possible educational outcomes for the children on roll. The nursery is heavily over-subscribed and we continue to have a huge waiting list. Going forward we intend to reintroduce our parenting skills course to help those parents who are struggling with children who have particular needs and/or parents who themselves have particular needs linked to substance abuse or other social challenges preventing them maximising their potential to become responsible carers;

(2) a number of in-house Anonymous and self-help groups dealing with the abuse of alcohol, narcotics and debt. These groups are run by volunteers and the feedback from some service users confirmed that their attendance at these groups has enabled them to reduce the risk of domestic violence towards their families and loved ones, reduced thoughts of suicidal ideation and helped them manage their mental health given the post pandemic challenges and current cost of living crisis;

(3) delivering a social value programme of classes working in partnership with several organisations currently such as MIND, Marie Curie, Camden and Islington NHS Trust and Camden Council, the latter via Camden's Adult Learning Department by delivering classes designed to tackle isolation, promote health and safety, promote healthy wellbeing, effective communication and increase the chances of securing employment; and

(4) providing a subsidised community cafe and hosting community hires e.g. yoga, dance, drama, French, Japanese, Education, Chess and Ballet.

There were and continues to be significant financial pressures on the voluntary sector and some of our service users are still facing considerable challenges as they attempt to rebuild their lives post the pandemic and current cost of living challenges. However, our future plans remain ambitious and more than ever we need the support of our stakeholders so that we can continue to positively change lives and empower vulnerable people especially in these extremely difficult economic times. SCCA remains especially keen on exploring further partnership programming models and co-promotions with other organisations such as MIND to deliver an ambitious and sustainable community development programme.

SWISS COTTAGE COMMUNITY ASSOCIATION

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

ACHIEVEMENT AND PERFORMANCE

The charity's achievements against objectives set:

During the year SCCA's objectives have had to be curtailed as the organisation has not been able to use a considerable amount of its available space due to building issues around defects and flooding. The organisation had to reassess its priorities going forward and focus on key programmes but with careful planning, different allocation of resources and consideration of alternative funding options.

However, by fundraising, we were able to deliver on most of our core mission.

Overall, the organisation has had to take significant steps to rationalise spending and costs where possible but have been able to retain most activities as referenced above.

Measures and indicators used to assess the charity's performance:

We assess impact and performance by inviting feedback from our service users. All service users are invited to SCCA's Annual General Meeting (AGM) which is chaired by the Mayor or Deputy Mayor of Camden. At the AGM we present SCCA's annual report and accounts to the membership who are invited to comment on the day to day operations of the centre and any programming suggestions.

We also have a suggestion box and encourage service users to submit their views regarding the designing and influencing of our work. We take full account of annual customer satisfaction surveys for each activity and more detailed independent service user surveys such as the 'Measuring the Good'.

SCCA believes in tangible reaction and implementation to the needs identified by our service user membership which we believe will lend itself to the organisation remaining relevant and responsive to contemporary issues and problems.

We would like to thank the staff, members and all the individuals and organisations who continue to support us. We are always grateful to our funders who have been supportive in allowing us to evolve. We look forward to the challenges in the coming year and the continued support we have built on.

FINANCIAL REVIEW

Financial position

Generally, the organisation continues to take relevant steps to prioritise and rationalise spending and costs where possible and appropriate. This has helped SCCA initiate, support and implement educational and health related developments amongst a diverse local community and more generally across Greater London. There remain major costs linked with running and maintenance of the building and we continue to work hard to reduce these.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

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

Risk Management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error.

Appointment of new trustees

New trustees are appointed at the AGM by a majority vote. The AGM is chaired by the Mayor of Camden who is an elected councillor.

The election of new trustees at the AGM is carried by a majority of the votes cast by the membership and in case of equality of votes the Chair shall decide between those candidates by lot, and proceed as if the candidate on whom the lot falls had received an additional vote.

Reserves policy

Our policy for holding reserves is to hold adequate funds to discharge our liabilities as they fall due and to provide a contingency for any unforeseen circumstances.

Public benefit

The trustees confirm we have regard to the Charity Commission's guidance on public benefit.

Website

<https://yourswiss.org>

SWISS COTTAGE COMMUNITY ASSOCIATION

REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2024

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number
01915571 (England and Wales)

Registered Charity number
292616

Registered office
19 Winchester Road
Swiss Cottage
London
NW3 3NR

Trustees

Ms A Athian (resigned 15.3.24)
Ms N Bello O'Shanahan
Ms R Bunker
Ms A Burrage (appointed 23.11.23)
Ms S Howard
V Padaki (appointed 18.4.23)
Ms S O Scott
Ms G Stevens
Ms J Valentine-Hsiung (resigned 23.11.23)

Independent Examiner

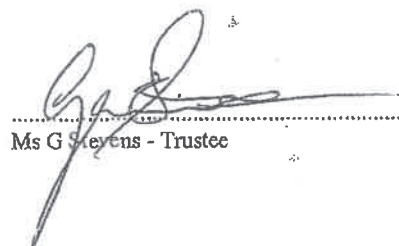
Numeria Partners LLP
4th Floor
Charles House
108-110 Finchley Road
London
NW3 5JJ

Bankers

Natwest
Kilburn High Road (E) Branch
127 Kilburn High Road
London
NW6 6JL

This report has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small companies.

Approved by order of the board of trustees on 18/12/2024 and signed on its behalf by:


.....
Ms G Stevens - Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
SWISS COTTAGE COMMUNITY ASSOCIATION

Independent examiner's report to the trustees of Swiss Cottage Community Association ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2024.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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



Giles Cohen

Numeria Partners LLP
4th Floor
Charles House
108-110 Finchley Road
London
NW3 5JJ

Date: 19/12/24

SWISS COTTAGE COMMUNITY ASSOCIATION

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2024

		31.3.24 Unrestricted fund £	31.3.23 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Donations and legacies	2	143,123	125,632
Other activities	3	174,745	169,878
Investment income	4	803	156
Total		<u>318,671</u>	<u>295,666</u>
 EXPENDITURE ON			
Raising funds	5	74,556	148,187
Charitable activities			
Expenditure on charitable activities		212,819	212,059
Other		518	642
Total		<u>287,893</u>	<u>360,888</u>
 NET INCOME/(EXPENDITURE)		30,778	(65,222)
 RECONCILIATION OF FUNDS			
Total funds brought forward		229,363	294,585
 TOTAL FUNDS CARRIED FORWARD		<u><u>260,141</u></u>	<u><u>229,363</u></u>

The notes form part of these financial statements

SWISS COTTAGE COMMUNITY ASSOCIATION

BALANCE SHEET
31 MARCH 2024

	Notes	31.3.24 Unrestricted fund £	31.3.23 Total funds £
FIXED ASSETS			
Tangible assets •	12	3,016	3,513
CURRENT ASSETS			
Debtors	13	8,262	29,573
Cash at bank		313,588	287,763
		<u>321,850</u>	<u>317,336</u>
CREDITORS			
Amounts falling due within one year	14	(64,725)	(91,486)
NET CURRENT ASSETS		<u>257,125</u>	<u>225,850</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>260,141</u>	<u>229,363</u>
NET ASSETS		<u>260,141</u>	<u>229,363</u>
FUNDS	15		
Unrestricted funds		<u>260,141</u>	<u>229,363</u>
TOTAL FUNDS		<u>260,141</u>	<u>229,363</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2024.

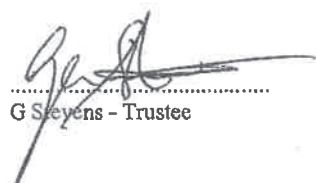
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2024 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

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

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

The financial statements were approved by the Board of Trustees and authorised for issue on 18/12/2024 and were signed on its behalf by:


G Stevens - Trustee

The notes form part of these financial statements

SWISS COTTAGE COMMUNITY ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS **FOR THE YEAR ENDED 31 MARCH 2024**

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

The presentation current of the financial statements is the Pound Sterling (£) and rounded to the nearest £.

Financial reporting standard 102 - reduced disclosure exemptions

The charitable company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland':

- the requirements of Section 7 Statement of Cash Flows;
- the requirement of paragraph 3.17(d).

Income

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

Government grants

Government grants are recognised based on the performance model, which is as follows:

- a) A grant that does not impose specified future performance-related conditions on the recipient is recognised in income when the grant proceeds are received or receivable.
- b) A grant that imposes specified future performance-related conditions on the recipient is recognised in income only when the performance-related conditions are met.
- (c) Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Expenditure

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

Pension costs

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

Tangible fixed assets

Tangible fixed assets are measured at historic cost less depreciation.

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

Fixtures and fittings - 10% on reducing balance

Taxation

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

Fund accounting

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

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

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

Debtors

Short term debtors are measured at transaction price, less any impairment.

SWISS COTTAGE COMMUNITY ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES - continued

Cash at bank

Cash is represented by cash in hand and deposits with financial institutions repayable without any penalty on notice of not more than 24 hours.

Creditors

Short term creditors are measured at transaction price.

Going concern

After reviewing the charity's forecasts and projections for the next 12 months from the date of this report, and noting no existence of material uncertainties, the trustees have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern policy in preparing its financial statements.

2. DONATIONS AND LEGACIES

	31.3.24	31.3.23
	£	£
Nursery income	143,123	125,632

3. OTHER ACTIVITIES

	31.3.24	31.3.23
	£	£
Room & membership fees	113,314	132,974
Cafe rental income	37,099	36,347
Miscellaneous	154	-
Government grants	21,678	557
Other grants	2,500	-
	<u>174,745</u>	<u>169,878</u>

During the year the charity received £21,678 from the Camden Resilience Fund, this is included within government grants. There are no unfulfilled conditions attached to this grant.

4. INVESTMENT INCOME

	31.3.24	31.3.23
	£	£
Deposit account interest	803	156

5. RAISING FUNDS

Raising donations and legacies

	31.3.24	31.3.23
	£	£
Support costs	74,556	148,187

SWISS COTTAGE COMMUNITY ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

6. SUPPORT COSTS

	Management £	Finance £	Governance costs £	Totals £
Raising donations and legacies	<u>69,713</u>	<u>753</u>	<u>4,090</u>	<u>74,556</u>

Support costs, included in the above, are as follows:

	31.3.24	31.3.23
	Raising donations and legacies £	Total activities £
Rates and water	7,178	19,251
Insurance	6,343	6,827
Light and heat	11,787	24,253
Repairs and renewals	14,909	18,987
Sundries	16,499	11,713
Rent	12,997	62,000
Security	-	(25)
Bank charges	753	922
Accountancy and legal fees	4,090	4,259
	<u>74,556</u>	<u>148,187</u>

7. NET INCOME/(EXPENDITURE)

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

	31.3.24	31.3.23
	£	£
Depreciation - owned assets	<u>497</u>	<u>612</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2024 nor for the year ended 31 March 2023.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2024 nor for the year ended 31 March 2023.

9. STAFF COSTS

	31.3.24	31.3.23
	£	£
Wages and salaries	185,203	186,444
Social security costs	14,294	12,997
Other pension costs	3,505	-
	<u>203,002</u>	<u>199,441</u>

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

	31.3.24	31.3.23
Management	3	3
Operational	7	7
	<u>10</u>	<u>10</u>

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

SWISS COTTAGE COMMUNITY ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

10. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £
INCOME AND ENDOWMENTS FROM	
Donations and legacies	125,632
Other activities	169,878
Investment income	156
Total	<u>295,666</u>
EXPENDITURE ON	
Raising funds	148,187
Charitable activities	
Expenditure on charitable activities	212,059
Other	642
Total	<u>360,888</u>
NET INCOME/(EXPENDITURE)	(65,222)
RECONCILIATION OF FUNDS	
Total funds brought forward	294,585
TOTAL FUNDS CARRIED FORWARD	<u><u>229,363</u></u>

11. INDEPENDENT EXAMINERS' REMUNERATION

The independent examiners' remuneration was £3,150 (2023: £3,000).

12. TANGIBLE FIXED ASSETS

	Fixtures and fittings £	Computer equipment £	Totals £
COST			
At 1 April 2023 and 31 March 2024	<u>50,960</u>	<u>2,140</u>	<u>53,100</u>
DEPRECIATION			
At 1 April 2023	48,412	1,175	49,587
Charge for year	255	242	497
At 31 March 2024	<u>48,667</u>	<u>1,417</u>	<u>50,084</u>
NET BOOK VALUE			
At 31 March 2024	<u>2,293</u>	<u>723</u>	<u>3,016</u>
At 31 March 2023	<u>2,548</u>	<u>965</u>	<u>3,513</u>

SWISS COTTAGE COMMUNITY ASSOCIATION

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024**

13. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade debtors	3,540	26,995
Other debtors	4,722	2,578
	<u>8,262</u>	<u>29,573</u>

14. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.24	31.3.23
	£	£
Trade creditors	54,086	1,929
Social security and other taxes	4,089	3,781
Other creditors	1	1
Accruals and deferred income	3,549	21,272
Accrued expenses	3,000	64,503
	<u>64,725</u>	<u>91,486</u>

Deferred income of £3,549 (2023: £21,272) relates to room rental revenue received in advance. The prior year deferred income of £21,272 was recognised as income in the current year.

15. MOVEMENT IN FUNDS

	At 1.4.23 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	229,363	30,778	260,141
TOTAL FUNDS	<u>229,363</u>	<u>30,778</u>	<u>260,141</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	318,671	(287,893)	30,778
TOTAL FUNDS	<u>318,671</u>	<u>(287,893)</u>	<u>30,778</u>

Comparatives for movement in funds

	At 1.4.22 £	Net movement in funds £	At 31.3.23 £
Unrestricted funds			
General fund	294,585	(65,222)	229,363
TOTAL FUNDS	<u>294,585</u>	<u>(65,222)</u>	<u>229,363</u>

SWISS COTTAGE COMMUNITY ASSOCIATION

NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2024

15. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	295,666	(360,888)	(65,222)
TOTAL FUNDS	<u>295,666</u>	<u>(360,888)</u>	<u>(65,222)</u>

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

	At 1.4.22 £	Net movement in funds £	At 31.3.24 £
Unrestricted funds			
General fund	294,585	(34,444)	260,141
TOTAL FUNDS	<u>294,585</u>	<u>(34,444)</u>	<u>260,141</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	614,337	(648,781)	(34,444)
TOTAL FUNDS	<u>614,337</u>	<u>(648,781)</u>	<u>(34,444)</u>

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2024.

SWISS COTTAGE COMMUNITY ASSOCIATION

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2024

	31.3.24 £	31.3.23 £
INCOME AND ENDOWMENTS		
Donations and legacies		
Nursery income	143,123	125,632
Other activities		
Room & membership fees	113,314	132,974
Cafe rental income	37,099	36,347
Miscellaneous	154	-
Government grants	21,678	557
Other grants	2,500	-
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	174,745	169,878
Investment income		
Deposit account interest	803	156
	<hr/>	<hr/>
Total incoming resources	318,671	295,666
EXPENDITURE		
Charitable activities		
Wages	185,203	186,444
Social security	14,294	12,997
Pensions	3,505	-
Telephone	3,889	4,126
Sundries	5,928	8,492
	<hr/>	<hr/>
	212,819	212,059
Other		
Depreciation of tangible fixed assets	518	642
Support costs		
Management		
Rates and water	7,178	19,251
Insurance	6,343	6,827
Light and heat	11,787	24,253
Repairs and renewals	14,909	18,987
Sundries	16,499	11,713
Rent	12,997	62,000
Security	-	(25)
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	69,713	143,006
Finance		
Bank charges	753	922
Governance costs		
Accountancy and legal fees	4,090	4,259
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Total resources expended	287,893	360,888
	<hr/>	<hr/>
Net income/(expenditure)	30,778	(65,222)
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This page does not form part of the statutory financial statements

