

# THE BAYTREE CENTRE CIO 1175145

### TRUSTEES' REPORT AND ACCOUNTS

FOR THE PERIOD

1<sup>ST</sup> SEPTEMBER 2018 – 31<sup>ST</sup> AUGUST 2019

The Trustees of The Baytree Centre present their report and financial statements for the period 1<sup>st</sup>September 2018 to 31<sup>st</sup> August 2019. The financial statements have been prepared based on the accounting policies set out in note 2 to the financial statements. The Baytree Centre is a registered charitable incorporated organisation with the Charity Commission registration number 1175145.

#### Letter from the Chair

This has been a very exciting year for Baytree. We have grown in staff numbers, provision and partnerships. Marta Fernandez- Burillo was appointed to the management team at the beginning of the year as the Women's Service Director. The new role facilitated the merging of the Training and Family services so that all our users could benefit from a more holistic support. The success of this strategy is demonstrated by the increased take up of our social mobility mentoring based on the USA Empath mobility mentoring model (Cf. <a href="https://www.empathways.org/approach/mobility-mentoring">https://www.empathways.org/approach/mobility-mentoring</a>). Empath's 5 pillars approach (Family stability, Well-being, Education, Financial management and Employment) has given a firm set of goals for each woman that we work with in Lambeth.

The demand for additional mentors has had a knock-on effect on the Volunteer Service which has risen to the challenge despite changes in personnel.

The Youth team has also recruited new staff to increase our offer to young girls making it more focused on academic success and targeting the oldest age group (14 to 18), well known to be the hardest to keep engaged.

#### Our partnerships are:

**Building Young Brixton**: a partnership with 7 other local charities working to support young people in Brixton.

A Place For All: a partnership with 3 local charities working to support adults in Lambeth into work and full civic participation.

**FATIMA**: a partnership with 4 other European charities supporting migrant women into integration.

**RED GLOW**: a partnership with 7 other European youth charities working with isolated young women in Europe and supporting them to develop leadership skills.

These partnerships facilitate recruitment to our services and add to the range of services that we are able to offer local women; They also raise awareness in Brixton and beyond about our work; They help us improve our work practices learning from a great variety of other charities; they enable us share our skills and knowledge with other charities at home and abroad. For a charity focussed on developing the individual potential of each person, this is key.

None of this work would be possible without the relevant funding we have attracted through our partnerships.

The relational approach which makes our service unique stems from our Christian values. It is shown in the respect staff, volunteers and users feel in Baytree. It is also shown in the importance we give to mentoring and Character Education, embedded in all our activities. Providing a safe and welcoming space, where women can get the support to achieve their goals is important. We are delighted to be working with Peninsula to ensure that our procedures meet the highest standards.

Finally, I would like to thank our staff and stakeholders for their continued dedication to supporting women and girls in our community.



**Objects**: As set out in our CIO registration The Baytree Centre provides educational programmes for women and girls facing deprivation, isolation and barriers to social inclusion and mobility.

#### **Activities:**

The **Women's Service** provides a range of services to women through the Social Mobility Programme and educational training.

The **Youth Service** provides a safe and supportive space for girls to develop academically and personally.

The **Volunteer Service** is essential to Baytree as with limited resources, volunteers deliver the majority of our activities whilst being supported by our staff.

In setting out our programme each year we have regard to the Charity Commission's general guidance on public benefit and the Advancement of Education for the public benefit. The trustees always ensure that the programmes we undertake are in line with our charitable objects. Our aim is that each individual beneficiary reaches their full potential.

#### How we work

The Baytree Centre was founded over 25 years' ago as a project of a national educational charity, Dawliffe Hall Educational Foundation (DHEF) to respond to the local needs at the time of the Brixton Riots. We are now reporting on the second year as an independent charity.

The Baytree Centre is a female-only safe place, providing one-to-one mentoring and group integration programmes. Volunteers help us to deliver regular activities and both youth and women mentoring whilst fully supported by our staff. Our staff provide formal education in ESOL to women and 'Into School' girls separately. The staff structure programmes to meet the needs of our beneficiaries often working with our partners and finding new partners to deliver the required opportunities.

There can be a number of barriers to inclusion, such as: lack of English language skills; lack of opportunities to learn in culturally appropriate settings; inability to access employment opportunities; poverty; poor housing; isolation; depression; racism and discrimination, abusive homes; family breakdown; and a lack of family support and structure. Our programmes are developed to help our beneficiaries to overcome these barriers.

The Baytree Centre's policies and procedures remain the framework within which it operates. They define what our organisation does and how we do it. We have a range of policies and procedures essential for the smooth running of our organisation, and full copies of all policies are available on request. We are committed to safeguarding our young people and vulnerable adults; equality and diversity; and health and safety.

#### **Voluntary help**

The trustees are very grateful for the hundreds of volunteers who help to make the Baytree Centre the welcoming and safe environment that it is. They contribute their own talents and life experiences to help our beneficiaries gain their goals and we could not operate without them. Through the Volunteer Service, volunteers are supported for their roles in the Baytree Family.

What we did: Activities, Achievements, Performance

#### Women's Service



381 women accessing the new Women's Service

174 women in Social Mobility Mentoring

274 students attending ESOL and other educational courses (all courses fully booked)

60 women supported on employability

44 women attending Financial Literacy workshops

190 women participating in integration events and wellbeing activities

80 women attending Family Stability workshops

In the summer of 2018, the Adult Service and the Family Support Service were merged to form the Women's Service. This means that all the women beneficiaries accessing the centre could be offered mobility mentoring under the five pillars of family stability, well-being, education, financial management and employment.

Marta Fernandez-Burillo, Women's Service Director, was appointed in September and she worked to bring the Adult Education and Family Support teams together. The demand for the Social Mobility mentoring has been greater than anticipated and this has led to new ways of working with the Volunteer service and new partnerships. During the year the volunteer mentors have received specific Social Mobility training and are now able to guide the women on how to progress towards their goals. Partnerships with Groundworks, Digital Champions, Money Champions, Repowering London, Women in Travel etc. have all been developed to ensure that specific training to meet the women's goals are provided.

Due to changes in the Early Years Commissioning, funding for the structured English Language programmes in the 8 Children's Centres in Lambeth has been reduced. Education in literacy and numeracy is key to our women beneficiaries' employment aspirations.

At the end of 2018 we secured the National Lottery Community Fund for our Place for All (PFA) project with our partners High Trees and IRMO. This is an ambitious 3 year project where Baytree will be working with 400 women. The project started in January 2019 and it is working extremely well both in terms of delivery and number of women supported. As a result of the additional skills provided by our partners we are able to offer our beneficiaries financial and employability training. Recruitment to the project through our partnership network has resulted in attracting more women to the programme. We still need to identify new partners for specific areas that we know that are critical for our families such as housing support.

Through our partnership with High Trees and Spiral, we can access support funded by the Berkley Foundation for 18 -30 year olds seeking employment. The launch of our Women into Work (WOW) in September 2019 will compliment our existing offering.

#### **Statistics**

74% Feel they have a more stable home that meets everyone's needs

70% Feel more confident finding a sustainable job

84% Feel they have a strong support network

87% Feel more capable of accessing education and training opportunities

82% Feel healthier in body and mind

69% Feel their resources to meet their personal &family needs have increased

98% ESOL exam pass rate

#### **Youth Service**



323 girls accessing the Youth Service

4000 hours of supervised activity provided

250 students attending after school activities GEMS

90 girls attended academic clubs in Maths and Literacy

46 refugees and asylum seekers attended Into School with 91% getting into education within 3 months

86 young people attended our holiday activities, a programme of trips, workshops and physical activities

113 young people benefited from over 1500 hours of 1-1 mentoring

We deliver transformative work that empowers girls to achieve their goals and make a positive contribution to their communities and we're incredibly proud of the increased quality and breadth of our provision as evidenced by the numbers above. The testimonies of beneficiaries reinforce the positive impact we have had.

#### **Character Education**

The character education continues to flourish as volunteers and young people respond well to the developments we have made to our framework. Once a month during one designated week workshops are run themed on the virtue of the month and an inspirational woman is used as an example. We have developed a reward system that is being used across the centre which celebrates young people for demonstrating either kindness, courage, self-discipline, respect and purpose, the qualities of our ethos. It has been wonderful to see young people grow in their understanding of what it is to be virtuous and also go out of their way to live it out and at the end of the year we had a celebration event to recognise girls in these areas.

#### **Youth Mentoring**

Mentoring continues to be a crucial element of our delivery and girls really value the focused one to one attention and encouragement of an adult that they trust. Mentors support their mentees with schoolwork but the focus is not just achievement but nurturing a genuine love of learning. We know that young people who love education and are not just purely focused on their results retain more and are able to think laterally. Help with academics is particularly appreciated as many of the girls have parents who don't speak English and as such aren't able to help them as much as they would like.

GEMS (GROW ENJOY MOVE STUDY) after school clubs and Summer Activities Staff changes during the year have led to a new Academic coordinator being appointed in January and this has led to curriculum calendar and differentiated lesson plans, in line with the national curriculum being used.

Gymnastics, cookery and academic clubs continue to be the most popular activities and typically have long waiting lists but over 80% of all our clubs are full. Zine is an on-line publication and our newest permanent club. This has been a rewarding experience for the girls who have participated as they have been able to explore the Baytree virtues in a creative and dynamic way that reflects the girls at the centre but also has much wider reach.

A healthy lifestyle was a key focus of our summer activities and these included our 6-week gardening programme in Stockwell gardens over the summer, which saw girls learning more about plants and herbs and becoming more comfortable interacting with the natural world. Our summer programme was oversubscribed and the family day trip to Margate was a real highlight. All these experiences were crucial for helping girls raise their aspirations and feel more confident operating in unfamiliar spaces.



#### SPARK provision for 13+

Strategically, we have been able to consolidate our deliverables and also further develop our provision for this cohort. Girls of this age who are NEET are often difficult to engage and have significant challenges. In response to the increase in the number being referred to us we have developed our needs assessment to determine how we can support them in line with their own goals. More effective evaluation using VIEWS is leading to better reports and is helping us pick up trends which is being used to inform the development of our provision.

The Social Action & Leadership Programme consist of weekly sessions focused on social action and developing leadership skills and this culminated in a conference organised by them called 'Sparking Change'. We invited inspirational women form a variety of backgrounds to share their expertise through discussions, workshops and networking. The Spark girls competently facilitated a dynamic panel as well as planning and promoting the day beforehand which was attended by approximately 100 people and the feedback, we received was extremely positive.

11 girls attended a five-day trip in the Isle of Wight where they learnt to sail dinghies and kayaks, wind surf, paddle board and build rafts. It was great to see the girls persevere despite being out of their comfort zone and watch their confidence in their own capabilities increase. Although an expensive activity for the girls they are a wonderful opportunity for to get away, try new things and grow as people.



Girls have also achieved accreditations as part of participating in volunteering, including an AQA Level 2 Community Leadership Skills Certification, a Level 3 Community Leadership Skills and Facilitation and a Level 2 Food and Hygiene Certificate accredited by City and Guilds.

#### **Statistics**

91% of girls report feeling better about their future in our yearly evaluation

75% of girls report improving in their academics

60% of girls report feeling more positive as a result of mentoring

68% improved their NFER tests in Maths

80% improved their NFER tests in English

#### **Volunteer Service**

269 volunteers:

113 Youth mentors

84 Youth club volunteers

40 Women's mentors

15 Women's Service volunteers

17 interns



It has been a very busy year for the Volunteer Service with some remarkable achievements.

The Women's Service increased need for social mobility mentoring has presented a challenge where historically the average volunteer was a young professional. We explored new recruitment channels by reaching out to local organisations and working in partnership with them, as well as utilising local media channels such as the Brixton Bugle, online forums for mothers, and flyers and posters, to target local stay-at-home-mothers, women on maternity leave and retired women. This has cemented a closer relationship with the Women's Service and provided the volunteers they need.

We have developed and delivered role specific training sessions for all three mentoring roles (Youth, Women's and Into School Mentors) that all new mentors attend before being matched with a mentee. Specific handbooks for each volunteering role were written and produced as well as resource blogs that offer volunteer mentors an extensive selection of categorised resources for all ages and topics. A physical resource library including, games, books and Character Education resources was also set up. Activity Club training has also been re-introduced.

Service staff were trained with regards to their roles and responsibilities in volunteer coordination, giving them the skills needed to play a more active part in supporting their own service volunteers by acting as role supervisors. This has ensured volunteers receive more targeted and role specific support, are able to develop their skills and feel valued as vital members of the organisation. Termly one to ones between Mentor Coordinator and mentors were also introduced as well as group sharing sessions that allow volunteers to share experiences and good practice.

Baytree's own beneficiaries, girls as well as women, are encouraged to take up volunteering. Many of our beneficiaries struggle to find employment due to their lack of English skills. Volunteering enhances integration, reduces social isolation and loneliness, and offers our beneficiaries opportunities to practice their English in a work-like yet safe and supportive environment. Young volunteers now attend a specific induction before they start and are given a development book to articulate their goals, record their experiences and reflect on their learning. 15 young people volunteered to assist with summer activities and we were impressed by their diligence and enthusiasm when they were out and about being excellent role models. Termly one to ones, with the Youth Projects Manager helps solidify this is particularly helpful as they write CVs and apply for jobs or further education.

### THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019

#### **REPORT OF THE TRUSTEES**

Social gatherings and parties for volunteers were organised with the aim of making volunteers feel valued and appreciated. We enlisted the support of a skilled-based volunteer with HR experience to help create role descriptions for each volunteering opportunity that will enable volunteers to have a full understanding of their role, requirements and a sense of autonomy.

#### Capacity Building

We've been very active in our capacity building delivery. This year we have offered our support to 9 other local charities within the community, especially those within the Building Young Brixton consortium, in establishing volunteer management systems and procedures with the aim of building or improving volunteer engagement across the borough and developing their capacity, impact and reach.



#### Feedback

I love it, I love coming here! I ended up here by fluke, but It's been lovely, it's a very welcoming place. You can see that the girls are getting so much out of it. It's been nice for me because I don't work and having this community is good.' — Office and Youth Club Volunteer

'I've benefitted from being here. [..] It gives you a sense of sisterhood, community. It is really wonderful to be here.' – Women's Mentor

'I can't say enough about how much I love volunteering at Baytree and the opportunities I've been given as an intern/volunteer - I've been able to make a smooth transition into the third sector which is fab. The staff are incredible, the best ever and so supportive which is touching and I don't ever feel lost/swamped by what is expected of me as a volunteer. The girls have taught me a lot about patience and communication - they make volunteering so much fun and have given me a new found appreciation for youth work. Honestly, the best place for developing growth and confidence, and has a solid support network. Beautiful place.' - Intern

'Baytree is doing a remarkable job with very little resources. It's clear how passionate the staff are and it is clear that the girls and women are very happy whilst at the centre, where they feel safe and welcome. It's really been wonderful to be part of and has greatly improved my enjoyment of life.' – Youth Club Leader



'I'm really excited to be part of Baytree and just wanted to say thank you for making it such an easy process to get on board. When I came to the centre this week it was so dark and miserable outside, and then I walked into Baytree and suddenly I was in this bright, buzzy, positive place. I can't imagine what it must mean to the girls and families to have access to that kind of environment, let alone the services you provide. Very proud to be able to say I've started mentoring with you.' — Yo

#### **Case Studies**

Kya arrived in the UK in June 2018 from Italy but she is originally from Ivory Coast and enrolled on the Into School programme at the Baytree Centre in June. Kya attended the full-day programme from Monday to Thursday till the end of the Summer term before she started attending secondary school in September 2018.

As she transitioned into school mentoring was a key part of helping her adjust and Kya has built a great relationship with her mentor who has supported her with homework and encouraged her when she has found things difficult at home or at school. Despite moving to Croydon last year, Kya still attends Baytree regularly. In January she took part in a 6-week introduction to riding course at Ebony Horse Club which she really loved as she had a natural talent for riding despite it being her first time on a horse.

She has also now joined Spark and is enjoying getting involved with the discussion with her peers and planning project. Kya also completed a weeklong work experience with Into School. Kya helped in many aspects of the programme, from work on reception to being the teacher's assistant in an Into School ESOL class. She also observed ESOL classes helped deliver sessions with club leads in different youth activities so had experience teaching different ages. Kya has expressed a desire to be a teacher so it was extremely helpful for her to have the experience especially as she had been in the student's shoes only a year earlier.

We're so proud of the progress Kya has made since her time with us. Kya has greatly improved in her English over the year, she is now fluent and able to engage in conversation and express her opinions. She is also excelling in school and has received certificates for her hard work and achievement. Kya told us 'I'm so grateful to Baytree for helping me get into school and continuing to support me.'

DA is the mother of a refugee family from the Middle East. Her husband had left the family to fight in the Iraq war and had been killed. The family had been bombed and the student had escaped to the Lebanon, where she lived in a single room with her three children for two years. Being a professional woman with a degree in English Literature, and wanting to make the best of a terrible situation, the student spent her time educating her children, reading to them, teaching them English and other school subjects and generally keeping their spirits up. This was in spite of the fact that she had been suffering from a very serious illness for several years and had only had spasmodic treatment during the war.

During her interview the student explained that although she had a degree in English Literature she had lost all her confidence in English and requested a basic class. She felt that her knowledge of the language had been affected by the trauma she had suffered. For this reason she was given an Entry 1 & 2 class simply to build up her confidence again.

Apart from her regular ESOL classes the student attends as many other activities as she can: mentoring sessions, zumba, employability sessions, model making, Life in the UK test preparation classes, a Women in Travel talk, fundraising events and certificate celebrations.

During the summer term of the academic year 2018 - 2019 she passed three examinations: Pearson Edexcel ESOL Entry 2 Reading, Writing and Speaking & Listening. She is now working towards Entry 3 qualifications.

This student takes full part in activities in her local community as well as contributing fully to the social life of Baytree. She does voluntary work regularly and hopes eventually to be fully self-supporting with paid employment.

Having had hospital appointments here in London since her arrival her medical condition has improved enormously.

She stressed recently that she does not want anyone to feel sorry for her, and that now she speaks English with her friends. She reads books and newspapers and helps her children with their homework. She feels more confident about her grammar and vocabulary, and commented: 'Before, I felt nervous, but now I feel more confident and relaxed.'

She has made friends and her children are getting on well at school. They all feel fully integrated into British society and are grateful for the welcome they have received. Few of their relations have survived the war in Iraq, so the student considers Baytree and the local community that gave her refuge to be her family now.

NB was referred to the women service by the St Helens primary school.

She is the mother of 4 children who arrived in the UK from Jamaica in 2000. After a great deal of legal technicalities, she managed to obtain her British Citizenship and subsequently bring her daughter to join her in the UK after 12 years apart. She went on to have 3 more children and married the father of the youngest 2 in Jamaica. However, she is still in the process of filing his papers with the home office for him to join the family - so she is technically a single parent.

NB was feeling overwhelmed and jaded by having to juggle many complex issues and situations. She initially stated that she could not see how things were going to improve and how she was going to manage to cope financially.

She is currently in temporary accommodation and in the weeks prior to coming to the Baytree Centre she became unemployed. This left her with high rent arrears, unable to find a job to further compound things with her middle child display special educational needs and not receiving any additional support for them.

NB and her coach worked to devise and prioritise a plan of action for what she wanted to achieve for her family. The most important thing being ensuring that she secured her accommodation by supporting her to communicate with the housing benefits and welfare benefits departments. Once we had managed to secure these payments, we set about applying to get additional financial support for her son with needs. We worked together to complete a disability living application and the family were awarded this benefit in the spring 2019. In addition, due to the excessive tasks and demands of parenting this child NB went on to use the format we had worked on to apply for carers allowance which she was once again successful in obtaining. These benefits have gone some way to relieving some of the hardships that the family were facing.

Whilst waiting for decisions on these applications, NB attended employability 1-2-1 support sessions at Baytree. With this additional support she managed to secure employment. Despite this being a zero hours contract at the moment, the hours offer her the flexibility of working around her young family and she is hopeful to become a permanent member of staff. The job coupled with enhanced benefits have resulted in NB being able to start to save and she is quickly approaching her financial target: to send money to her husband so he can join her in the UK. In fact, the family are on course to be reunited after Christmas this year. She is now more secure in her housing situation also.

Moreover, NB was encouraged to seek medical support for her son and after some persistence he was diagnosed with ASD in the summer. This diagnosis has left NB feeling relieved and almost vindicated. It has given her more confidence and she is now being assisted by Lambeth Information and Advice Service to apply for an Education Health Care Plan for her son which will mean he gets the appropriate help he needs to support his needs.

These successes have resulted in NB planning for her family's future and she has recently been accepted on a part time Criminology Degree – she has the ambition of becoming a probation officer. This course gives her funding to pay for after school childcare and will enable her to continue in her employment too.

#### Financial review

As a new charity and one that has been in operation for only two years we are very pleased to have attracted sufficient grants that mean we have secured funds for four and a half months of charitable activity. This income that has been received along with our reserves ensures that we are in a strong position to continue to provide services to our beneficiaries. Continuity of service is vital for our beneficiaries as social integration and obtaining employment take time. We have been able to grow our provision this year due to the careful financial management last year and we will continue to provide these services in the forthcoming year.

We currently have no long-term source of income and our asset base is very small. The trustees have therefore started investigating the possibility of social investment in the building we occupy so that in the future the charity is not wholly dependent on grant and contract income.

#### Reserves policy

The charity has reserves of £176,574. This represents about 3 months expenditure on charitable activities. In calculating our reserves we exclude those tied up in equipment used to undertake our work.

In reviewing its reserves requirement, the trustees have considered the need to maintain the building in Brixton and the cost of delivering our programmes. The funding cycle is about a year long and we would therefore like to have 12 months of reserves at any one time. We initially aimed to achieve this within 5 years and although we are behind the target of 4.5 months we are happy that we have secured sufficient funding for the current year and some for 2021.

The restricted funds are not included in the trustees' view of reserve needs because these restricted funds are held by the charity for specific projects and will normally be spent within 6 months.

#### Plans for the future

In conjunction with our staff working in each area we monitor and evaluate the impact of the provision we provide. This along with participant involvement allows us to provide activities which are innovative and attractive to our beneficiaries.

**Women Service** The social mobility mentoring across the whole service has worked well, our beneficiaries have focussed on employability as a high priority goal. As a result, we have attracted more funding in this area and are excited to be focusing on this area in the future.

**The Youth service** The appointment of the academic co-ordinator has helped our educational support for our young beneficiaries: key to helping them make the most of their potential and a priority for the future. Our work with NEET young people has increased but retaining the interest and commitment of this group will continue to challenge us.

**Volunteer Service** The renewal of our Investing in Volunteers Accreditation is a specific goal in 2020.

The Baytree Centre relies on the following advisors:

Auditor Goldwins, London, NW6 2EG

Bank: HSBC, Brixton, London

The Baytree Centre address: is 300 Brixton Road, Brixton, London SW9 6AE **Governing Document:** Constitution of a Charitable Incorporated Organisation

Management Team: Caroline Guarnaccia, CEO;

Carmen Gonzalez, Fundraising and Development Director;

Marta Fernandez-Burillo, Women Service Director

Trustees					
Trustee Name	Office	Appointment	Subsequent Office	Resigned	Tenure Ends
			Appointment		
Esmeralda Ahmetaj		11.11.2017			11.11.2019
Riccardo Calliano		11.04.2018			11.04.2021
Dorothea Eyewumi	Chair	11.11.2017	20.07.2018		11.11.2020
Ana Gonzalez	Secretary	18.07.2018			18.07.2021
Ekene Olele		13.12.2018			13.12.2021
Marion Osieyo		11.11.2017		18.07.2019	
Meg Parra		07.02.2019			07.02.2022
Sophia Pain	Treasurer	11.11.2017	25.10.2018		25.10.2021
Suzy Wood		11.11.2017			11.11.2020
Katie Wrightson		18.07.2019			18.07.2022

Trustee appointment was initially overseen by DHEF but since incorporation the trustees are nominated and elected by the Trustees. A bespoke Governance & Trusteeship training programme was delivered to trustees in the summer prior to incorporation. Our governing document allows for 9 trustees and we are pleased to have been able to recruit new trustees with financial and legal expertise.

**Partnerships**: The Baytree Centre is part of the **Building Young Brixton** with Ebony Horse Club, High Tree Community Foundation, iRMOIndoamerican Refugee Migration Organisation, Marcus Lipton, Spiral and The Advocacy Academy.

The Baytree Centre is part of the **FATIMA Project** with Wonder Foundation, Fundacija SURSUM Dolnoslaskie Stowarzyszernie Kultural Panorama and Fundación Senara.

The Baytree Centre is part of the **Place for All** with High Trees and iRMOIndoamerican Refugee Migration Organisation.

The Baytree Centre is part of Berkley Foundation project **Women IntO Work WOW** with High Trees and Spiral

The Baytree Centre is part of **Red Glow** working with youth organisations across 7 EU countries in a project led by Wonder Foundation

Working more closely with colleagues in the sector has increased referrals and we've also been able to share best practise and support each other with resources and space. Both staff and beneficiaries are excited to see how the partnership continues to develop over the coming years.

#### **Risk Management**

The trustees keep a risk register which is reviewed periodically. The trustees recognise that the charity is subject to operational and financial risks and they believe they have procedures in place to reduce these risks

- To human life and welfare, by the adoption of health and safety policies and training
- To young and vulnerable people, by having in place suitable policies and procedures.
   Ongoing training for the Safeguarding Officer and key staff is monitored and we review the procedure once a year
- To charity resources, by appropriate control procedures.

The Baytree Centre acknowledges and thanks the generosity of funders and donors through the grants, sponsorship, commissioning and donations received in 2018-2019 which have enabled us to provide the much-needed services and support for women, girls and families in the local community.

**Battersea Power Station Foundation** 

Berkeley Foundation

**BBC Children in Need** 

Big Give in partnership with The Childhood Trust

Building a Stronger Britain Together (DCMS)

City Bridge Trust

**EU Migration Fund** 

European Youth Together of Erasmus Plus

Friends of Baytree and the many individuals who generously helped financially & in kind

**Garfield Weston** 

Greater London Authority - The Mayors Fund

Henry Smith

John Lewis Foundation

London Borough of Lambeth - Early Years

Leathersellers

London Community Fund (BEAT)

London Youth

Mercers Company

National Lottery - Community Fund

Plater Trust

Sir Walter St John

Sisters of the Holy Cross Charitable Trust

Tampon Tax Fund (DCMS)

Walcot Foundation

Wates Foundation

Young Lambeth Cooperative

#### Statement of trustees' responsibilities for an unincorporated Charity/CIO

The trustees are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the income and expenditure of the charity for that period. In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the trust deed/constitution. 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.

The trustees are responsible for the maintenance and integrity of the charity and financial information included on the charity's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

### THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019

Independent Auditor's Report to the Members of the Baytree Centre

#### **Opinion**

We have audited the financial statements of the Baytree Centre (the 'Charity') for the year ended 31 August 2019 which comprise the Statement of Financial Activities, the Balance Sheet, statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102: The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- •give a true and fair view of the state of the Charity's affairs as at 31 August 2019 and of its income and expenditure for the year then ended;
- •have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice:
- •have been prepared in accordance with the requirements of the Charities Act 2011.

#### **Basis for opinion**

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- •the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- •the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the Charity's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

#### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

### THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019

Independent Auditor's Report to the Members of the Baytree Centre

We have nothing to report in this regard.

#### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the Charity and environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report.

We have nothing to report in respect of the following matters in relation to which the Charities Act 2011 requires us to report to you if, in our opinion:

- sufficient accounting records have not been kept;
- •the financial statements are not in agreement with the accounting records and returns; or
- •we have not obtained all the information and explanations necessary for the purposes of our audit.

#### Responsibilities of the trustees

As explained more fully in the trustees' responsibilities statement, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the Charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the Charity or to cease operations, or have no realistic alternative but to do so.

#### Our responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

This report is made solely to the Charity's trustees, as a body, in accordance with section 144 of the Charities Act 2011 and the regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the Charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Charity and the Charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Goldwins Limited Statutory Auditor Chartered Accountants 75 Maygrove Road West Hampstead London NW6 2EG

### THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED $31^{\rm ST}$ AUGUST 2019 STATEMENT OF FINANCIAL ACTIVITIES

	Uı	nrestricted	Restricted	Total	Unrestricted	Restricted	Total
		Funds	Funds	2019	2018	2018	2018
No	te	£	£	£	£	£	£
<u>Income</u>							
Donations and Legacies	3	23,821	15,000	38,821	37,211	-	37,211
Charitable activities	3	132,389	601,698	734,087	139,725	410382	550,107
Investment Income	4	1,061	-	1,061	59	-	59
Total income	_	157,271	616,698	773,969	176,995	410,382	587,377
Expenditure on Costs of raising funds Charitable activities	5	14,560	-	14,560	11,965	-	11,965
Women Service	0	5,692	282,122	287,814	28,396	209,185	237,581
Volunteer Service		8,752	236,617	245,369	39,143	26,587	65,730
Youth Service		31,082	49,667	80,749	20,518	140,420	140,420
Total	_	60,086	568,406	628,492	100,023	355,674	455,697
Net income before transfers	_	97,185	48,292	145,477	76,972	54,708	131,680
Transfer between funds		-	-	-	-	-	-
Net movement in funds	7	97,185	48,292	145,477	76,972	54,708	131,680
Total funds brought forward		87,761	71,283	159,044	10,789	16,575	27,364
Total Funds carried forward	=	184,946	119,575	304,521	87,761	71,283	159,044

All income and expenditure derive from continuing activities.

The statement of financial activities includes all gains and losses recognised in the year.

# THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019 BALANCE SHEET

	Notes	2019 £	£	201 £	18 £
Fixed assets					
Tangible assets	9		8,167		12,106
Current assets					
Debtors Cash at bank and in hand	10 11	6,247 427,759		5,615 209,688	
Total Current Assets Creditors: amounts falling		434,006		215,303	
due within one year	12,13	(137,652)		(68,365)	
Net current assets			296,354		146,938
Total assets less current liabil	lities		304,521		159,044
Creditors: amounts falling due after more than one year	e		-		
			304,521		159,044
Funds					
Unrestricted Restricted	16		184,946 119,575		87,761 71,283
			304,521		159,044

The financial statements were approved by the Board on  $5^{\rm th}$  December 2019 and signed on their behalf by

Dorothea Eyewumi Chair Sophia Pain Treasurer

# THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019 STATEMENT OF CASHFLOW

Cash flows from operating activities:	Notes	2019 £	2019 £	2018 £	2018 £
Net cash provided by/(used in) operating activities	18		217,010		187,400
Cash flows from investing activities: Dividends, interest and rents from investments Proceeds from sale of fixed assets Purchase of fixed assets Proceeds from sale of investments Purchase of fixed assets		1,061 - - - -		59 - - - -	
Net Cash provided by/(used in) investing activities			1,061		59
Cash flows from financing activities Repayment of borrowing Cash inflows from new borrowing Receipt of endowment		- - -		- - -	
Net Cash provided by/(used in) financing activities					
Changes in cash and cash equivalents in the year			218,071		187,459
Cash and cash equivalents at the beginning of the year			209,688		22,229
Cash and cash equivalents at the end of the year	18		427,759		209,688

#### 1. Basis of Preparation

#### 1.1 Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts.

The accounts have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102 – effective 1 January 2015) (Charities SORP FRS102)

The Baytree Centre constitutes a public benefit entity as defined by FRS 102.

#### 1.2 Going Concern

The Trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern. The trustees do not consider that there are any sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next accounting period.

#### 2. Accounting Policies

#### 2.1 Income

#### 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; and
- the monetary value can be measured with sufficient reliability.

#### Offsetting

There has been no offsetting of assets and liabilities, or income and expenses, unless required or permitted by the FRS 102 SORP or FRS 102.

#### **Grants and donations**

Grants and donations are only included in the SoFA when the general income recognition criteria are met (5.10 to 5.12 FRS102 SORP).

In the case of performance related grants, income must only be recognised to the extent that the charity has provided the specified goods or services as entitlement to the grant only occurs when the performance related conditions are met (5.16 FRS 102 SORP).

#### Legacies

Legacies are included in the SOFA when receipt is probable, that is, when there has been grant of probate, the executors have established that there are sufficient assets in the estate and any conditions attached to the legacy are either within the control of the charity or have been met.

Income from legacies and donations is accounted for on a received basis and grossed up for any tax recoverable.

### THE BAYTREE CENTRE (CIO 1175145) TRUSTEES' REPORT AND ACCOUNTS FOR THE YEAR ENDED 31<sup>ST</sup> AUGUST 2019

**NOTES TO THE FINANCIAL STATEMENTS (Continued)** 

#### **Government grants**

The charity has received government grants in the reporting period

#### Contractual income and performance related grants

This is only included in the SoFA once the charity has provided the related goods or services or met the performance related conditions.

#### **Donated goods**

In accordance with the Charities SORP (FRS 102), the general volunteer time is not recognised, we are very aware of the great benefit the charity receives from all its volunteers, please refer to the trustee's annual report for more information about their contribution.

#### **Support Costs**

The charity has incurred expenditure on support costs.

#### Income from interest, royalties and dividends

Interest on funds on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the Bank.

#### 2.2 Expenditure and Liabilities

#### Liability recognition

Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out resources and the amount of the obligation can be measured with reasonable certainty. Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

#### Governance and support costs

Support costs have been allocated between governance costs and other support. Governance costs comprise all costs involving public accountability of the charity and its compliance with regulation and good practice.

Support costs include central functions and have been allocated to activity cost categories on a basis consistent with the use of resources, eg allocating property costs by floor areas, or per capita, staff costs by the time spent and other costs by their usage.

#### Redundancy cost

The charity made the Into School Project Manager redundant when the funding for this project ceased during the reporting period.

#### **Deferred income**

No material item of deferred income has been included in the accounts.

#### **Creditors**

The charity has creditors which are measured at settlement amounts less any trade discounts.

#### **Provisions for liabilities**

A liability is measured on recognition at its historical cost and then subsequently measured at the best estimate of the amount required to settle the obligation at the reporting date.

#### 2.3 Assets

#### Tangible fixed assets for use by charity

These are capitalised if they can be used for more than one year, and cost at least £5,000. They are valued at cost. Fixtures and fittings are depreciated over 10 years straight line.

#### **Operating Leases**

Rental charges are charged on a straight-line basis over the term of the lease.

#### **Investments**

Investments held for resale or pending their sale and cash and cash equivalents with a maturity date of less than 1 year are treated as current assets.

#### **Debtors**

Debtors (including trade debtors and loans receivable) are measured on initial recognition at settlement amount after any trade discounts or amount advanced by the charity. Subsequently, they are measured at the cash or other consideration expected to be received.

#### **Current asset investments**

The charity has investments which it holds for resale or pending their sale and cash and cash equivalents with a maturity date less than one year. These include cash on deposit and cash equivalents with a maturity date of less than one year held for investment purposes rather than to meet short term cash commitments as they fall due.

They are valued at fair value except where they qualify as basic financial instruments.

#### **Pensions**

The charity operates a stakeholder pension scheme.

3. Analysis of income				
	Unrestricted	Restricted	Total 2019	Total 2018
	£	£	£	£
<b>Donations and Legacies</b>				
Donations & Gifts	22,736	15,000	37,736	36,481
Gift Aid	780	-	780	730
Fundraising Events	305	<u>-</u>	305	<u>-</u>
Total	23,821	15,000	38,821	37,211
Charitable Activities			_	_
Women Service	56,764	309,418	366,182	298,965
Youth Service	38,310	246,343	284,653	166,007
Volunteering	37,315	45,937	83,252	85,135
Total	132,389	601,698	734,087	550,107
=				

The income from charitable income in the prior year was all unrestricted except £410,382 which was restricted.

#### **Source of Charitable income**

	Unrestricted	Restricted	Total 2019	Total 2018
	£	£	£	£
Grants	105,965	553,808	659,773	449,819
Contracts	-	47,890	47,890	88,128
Fees	15,213	-	15,213	4,852
Rental income	11,211	<u> </u>	11,211	7,308
Total	132,389	601,698	734,087	550,107

#### **Analysis of Government Grants**

				Total 2019 £	Total 2018 £
Tampon Tax – Famil YLC Ltd, part of a Co Building a Stronger E integration	onsortia bid to s	upport family	and youth	49,634 27,000 19,125	53,588 31,000 21,725
CYPS Lambeth Coul GLA Young Londone		g in Children's	s Centres	47,890 18,793	53,628
Total				162,442	159,941
4. Income from Inve	stments				
				Total 2019 £	Total 2018 £
Bank interest				1,061	59_
				1,061	59
5. Expenditure on ra	aising funds			Total 2019 £	Total 2018 £
Staff Costs Staging fundraising e	events			14,255 305	11,965 -
				14,560	11,965
6. Support Costs	Women	Youth	Volunteer	Total	Total
	Service £	Service £	Service £	2019 £	2018 £
Building Costs	89,179	44,590	22,295	156,064	116,504
Governance	2,769	1,384	692	4,846	4,149
Total	91,948	45,974	22,987	160,910	120,654

The Baytree Centre management and premise costs are identified as support costs. It then identifies those costs which relate to the governance function. These costs are apportioned to the charitable activities on the basis of direct cost.

7.	Net	movement	in funds	ò
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This is stated after charging:		
	2019	2018
	£	£
Depreciation of tangible assets	3,939	4,263
Operating lease rentals: equipment	-	1,831
Independent examiner's fee	-	2,000
Audit fee	3,200	-
Matrix Evaluation	-	2,232

#### 8.Staff Costs

	2019 £	2018 £
Salaries and wages	443,539	318,598
Social Security Costs	32,542	21,694
Employer's contribution to defined contribution pension scheme	6,925	2,774
	483,006	343,066

No employees earned over £60,000 per annum (2018 nil).

A redundancy payment of £1,020 (2018 Nil) was made in the year.

The total employee benefits including pension contributions of the key management personnel were £84,421 (2018: £80,253).

The average monthly headcount, analysed by function was as follows:

	2019 Number	2018 Number
Direct charitable expenditure Central Management	21 2	18 2
	23	20

9. Tangible fixed assets		
	Fixtures, Fittings & equipment	Total
	£	£
Cost or valuation At 1 September 2018	58,939	58,939
Additions during the year	<del>-</del>	
At 31 August 2019	58,939	58,939
Depresiation		
<b>Depreciation</b> At 1 September 2018	46,833	46,833
Charge for the year	3,939	3,939
At 31 August 2019	50,772	50,772
Net book value At 31 August 2019	8,167	8,167
At 31 August 2018	12,106	12,106
All fixed assets are used for direct charitable purposes.		
10. Sundry debtors and propayments		
10. Sundry debtors and prepayments	2019 £	2018 £
Prepayments and accrued income	5,044	4,917
Other debtors	1,203	698
	6,247	5,614
11. Cash at bank and in hand		
	2019 £	2018 £
Short term deposits Cash at bank and in hand	195,915 231,640	145,059 64,629
Caon at bank and in name		
	427,555	209,688

#### 12. Creditors and accruals

	2019 £	2018 £
Other creditors Accruals and deferred income Taxation and social security	6,519 123,848 7,285	7,136 53,281 7,948
	137,652	68,365

#### 13. Deferred income

Unrestricted income that relates to delivery of a final report in the future is deferred.

	2019 £	2018 £
Balance at 1 September Amounts added in the current year Amounts released to income from previous year	<b>45,833</b> 118,333 45,833	<b>30,000</b> 45,833 30,000
Balance at 31 <sup>st</sup> August	118,333	45,833

#### 14. Operating lease commitments

The charity has no future minimum lease payments under non-cancelling operating leases.

#### 15. Legal status of the charity

The Baytree Centre is a charitable incorporated organisation (CIO) registered with the Charity Commission (registration number 1175145). Its governing document is its constitution and the only voting members are the trustees

#### 16. Restricted funds

	1 September 2018	Incoming	Transfer	Outgoing	31 August 2019
	£	£	£	£	£
AMIF EU (Fatima)	32,160	55,751	-	92,000	(4,089)
Awards for All	-	10,000	-	1,667	8,333
BBC Children in Need	2,964	39,907	-	41,664	1,207
Berkley Foundation	-	15,000	-	3,750	11,250
Building a Stronger Britain	n				
Together	-	19,125	-	19,125	-
City Bridge Trust	9,075	36,300	-	36,300	9,075
City Bridge Trust - capital	-	6,000	-	-	6,000
CYPS Lambeth	-	47,890	-	47,890	-
Drapers	-	20,000	-	6,667	13,333
ERASMUS EU Red Glow	-	37,828	-	27,500	10,328
Fresh Leaf Foundation	-	19,468	-	12,920	6,548
GLA Young Londoners	-	18,793	-	18,793	-
London Community Fund	-	10,000	-	9,163	837
Mercers	3,333	20,000	-	20,000	3,333
National Lottery					
Community Fund A Place	-	89,002	-	59,335	29,667
for All					
Pilgrim Trust	7,500	15,000	-	15,000	7,500
Plater Trust	14,583	20,000	-	25,000	9,583
Sir Walter St John	-	10,000	-	5,834	4,166
Tampon Tax	-	49,634	-	49,634	-
Walcot Foundation	-	25,000	-	25,000	-
Wates Foundation	-	10,000	-	7,496	2,504
YLC	-	27,000	-	27,000	-
Other	1,668	-	-	1,668	-
	71,283	616,698	-	568,406	119,575

The balances carried forward will be used in the following month, analysed as.

1 September 2018	Income	Transfer	Outgoing	31 August 2019
£	£	£	£	£
25,155	309,418	-	282,122	52,451
23,505	261,342	-	236,617	48,230
22,623	45,938	-	49,667	18,894
71,283	616,698		568,406	119,575
	2018 £ 25,155 23,505 22,623	2018 £ £ 25,155 309,418 23,505 261,342 22,623 45,938	2018 £ £ £ 25,155 309,418 - 23,505 261,342 - 22,623 45,938 -	2018 £ £ £ £ 25,155 309,418 - 282,122 23,505 261,342 - 236,617 22,623 45,938 - 49,667

The Women service fund is for the provision of training and intensive educational programmes to women learners.

The Youth service is for the provision of educational programmes to young people.

The Volunteer Service provides recruitment, training and support for our volunteers.

#### 17. Transactions with trustees and related parties

#### **Trustee renumeration**

None of the trustees have been paid any renumeration or received any other benefits from an employment in the charity or a related entity.

#### **Trustee Expenses**

No trustee has received travel or accommodation reimbursements

#### **Related party transactions**

There have been no related party transactions during the year.

#### 18. Reconciliation of net income/expenditure to net cash flow from operating activities

			2019 £	2018 £
Net income/expenditure for the reporting period			145,477	131,68
Depreciation of tangible assets Interest rent and dividends from investments (Loss)/profit on sale of fixed assets			3,939 (1,061)	4,263 (59)
(Increase)/decrease in debto Increase/(decrease) in credit		(632) 69,287	4,193 47,323	
Net cash (outflow)/inflow from operating activities			217,010	187,400
19. Analysis of cash and c	ash equivalents			
	At 1 September 2018 £	Cash flows £	Other Charges £	At 31August 2019 £
Cash in hand	209,688	218,071	-	427,759
	209,688	218,071	-	427,759