



# **Surrey Community Action**

## **Report Of The Trustees And Financial Statements**

**Year Ended 31 March 2020**

**Surrey Community Action  
Astolat, Coniers Way  
Burpham, Guildford  
Surrey GU4 7HL**

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Company Registered in England No. 03203003  
Charity Registered No. 1056527

# Reference and Administrative Details

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 2020. The trustees have adopted the provisions of the Statement of Recommended Practice (SORP) 'Accounting and Reporting by Charities' issued July 2014.

Registered Company Number	03203003 (England and Wales)
Registered Charity Number	1056527
Registered Office	Astolat, Coniers Way, New Inn Lane, Burpham, Guildford, Surrey, GU4 7HL
Independent Examiners	Menzies LLP, Centrum House, 36 Station Road, Egham, TW20 9LF
Solicitors	Morrisons Solicitors, Clarendon House, Clarendon Road, Redhill, Surrey, RH1 1FB
Bankers	CAF Bank Ltd, 25 Kings Hill, West Malling, Kent ME19 4JQ
President	Lord Lieutenant Michael More-Molyneux
Vice President	Rt Revd Jonathan Clark, Bishop of Croydon

## Directors and Trustees

The Directors of the charitable company (the charity) are its Trustees for the purpose of charity law and throughout this report referred to as the trustees. The Trustees serving during the year and since were as follows;

Keith McPherson     Chairman & Treasurer  
 Jo Josh  
 Simon Matthews  
 Michael Cannon  
 Chris Stanton  
 Roger Taylor

Company Secretary     George Shackleton

Principal Officers     Jason Gaskell  
                                  Chief Executive  
                                  Nick Bragger  
                                  Head of Communities and Development  
                                  George Shackleton  
                                  Head of Finance and Resources

During the financial year, Keith McPherson was elected Chairman of the board and held his position as Treasurer for a short period until the following financial year (20/21) in which a new trustee (Paul Ryder) joined the board and took the position of Treasurer.

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# Chairman's Statement

Surrey Community Action (SCA) continued its successful trajectory during the year to 31 March 2020, achieving all possible strategic priorities, set out in its Action Plan 2019/2020. This is regarded as a highly satisfactory conclusion in view of the wide range of activities involved, many of which gain mention elsewhere in this document.

Of particular note was the increased focus on the integration of Health and Social Care with the Voluntary, Community and Faith Sector (VCFS). This is just one of the many activities that illustrate our key objective of representing the VCFS to statutory and other bodies in Surrey, to help them understand how the sector can assist them in meeting their objectives.

SCA's core staff are tireless in their delivery of our second key objective, helping the VCFS to thrive, by supporting them with information and services. These included an Annual Conference (Funding Fair), specialist

training events (GDPR, CIO and Brexit) and back-office services (DBS checks, payrolls etc).

Further key objectives of SCA are:

(a) to develop projects designed to meet new and emerging needs, typically on the agenda of the annual Staff and Trustee 'awayday';

(b) to meet project needs not adequately met elsewhere, including a diverse portfolio of projects in line with our key objectives, and which appear in our Statement of Financial Activities as Restricted Funds.

At the December 2019 AGM I took over the Chair of SCA from Michael Cannon, to whom I extend SCA's sincere gratitude for his contribution and commitment. I am delighted that Michael has agreed to remain a Trustee and Deputy Chair.

Our Strategy 2020-2025 was due to be finalised in March, but the dramatic impact of the Coronavirus pandemic

forced us to put our strategic planning on hold.

The deep and profound effect of COVID-19 has had on our lives and our work is described in Chief Executive, Jason Gaskell's report below.

Since our year-end we have welcomed Elliot Kortenray, Janice Hutchins and Paul Ryder as Trustees, with Paul Ryder also taking over as Treasurer. Their diverse skills and experience will add greatly to the strength of the Board.

I also welcome this opportunity to sincerely thank the Staff and Trustees for the hard work and loyalty they continue to show to SCA in these challenging times. Without them we would be unable to keep up the great work which continues with the help of a new team member, "Zoom".

**Keith McPherson**  
Chairman



**SCA's core Staff are tireless in their delivery of our second key objective, helping the VCFS to thrive**

# Chief Executive's Report

This has been yet another busy year for Surrey Community Action, that started with Brexit uncertainty and ended with Covid-19, all of which has led to an ever-increasing need for the services, charities and community organisations offer - more demand, more complex cases and an increasing competitive funding environment. Despite the challenges, Surrey Community Action has been able to retain almost all of our local authority funding which has allowed us to sustain our valuable services.

We had much to be celebrate in 2019/20. The ESF and National Lottery Community Fund "Inspiring Enterprise" project has continued to work with unemployed and economically inactive people to help them set up their own businesses and has performed admirably against some major challenges. Our "Warmth Matters" project evolved into our "Money Matters" project, providing advice and support to those experiencing financial challenges. We continue to support our Good Neighbour

Schemes, Community Buildings and our Gypsy and Traveller community. Our Rural Housing Enabler service continues to help provide affordable housing for local people and has now been joined by Community Led Housing project - this time helping local people build housing to meet local need.

We continue to be a trusted advocate on behalf of the voluntary and statutory sectors in Surrey, sitting on the Surrey Health and Wellbeing Board, co-chairing the Surrey Charities Chief Executive Group, chairing the Surrey Compact Custodian Group and working with many of our emerging health and social care structures to ensure that the voluntary sector remains a vital part of improving the lives of the people in Surrey. As usual, there is too much going on to be able to list all our activities and achievements in the space available, so suffice it to say that the hard work and dedication of our Staff and Trustees continues to astound me, I am grateful for their continued efforts and support.

I would like to flag the achievements of one of our staff, Vicki Turton. Vicki has been with Surrey Community Action since 1994 and in that time has become the county's expert in voluntary car schemes, setting up and supporting the groups driving over half-a-million miles a year on behalf of their neighbours; an amazing achievement that we were able to celebrate with a surprise tea party for Vicki, joined by colleagues from across the decades.

As a final point, March 2020, the end of the financial year, saw the arrival of Covid-19, and life has not been the same since. I will take this opportunity to thank Staff at Surrey Community Action for their amazing response to the pandemic, moving seamlessly to remote working and being able to maintain all our valuable services. Well done all.

**Jason Gaskell**  
**Chief Executive**



**We continue to support the voluntary sector, communities and people of Surrey with our broad range of projects and services**

# Objectives and Aims

**The objectives of the charity were revised in 2005 to read:**

- a. The promotion of any charitable purpose primarily for the benefit of the inhabitants of the county of Surrey and such other charitable work in other geographical areas within the United Kingdom which assist the work of the statutory and voluntary organisations engaged in advancing education, furthering health, relieving poverty, distress or sickness, promoting equality and diversity, improving skills or any other charitable purpose.
- b. To promote and organise co-operation in the achievement of the charitable purpose by working with charities, authorities and organisations.

**These objectives were clarified and updated in the strategic plan adopted by the Board in 2014, which identified six key strategic objectives for the organisation:**

1. **Advocacy and Representation** - we will be advocates on behalf of the VCFS in Surrey, ensuring that statutory bodies, private sector organisations, and other stakeholders understand the value of the VCFS and how it can support them to meet their objectives.
2. **Knowledge and Understanding** - we will be a focal point for knowledge and understanding of the VCFS in Surrey, being able to collate, analyse, personalise and disseminate the information necessary for VCFS organisations to thrive in a challenging environment.
3. **Projects and Innovation** - we will use our knowledge and understanding to inform new projects designed to meet new and emerging needs, or to fill needs that are not adequately met elsewhere.
4. **Services** - we will provide services, predominantly but not exclusively, to Surrey's VCFS, that they can use to increase their effectiveness.
5. **Financial Sustainability** - we will be a financially sustainable organisation, managing costs effectively and increasing funds to support our mission.
6. **Management** - we will be a professional and well-managed organisation, with effective governance systems and processes, supporting a skilled and enthusiastic team of staff and volunteers, supporting a growing membership, and demonstrating appropriate use of the resources entrusted to us.

All services are offered to organisations who are registered charities, those working to charitable status, those wishing to work with charitable bodies in line with public benefit and other not-for-profit organisations. The charity trustees have taken full regard of the public benefit guidance published by the Charity Commission.

Surrey Community Action offers a comprehensive range of activities which will benefit voluntary, community groups, primarily in Surrey, and intends that these groups will use this acquired knowledge/support to better pursue their charitable aims/enhance the services they provide to their clients.

# Achievements and Performance

## Rural Housing Enabler

Surrey's chocolate box villages are highly sought after. With London and two major airports easily accessible by road and rail yet surrounded by stunning countryside, houses command premium prices. Buyers are paying over 14 times their annual salary, almost double the national average of 8 times average earnings – renters too, are paying over £1,100 a month on average. Whether looking to buy or rent, many local people on low or even average salaries cannot afford to live in the villages where they grew up.

Surrey Community Action's Rural Housing Enabler works to assess the level of need for affordable housing in rural villages and consults with the local community to identify suitable land where homes can be built for local people, in Mole Valley, Tandridge, Guildford and Waverley. These homes are usually developed as Rural Exception Schemes, meaning that the homes

remain in perpetuity for local people, often providing a mix of rented and shared ownership homes so that communities remain mixed and sustainable.

1,235 people responded to housing needs surveys carried out in 2019-2020 by our Rural Housing Enabler in East Clandon, West Clandon, Headley, Bletchingley, Burstow, Elstead, Peper Harow, Wonerh and Brockham. We also completed reviews of housing need in Headley, Ripley and Brockham and a character assessment for West Clandon's Neighbourhood Plan. Working in partnership with land agents and developers as well as parish councils and housing associations, we supported three planning applications for small, carefully planned developments in Brockham, Dunsfold and Hambledon which will provide a mix of affordable homes for purchase or social rent.



**My house has got double glazing, fantastic central heating, insulation and it's right up to modern standards. It's built to the same standards as a normal, private house is built to**

**Rob, social renter in a new build in a rural village**

## Community Buildings Adviser

Village halls are the beating hearts in communities across Surrey, bringing together people to connect, collaborate and celebrate. Each one offers a unique range of activities, services and clubs to meet the needs of their local community ranging from seated exercise classes for the elderly to pop-up village shops. But in order to remain well-used and sustainable they need to be modern, well equipped and managed properly.

Surrey Community Action supports the committee members, volunteers and paid staff who manage almost 300 buildings between them with advice on constitutional matters, health and safety, business planning and funding for capital projects as well as a number of other issues.

This year we launched a new two-tier membership structure which allows management committees to opt for additional benefits.

Over the last 12 months our Community Buildings advice service dealt with 120 enquiries from village hall management committees including questions about neighbourhood disputes, CIO conversions, extensions/building work, funding, health and safety and governance.

Representatives of community buildings receive a quarterly newsletter and access to training and events organised by Surrey Community Action for the voluntary and community sector.

## Voluntary Car and Good Neighbour Schemes

Thousands of older and vulnerable people across Surrey rely on Voluntary Car Schemes and Good Neighbour Schemes to help them to get to GP and hospital appointments, to local shops and hairdressers or to visit their loved ones in nursing homes. Knowing that there is a friendly volunteer around in their hour of need, helps people to remain physically and mentally well and independent in their own homes.

There are currently over 100 schemes across Surrey, 97 of which are supported by Surrey Community Action's Voluntary Car Scheme Adviser. This specialist support is a key element in meeting community needs locally. As the population ages, the demand for the service provided by voluntary car schemes is increasing year on year. Our support is crucial in maintaining the viability of these schemes.

This year, our Voluntary Car Scheme Adviser helped to launch two new schemes: Godalming Good Neighbours and Transport and More (covering Blindley Heath, Godstone and South Godstone) and is currently working with communities in Epsom, Tadworth and Newdigate to develop schemes in those areas.

Last year we recruited over 300 drivers and duty officers through the continuation of the successful Drive into Action marketing campaign to recruit new volunteers. Our Voluntary Car Scheme Adviser also carried out 153 DBS checks to help expedite volunteers into active duty, trained 72 volunteer drivers, organised meetings with guest speakers and distributed branded high-vis jackets to schemes across the county.



**Vicki Turton is essential to our organisation and her knowledge and support have been invaluable over the ten years we have been operating. She is always so calm and friendly and approachable. We do not feel we would have been as successful as we have been without her**

## Gypsy and Traveller Support Work

Over 140 Gypsy and Traveller families have benefitted from the support and advice provided by our Community Development Worker to resolve complex housing and financial issues.

Families facing eviction, homelessness and debts value the support and advice we provide, which includes personalised support plans, signposting and liaison with other agencies and enables them to stay in their homes and receive the benefits to which they are entitled.



**Thanks for being on the end of the phone all of the time**



**Vicki advised that we approach our local parish council, plus district and county councils, and we were successful in our application for funding**

## Money Matters

Our Money Matters and Warmth Matters projects aim to help people on low incomes to save money, improve and manage their personal and family finances, reduce their fuel bills by saving energy and avoid the stress that comes with increasing debt.

Over 800 people on low incomes or at risk of fuel poverty were given advice to help them save money on their fuel bills by switching suppliers and making practical changes to their homes to improve energy efficiency.

As well as providing people with information on how to keep their homes warm for less, we also helped people to find support for debt, gave advice about budgeting and stretching low incomes further, and ran advice sessions in Godalming, Guildford, Reigate, Haslemere, Cranleigh, Hersham and Newdigate, helping to save participants over £9,000.



**Thank you. I found the information very useful and am keen to implement your money saving ideas**

## Inspiring Enterprise project

The Inspiring Enterprise project offers free support to help people develop the ideas, confidence and skills they need to become self-employed or set up a social enterprise. Funded by the National Lottery Community Fund and the European Social Fund, the programme is focused on supporting people who are not currently working in West Surrey through one-to-one business mentoring and practical workshop.

Last year, 44 people attended our Enterprise Essentials workshops which cover the basics of what is involved in becoming self-employed, such as business planning, financing and marketing. 91% of people

attending the workshops said that their confidence in becoming self-employed had improved and everyone felt that their knowledge had increased.

Currently the project has 70 active participants who are hoping to set up their own business, or establish whether they should choose a different path - an important part of what we do is helping participants to decide whether self-employment is right for them and to look at whether their business idea is feasible, so a number of participants have left the programme without setting up a business but with a clearer focus of their future career goals.



**Richard was such a great help and brought so much knowledge... he used to send me regular emails encouraging me to keep going when things were tough - he was brilliant!** Alison

## Community Led Housing

Community led housing is a growing movement of groups of local people taking action and managing housing projects that build the decent and affordable homes Surrey so desperately needs. Community led housing allows people to be in control over their own homes, lives and communities.

The Surrey Community Housing Partnership is led by Surrey Community Action and was originally formed by Elmbridge, Epsom & Ewell, Guildford, Mole Valley, Surrey Heath, Tandridge, Waverley

and Woking district and borough councils to promote and support community led housing. During 2019, the partnership was extended to cover the whole of the county. It is funded by Community Led Homes through the Community Housing Fund and during 2019 was extended for at least a further two years.

Our Community Led Housing Project Manager helps interested people to form groups, develop their ideas, engage their communities and navigate every step of the development process.

Last year we produced a video explaining the concept of community-led housing, ran workshops attended by 12 community groups and held our first Community Led Housing conference which attracted over 100 delegates and received very positive feedback.

There are now 20 developing and potential community-led housing projects across the county which are supported by our Community Led Housing Project Manager.

## Lower Green Community Centre

Our project to establish the Lower Green Community Centre on behalf of Elmbridge Borough Council, ended this year as the Centre was handed over to a new board of trustees recruited and trained by Surrey Community Action.

During the course of the project, our Community Development Worker worked with the Lower Green community, to create new support services and activities for the community in the newly refurbished centre. Following consultation with local residents, we organised a range of classes, such as pilates, children's cookery and art and crafts, enabled the set-up of new groups such as football clubs, a scout group and a pre-school and ran a

summer holiday play scheme.

We established successful local partnerships with Thames Ditton Children's Centre to source facilitators for projects, and the local Ahmadiyya Muslim Community and Esher Green Baptist Church to find volunteers. Residents have been signposted to services at Surrey County Council, Elmbridge Borough Council, other Surrey Community Action Projects and to social activities at the Baptist Church.



**“Thanks for arranging for David to deliver such a great training event for us yesterday evening. It went down very well with our learners and all their questions were answered with enthusiasm!**

**Surrey resident**



**I knew nothing about this until last Thursday's seminar arranged by Surrey Community Housing Partnership... Nick Bragger and David Cowan were brilliant, and the conference has inspired us here in Newdigate to set up our own Community-Led Housing project**

## Business Services

Surrey Community Action offers a wide range of business services to charities, voluntary groups and to small local businesses including facilities management, payroll support, meeting room hire, DBS

## Sector Support

Throughout the year we ran a series of workshops to help charities to understand more about Charity Incorporated Organisations and how these could be a modern and secure way to run their charity. We also ran workshops to help charities and social enterprises to prepare for Brexit, provided tailored advice to 15 individual charities on issues including executive coaching, HR and fundraising, and we led the Surrey Charities Chief Executives Group.

Surrey Community Action has been heavily involved in Health and Social Care transformation across Surrey, including representing the VCFS on Surrey's Health and Wellbeing Board, Surrey Heartlands and Frimley Health and Care VCFS groups, the Guildford and Waverley ICP Board. We have worked hard to ensure that the voice of the VCFS is heard across the health bodies in Surrey. We have also worked nationally on an NHS England project to share best practice in VCFS/Health engagement and have carried out bespoke research on the VCFS health and care workforce to ensure their needs are factored into NHS planning. We

checks and research. During 2019-2020, there were over 2,400 visitors to Astolat which houses nine charities.

We processed over 300 applications for DBS checks and provided a payroll service for 30 organisations.

also helped design the Surrey 500 health leadership training programme and ensured VCFS colleagues were invited to participate as equals with their health peers.

We have worked closely with Surrey County Council on behalf of the VCFS, including the development of the Surrey 2030 Vision, facilitating meetings between the Chief Executive and Leader of Surrey County Council and VCFS organisations. We also represented the VCFS on the County's Placed-based Leadership Group looking at how to support Surrey's more deprived communities. We chaired the Surrey Compact Custodian Group making sure that the principles behind statutory and voluntary sector joint working are maintained and developed.

At the end of the year, we saw the start of the Covid-19 pandemic. We were involved in supporting Surrey's vulnerable people and communities from the outset, through the Welfare Cell, volunteering, and health response groups.



**Surrey Community Action are a vital resource which we have used frequently over the years in many ways. They provide expert advice and information, run training courses and generally support voluntary organisations in the county in an exemplary fashion. I cannot praise them highly enough**



**We tend to make one-off requests which probably come under the banner of peer to peer support rather than a typical service. But I really appreciate the flexibility and goodwill of staff at Surrey Community Action who always try to provide a positive response**

## Funding

We continue to seek funds from a variety of sources in line with our funding strategy. As well as continued funding from many of our long-term funders in 2019/20, we received new funding from Community Led Homes to continue our Community-led Housing project, from Tesco Bags of Help 100th Anniversary fund for Money Matters, from ACRE to promote new safeguarding

information. We also received funding for our advocacy and representation work in Health and Social Care from NHS England and Surrey Heartlands HCP. We also launched our new Community Buildings membership scheme in April 2019.

We continue to build relationships with local and national funders, Council leaders and local businesses

in order to promote everything we do to serve communities in need across Surrey. If you would like find out more about our work or how your funding could help us run new services, please get in touch.



**We continue to build relationships with local and national funders, Council leaders and local businesses in order to promote everything we do to serve communities in need across Surrey**

## Funders and Partners

ACRE  
Community Foundation for Surrey  
Community Led Homes  
Community Housing Fund  
DEFRA  
Elmbridge Borough Council  
English Rural Housing Association  
Epsom & Ewell Borough Council  
European Social Fund  
Guildford Borough Council  
Mole Valley District Council  
Mount Green Housing Association

Reigate and Banstead Council  
Runnymede Borough Council  
Surrey Heath Borough Council  
Surrey County Council  
Tandridge District Council  
Tesco's Bags of Help  
The Henry Smith Charity  
The National Lottery Community Fund  
The Sobbell Foundation  
Waverley Borough Council  
Woking Borough Council

# Financial Review

The total incoming resources for both unrestricted and restricted funds for the year amounted to £743,070 with outgoing resources of £711,705. This resulted in a surplus of £31,365 of which £31,981 surplus came from restricted funds offset by a £616 deficit from unrestricted funds.

Surrey Community Action funds now total £250,788 of which £203,968 represents unrestricted funds and £46,820 represents restricted funds (after transfers). The restricted funds and income are only available for the specific projects and purposes as determined by the funders.

## Investment Policy and Returns

The assets of a charity must be invested in accordance with the governing instrument and the Trustee Act 2000.

The overall objectives are to create sufficient income to enable the charity to carry out its purposes consistently year by year with due and proper consideration for future needs and the maintenance of the value of the invested funds while they are retained.

The foregoing policy and arrangements will be reviewed regularly by the Trustees in the following way; the Surrey Community Action Treasurer reviews the investments and their performance every 3 months and if necessary, seeks advice before presenting any recommendations for change to investments to the Trustees.

**Overall, our forward plan and funding pipeline is looking very healthy**

## Reserves Policy

Surrey Community Action holds reserves to:

- Fund cashflow fluctuations and to provide working capital in cases where funds are paid to us in arrears.
- Fund planned expenditure e.g. maintenance of our premises.
- Invest in the future capability of the organisation.
- Invest in capital items e.g. replacement of IT hardware.
- Fund unexpected expenditure i.e. unplanned building repairs or emergencies.
- Fund shortfalls in income when income does not reach expected levels.

The general fund, also known as the free reserves, are unrestricted funds which do not have to be earmarked and may be used generally to further the charity's objectives. The level of free reserves is reviewed periodically by the trustees and stood at £203,968 at the 31st March 2020 which trustees have estimated is sufficient to cover working capital, investment in the future capability of the organisation and, in a difficult funding environment, to cover in the short term potential funding shortfalls.

## Review of 19/20 & Future Developments

2019/20 has been another positive year for SCA with our stringent budgeting and forecasting efforts pushing us ever closer to ending many years of deficits.

Alongside perseverance in a challenging funding environment, our financial modelling has proved to be accurate and we have kept close control of restricted funds that have historically accumulated losses, ensuring that we are reducing these losses through the years ahead to protect our unrestricted funds.

Extra lines of funding have been acquired throughout the year and the Charity ended the year on a sure footing.

Towards the end of the year we saw the arrival of the COVID-19 pandemic, many charities began to suffer greatly due to the various operating restrictions and funding implications that this resulted in.

Through dedication and hard work of the entire team at SCA we are confident and resolute that we will carry on and provide the necessary services we operate to the local communities and bodies we partner with.

# Structure, Governance and Management

## Governing Document

Surrey Community Action is an independent registered charity working with communities to strengthen voluntary action. The Memorandum and Articles of Association is the governing document of the charitable company.

An EGM (Extraordinary General Meeting) was held on 25th January 2011 to amend the Memorandum and Articles of Association.

## Recruitment and Appointment of New Trustees

The trustees have powers to make appointments to the Board. These are ratified by a vote of the guarantor members at the Annual General Meeting.

Trustees serve for a three-year period and may be re-elected for a further three year period. The Board meets at least six times a year.

No Trustee has any beneficial interest in the company. All Trustees are members of the company and guarantee to contribute £10 in the event of winding up. In accordance with Article 28, one third of the Trustees retire at the Annual General Meeting and, being eligible, offer themselves for re-election.

Nominations are sought from both our membership and from those with specific skills to ensure a balanced skill mix.

## Induction and Training of New Trustees

All Trustees receive an induction pack which explains their role, the role of the Board, Charity Commission and Companies House requirements. They also are given background information on previous Board decisions, Board papers, information about all services and are invited to meet other Trustees and staff. They receive a copy of the staff handbook and an explanation of the current funding situation, the business plan and future developments.

## Organisational Structure

The Board delegates responsibility for the day-to-day operation of the Charity to the Chief Executive. The delivery of services is organised into the following teams: Community Services and Resources & Support Services.

In addition, Surrey Community Action administers the disbursement of grants from the Surrey Community Buildings Grants Scheme.

## Risk management

The Trustees have assessed the major risks to which the Charity is exposed, in particular those related to the operations and finance of the Charity and are satisfied that systems are in place to mitigate its exposure to these risks. A risk register has been established, is reviewed by the Board at its bi-monthly meetings and is updated regularly.

## Financial Management

The Board of Trustees review the annual budget paying particular attention to the balance between income and expenditure and the amount needed to be retained in reserves.

The Board of Trustees liaised with its Independent Examiners on their recommendations regarding financial controls. The system of financial controls is designed to manage rather than eliminate risk. Thereafter there will be an ongoing process for reviewing financial controls which will also assist in identifying risks and management thereof.

## Employee Involvement and Internal Control

Surrey Community Action is an equal opportunities employer, with a working policy, and welcomes applications from all sections of the community. Our building and offices offer full disabled access and we also offer a comprehensive programme of training to support employees or volunteers who are new to the sector.

## Statement of Trustees' Responsibilities

The Trustees (who are also the Directors of Surrey Community Action for the purposes of company law) are responsible for preparing the Report of the Trustees and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Principles.

Company law 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of

the charitable company for that period. In preparing those financial statements, the Trustees are required to

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charity SORP;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

The Trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## Statement as to Disclosure of Information to Independent Examiners

So far as the trustees are aware, there is no relevant information (as defined by Section 418 of the Companies Act 2006) of which the charitable company's Independent Examiners are unaware, and each trustee has taken all the steps that they ought to have taken as a trustee in order to make them aware of any independent examination information and to establish that the charitable company's Independent Examiners are aware of that information.

## Independent Examination

A resolution agreeing the Charity to instruct an Independent Examination instead of an Audit was agreed at the 2019 AGM.

SCA has undertaken a policy mandated tender process to instruct Menzies as the Independent Examiners for the 2019/20 accounts.

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

## On Behalf of the Board

..... Keith McPherson ..... K McPherson - Chair

26-Jan-2021

Date: .....

# Statement Of Financial Activities

## (Incorporating The Income And Expenditure Account)

### For The Year Ended 31 March 2020

	Unrestricted	Restricted	Total	2020	2019
	Notes	funds	funds	Total	funds
		£	£	funds	£
<b>INCOME</b>					
<b>Income from generated funds</b>					
Voluntary income	2	122,012	340	122,352	120,412
<b>Activities for generating funds</b>					
Investment income	3	458	-	458	252
<b>Income from charitable activities</b>					
Advice and support	4	51,332	224,488	275,820	249,334
Grant making		-	-	-	-
Communities		-	267,128	267,128	314,094
Other		77,312	-	77,312	71,067
<b>Total income</b>		<b>251,114</b>	<b>491,956</b>	<b>743,070</b>	<b>755,159</b>
<b>EXPENDITURE</b>					
<b>Charitable activities</b>					
Advice and support	5 - 8	244,237	193,963	438,200	462,783
Grant making		-	-	-	-
Communities		-	265,232	265,232	308,482
Other		110,425	-	110,425	115,339
Less: Project re-charges		(107,433)	-	(107,433)	(125,130)
Governance costs		5,281	-	5,281	8,634
<b>Total expenditure</b>		<b>252,510</b>	<b>459,195</b>	<b>711,705</b>	<b>770,108</b>
<b>NET INCOME/(EXPENDITURE) FOR THE YEAR</b>					
before transfers	10	(1,396)	32,761	31,365	(14,949)
<b>Gross transfers between funds</b>		<b>780</b>	<b>(780)</b>	<b>-</b>	<b>-</b>
<b>Net income/(expenditure) for the year</b>		<b>(616)</b>	<b>31,981</b>	<b>31,365</b>	<b>(14,949)</b>
<b>RECONCILIATION OF FUNDS</b>					
<b>Total funds brought forward</b>		<b>204,584</b>	<b>14,839</b>	<b>219,423</b>	<b>234,374</b>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<b>203,968</b>	<b>46,820</b>	<b>250,788</b>	<b>219,425</b>

# Balance Sheet

## At 31 March 2020

	Notes	2020 £	2019 £
<b>FIXED ASSETS</b>			
Tangible assets	11	14,053	21,270
Investments	12	1	1
		14,054	21,271
<b>CURRENT ASSETS</b>	13		
Debtors: amounts falling due within one year		100,169	171,071
Cash at bank and in hand		316,313	246,912
Investments		-	-
		416,482	417,983
<b>CREDITORS</b>	14		
Amounts falling due within one year		(179,748)	(219,829)
<b>NET CURRENT ASSETS</b>		236,734	198,154
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		250,788	219,425
<b>NET ASSETS</b>		250,788	219,425
<b>FUNDS</b>	17-18		
Unrestricted funds			
General fund		203,968	204,587
Designated funds		-	-
		203,968	204,587
Restricted funds		46,820	14,838
<b>TOTAL FUNDS</b>		250,788	219,425

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to small charitable companies.

The financial statements were approved by the Trustees on the **2nd December 2020** and were signed on their behalf by:

..... *Keith McPherson* ..... K McPherson - Chair  
 ..... *P. A. Ryder* ..... P Ryder - Treasurer

Company Registration Number: 03203003

# Statement of Cashflow

## For The Year Ended 31 March 2020

		2020	2019
	Note	£	£
<b>Cash used in operating activities</b>	<b>20</b>	<b>72,598</b>	<b>(115,082)</b>
<b>Cash flows from investing activities</b>			
Purchase of tangible fixed assets		(3,197)	(3,123)
<b>Cash provided by (used in) investing activities</b>		<b>(3,197)</b>	<b>(3,123)</b>
<b>Cash flows from financing activities</b>			
Borrowing		-	-
Repayment of borrowing		-	-
<b>Cash used in financing activities</b>		<b>-</b>	<b>-</b>
Increase (decrease) in cash and cash equivalents in the year		69,401	(118,205)
Cash and cash equivalents at the beginning of the year		246,912	365,117
<b>Total cash and cash equivalents at the end of the year</b>		<b>316,313</b>	<b>246,912</b>

# Notes to the Financial Statements

## For The Year Ended 31 March 2019

### 1. Accounting Policies

#### Company status

The Charity is a private company limited by guarantee incorporated in the United Kingdom. The members of the company are the Trustees named on page 1. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the Charity. The charities registered office is disclosed on page 1 of the financial statements. The functional and presentational currency is £.

#### Basis of preparation of financial statements

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 the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006. The Charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

#### Income

Voluntary income received by way of donations and gifts to the charity is included in the Statements of Financial Activities when received. Intangible income is not included unless it represents goods or services which would otherwise have been purchased. Gifts in kind are valued and brought in as income as is the appropriate expenditure.

Grants receivable which relate to a specific time period are recognised evenly over the relevant years. Other grants receivable are recognised when the charity becomes entitled to the relevant amounts.

#### Expenditure

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.

#### Liabilities

Liabilities are recognised when Surrey Community Action has an obligation to make a payment to a third party.

Grants payable are recognised when the commitment to pay has been ratified by the appropriate decision making committee. Grants offered subject to conditions which have not been met at the year end date are noted as a commitment but not accrued as expenditure.

#### Current asset investments

Investments in fixed term deposits, which cannot be readily accessed without penalty, are classified as current asset investments.

# 1. Accounting Policies - continued

## Charitable activities

These costs which are in line with the objects of the charity, are grouped as follows:

- **Communities**  
costs associated with benefitting the inhabitants of various communities primarily in Surrey.
- **Grant Making**  
costs to provide funding for voluntary and community groups
- **Advice & Support**  
costs included are advising communities to organise activities and projects, and providing accounting support services to other organisations.
- **Other**  
these are costs which do not fit into any of the activities above.

## Governance costs

Costs include costs associated with Trustees meetings, independent examination fees, professional and legal fees.

## Allocation and apportionment of costs

Support costs are allocated between management, IT, premises and other office running costs according to an estimated usage for each project.

## Tangible fixed assets

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

- **Fixtures and fittings**  
Straight line over 5 years
- **Computer equipment**  
Straight line over 5 years

Capital expenditure is defined as the purchase of an asset which has a life of more than 12 months and a value over £250.

## 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.

Designated funds are unrestricted funds earmarked by the trustees for particular purposes.

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.

## Hire purchase and leasing commitments

Rentals payable under operating leases where substantially all the risks and rewards of ownership remain with the lessor, are charged to the Statement of Financial Activities in the period in which they fall due.

## Pension costs

The charity operates a defined contribution pension scheme. Contributions are charged to the Statement of Financial Activities as they become payable.

## VAT

The charity is partially exempt for VAT, and any irrecoverable VAT is included with the individual transactions in income and costs.

## 2. Voluntary Income

	2020 £	2019 £
Gifts in kind	35,362	35,362
Donations	490	1,050
Grants	85,500	84,000
	122,352	120,412

Surrey Community Action leases premises (Astolat) from Surrey County Council at a peppercorn rent, which it occupies and manages as a resource centre, currently for the benefit of 7 other charities and voluntary organisations. For formal reporting purposes the notional rent in relation to space occupied by Surrey Community Action only is shown above as a Gift in kind of £35,362 as part of voluntary income and is included in note 8 as notional expenditure under premises costs.

Grants received, included in the above, are as follows:

	2020 £	2019 £
Surrey County Council - core grant	86,500	84,000

## 3. Investment Income

	2020 £	2019 £
Deposit account interest	458	252

## 4. Income from Charitable Activities

	Grants £	Income from services £	Total 2020 £	Total 2019 £
Advice and support	224,488	51,332	275,820	249,334
Grant making	-	-	-	-
Communities	267,128	-	267,128	314,094
Other	-	77,312	77,312	71,067
	491,616	128,644	620,260	634,495

## 5. Direct Costs of Charitable Activities

	2020 £	2019 £
Staff costs	489,698	513,338
Office costs	67,721	83,703
Travel and meetings	20,621	21,028
	578,040	618,069

### Staff costs include the following:

	2020 £	2019 £
Wages and salaries	431,336	449,175
Social security costs	35,005	37,704
Other pension costs	20,546	21,731
Recruitment and temporary staff costs	2,273	4,728
	489,160	513,338

### The average number of employees (part-time and full time) during the year was as follows:

	2020	2019
Projects	12	11
Support	-	-
Administration	6	6
	18	17

No employee was paid more than £60,000 in the year 2019-2020 (18-19: NIL). Pension costs are allocated in proportion to the related staffing costs in both unrestricted and restricted funds.

The key management personnel comprise the Trustees (who received no remuneration for the period), Chief Executive, Head of Finance & Resources, and Head of Communities & Development. The total employee benefits of the 3 key management personnel were £125,481 (18-19: £125,039).

The total amount of redundancy for the period was nil.

Defined pension contribution costs for the period were £20,546 (18-19: £21,731) and were allocated directly to the appropriate activity/fund in both restricted and unrestricted funds.

In addition, an average of 1 volunteers were engaged by Surrey Community Action throughout the year. Based on the minimum wage including employers' costs, at the average hours volunteered, this equates to £1,587 in total.

## 6. Grants Payable

	2020	2019
	-	-

## 7. Support Costs and Project Recharges

	Total Communities Restricted	Total Advice & Support Restricted	Astolat (Advice & Support Unrestricted)	Total Advice & Support Unrestricted	Governance	Total
	£	£	£	£	£	£
Staff costs	189,588	105,818	-	194,292	-	489,698
Travel & meetings	11,536	5,205	-	3,880	-	20,621
Office costs	13,223	13,767	11,560	29,171	-	67,721
IT costs	340	-	-	8,997	-	9,337
Communications costs	8,654	16,252	-	1,583	-	26,489
Finance costs	-	-	-	2,203	-	2,203
Premises costs	300	-	78,785	858	-	79,943
Depreciation	-	-	7,159	3,253	-	10,412
Governance costs	-	-	-	-	5,281	5,281
Management costs	41,591	52,921	12,921	-	-	107,433
Recharges of core costs	-	-	-	(107,433)	-	(107,433)
	265,232	193,963	110,425	136,804	5,281	711,705

## 8. Governance Costs

	2020	2019
	£	£
Auditors Remuneration	-	7,350
Independent Examiners Remuneration	5,000	-
Legal and professional fees	13	636
Board expenses	268	648
	5,281	8,634

## 9. Net Incoming/(outgoing) Resources

Net resources are stated after charging/(crediting):

	2020 £	2019 £
Auditors Remuneration	-	7,350
Independent Examiners Remuneration	5,000	-
Depreciation	10,412	14,962
	15,412	22,312

## 10. Trustees Renumeration and Benefits

No Trustee received remuneration in this period.

### Trustees' Expenses

Two Trustees claimed travel and subsistence expenses totalling £268 (2018-19 - £648)

## 11. Fixed Assets

	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2019	235,301	54,525	289,826
Additions	2,501	697	3,198
Disposals	-	-	-
At 31 March 2020	237,802	55,222	293,024
<b>DEPRECIATION</b>			
At 1 April 2019	216,070	52,489	268,559
Charge for year	9,738	674	10,412
Disposals	-	-	-
At 31 March 2020	225,808	53,163	278,971
<b>NET BOOK VALUE</b>			
At 31 March 2020	11,994	2,059	14,053
At 31 March 2019	19,231	2,036	21,267

## 12. Fixed Asset Investments

SCA Trading Limited, a 100% subsidiary of Surrey Community Action, was incorporated in England and Wales on 30th August 2011, and has been dormant in the period ending 31st March 2020 and in the prior year to 31st March 2019. SCA Trading Limited has aggregate capital and reserves of £1.

The company has taken exemption from preparing group accounts under the provisions of the Companies Act 2006 as it is subject to the small companies regime.

## 13. Debtors: Amounts Falling Due Within One Year

	2020 £	2019 £
Trade debtors	41,455	70,354
VAT	-	-
Prepayments and accrued income	58,714	100,717
	100,169	171,071

## 14. Creditors: Amounts Falling Due Within One Year

	2020 £	2019 £
Trade creditors	6,913	25,801
Social security and other taxes	8,641	10,929
VAT	6,793	2,310
Other creditors	115,772	114,418
Accruals and deferred income	41,629	66,371
	179,748	219,829

Included in Other creditors is an amount of £84,605 held by Surrey Community Action on behalf of Surrey County Council for its Community Buildings Capital Scheme. At the start of the year the balance was £90,017 and £5,502 was paid out to Community Buildings over the course of the 19/20 year. Surrey Community Action trustees consider themselves as acting as agents on behalf of Surrey County Council for this scheme where they are legally bound to pay the funds over to a third party and have no responsibility for their ultimate application.

## 15. Operating Lease Commitments

The total of future minimum lease payments under non-cancellable operating leases for each of the following periods:

	2020 £	2019 £
Not later than one year	13,722	15,583
Later than one year and not later than five years	43,562	31,824
Later than five years	-	1,881
Total future minimum lease payments	57,284	49,288

## 16. Analysis Of Net Assets Between Funds

	Unrestricted funds £	Restricted funds £	2020 Total funds £	2019 Total funds £
Fixed assets	14,053	-	14,053	21,270
Investments	1	-	1	1
Current assets	235,752	180,730	416,482	417,983
Current liabilities	(45,838)	(133,910)	(179,748)	(219,829)
	203,968	46,820	250,788	219,425

## 17. Movement In Funds

	At 1.4.19 £	Net movement in funds £	Transfers between funds £	At 31.3.20 £
<b>Unrestricted Funds</b>				
General fund	204,584	(1,396)	780	203,968
<b>Designated funds</b>				
Astolat Capital	-	-	-	-
	204,584	(1,396)	780	203,968

# 17. Movement In Funds continued

	At 1.4.19	Net movement in funds	Transfers between funds	At 31.3.20
	£	£	£	£
<b>Restricted Funds</b>				
<b>Advice &amp; Support</b>				
Village & Community Halls Advisory Service	1,935	1,697	-	3,632
Rural Housing	(10,430)	2,010	-	(8,420)
Community Led Housing	24,372	24,242	-	48,614
Advice on the Run	3,851	2,617	(5,816)	652
Rural Community Action Network	10	-	-	10
<b>Total Advice &amp; Support</b>	<b>19,738</b>	<b>30,566</b>	<b>(5,816)</b>	<b>44,488</b>
<b>Grant Making</b>				
Community Grants European Social Fund 2011-13	780	-	(780)	-
<b>Total Grant Making</b>	<b>780</b>	<b>-</b>	<b>(780)</b>	<b>-</b>
<b>Communities</b>				
Rural Transport Car Schemes	(5,107)	4,433	8,749	8,075
Gypsy & Traveller Support Worker	(4,940)	684	-	(4,256)
Drive Into Action	8,749	-	(8,749)	-
Lower Green Community Centre	4,434	(4,434)	-	-
Warmth Matters	(5,816)	-	5,816	-
Inspiring Enterprise	(2,999)	1,512	-	(1,487)
<b>Total Communities</b>	<b>(5,679)</b>	<b>2,195</b>	<b>5,816</b>	<b>2,332</b>
<hr/>				
Total Restricted Funds	14,839	32,761	(780)	46,820
<hr/>				
<b>TOTAL FUNDS</b>	<b>219,423</b>	<b>31,365</b>	<b>-</b>	<b>250,788</b>
<hr/>				

# 17. Movement In Funds - continued

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

	Income resources £	Expenditure expended £	Movement in funds £
<b>Unrestricted Funds</b>			
General Fund	251,114	(252,510)	(1,396)
<b>Restricted Funds</b>			
<b>Advice &amp; Support</b>			
Village & Community Halls Advisory Service	16,150	(14,453)	1,697
Rural Housing	40,020	(38,010)	2,010
Community Led Housing	105,583	(81,341)	24,242
Advice on the Run	24,041	(21,424)	2,617
Rural Community Action Network	38,735	(38,735)	-
<b>Total Advice &amp; Support</b>	<b>224,529</b>	<b>(193,963)</b>	<b>30,566</b>
<b>Grant Making</b>			
<b>Total Grant Making</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Communities</b>			
Rural Transport Car Schemes	47,487	(43,054)	4,433
Gypsy & Traveller Support Worker	31,189	(30,505)	684
Drive Into Action	-	-	-
Lower Green Community Centre	28,899	(33,333)	(4,434)
Warmth Matters	-	-	-
Inspiring Enterprise	159,852	(158,340)	1,512
<b>Total Communities</b>	<b>267,427</b>	<b>(265,232)</b>	<b>2,195</b>
<b>TOTAL FUNDS</b>	<b>743,070</b>	<b>(711,705)</b>	<b>31,365</b>

## 18. Movement In Funds - continued

### Restricted Funds

### Purpose

#### Advice & Support

Village & Community Halls Advisory Service

Advice & Support service for community buildings

Rural Housing

Development of rural affordable housing

Community Led Housing

Support local community housing initiatives

Advice on the Run

Advisory to vulnerable people on financial issues

Rural Community Action Network

Strategic and developmental support to benefit rural communities

#### Grant Making

Community Grants European Social Fund 2011-13

Distribution and monitoring of ESF funds

#### Communities

Rural Transport Car Schemes

Support and development of voluntary car schemes

Gypsy & Traveller Support Worker

Advice and support to individuals regarding housing, employment and benefits.

Rural Transport Car Schemes (Drive into Action)

Support to existing and new voluntary car schemes

Lower Green Community Centre

Reinstatement and running of local centre

Warmth Matters

Helping vulnerable people with heating costs

Inspiring Enterprise

Providing start up support to unemployed

## 19. Members

At 31st March 2020, the number of Members was 6 (2019: 6). Membership was revised and agreed in July 2019 by the Trustees. The 6 Members are Surrey Community Action's Trustees as required by the Memorandum and Articles of Association.

# 20. Reconciliation Of Net Movement In Funds To Net Cash Flow From Operating Activites

	2020 £	2019 £
Net movement in funds	31,365	(14,949)
Add back: depreciation charge	10,412	14,962
Decrease / (increase) in debtors	70,902	(104,285)
Increase / (decrease) in creditors	(40,081)	(10,810)
<b>Net cash used in operating activities</b>	<b>72,598</b>	<b>(115,082)</b>

# Independent Examiners Report To The Members Of Surrey Community Action

I report to the charity Trustees on my examination of the accounts of the Charity for the year ended 31 March 2020 which are set out on pages 12 to 28.

This report is made solely to the Charity's Trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. My work has been undertaken so that I might state to the Charity's Trustees those matters I am required to state to them in an Independent examiner's report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the Charity and the Charity's Trustees as a body, for my work or for this report.

## Responsibilities and basis of report

As the Trustees of the Charity (and 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 Charity 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 the Charity's accounts 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

I have completed my examination. I can 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 Charity 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
5. 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.

*Janice Matthews*

..... Janice Matthews FCA

26-Jan-2021

Date: .....

Independent examiner  
Menzies LLP  
Centrum House  
36 Station Road  
Egham  
Surrey  
TW20 9LF

# 21. Detailed Statement Of Financial Activities for the Year Ended 31 March 2019

	2020 £	2019 £
<b>INCOME</b>		
<b>Voluntary income</b>		
Gifts in kind	35,362	35,362
Donations	490	1,050
Grants	86,500	84,000
	122,352	120,412
<b>Investment income</b>		
Deposit account interest	458	252
<b>Incoming resources from charitable activities</b>		
Grants	491,615	495,981
Income from services provided	128,645	138,514
	620,260	634,495
<b>Total incoming resources</b>	<b>743,070</b>	<b>755,159</b>
<b>EXPENDITURE</b>		
<b>Charitable activities</b>		
Staff costs	489,698	513,338
Office costs	67,721	83,703
Travel and meetings	20,621	21,028
Grants to institutions	-	-
	578,040	618,069
<b>Governance costs</b>		
Auditors Remuneration	-	7,350
Independent Examiners Remuneration	5,000	-
Legal and professional fees	13	1,284
Board expenses	268	-
	5,281	8,634
<b>Support costs</b>		
<b>Management</b>		
Management costs	107,433	125,130
<b>Information technology</b>		
IT costs	9,337	18,527
<b>Rent</b>		
Premises costs	79,943	86,026
<b>Office running costs</b>		
Office costs	39,104	38,852
<b>Project re-charges</b>		
Project re-charges	(107,433)	(125,130)
	128,384	143,405
<b>Total resources expended</b>	<b>711,705</b>	<b>770,108</b>
<b>Net (expenditure)/income</b>	<b>31,365</b>	<b>(14,949)</b>