

**Endeavour Training Limited  
Annual Report and Financial  
Statements For The Year Ended  
31st March 2011  
Company No 1157897  
Charity No 275061**

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**Endeavour Training Limited**  
**Annual Report and Financial Statements**  
**for the year ended 31st March 2011**

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**Directors**

J Haywood MBE  
R de Lacy  
K Ward  
A Fox  
L Laywood  
L Cook  
N Ali  
C Bailey  
D White  
B Merton

**Chief Executive**

L H Roberts

**Secretary**

F C Tankard

**Registered Office**

Units 5 & 6  
Sheepbridge Centre  
Sheepbridge Lane  
Chesterfield  
Derbyshire  
S41 9RX

**Auditors**

Shorts Chartered Accountants  
6 Fairfield Road  
Chesterfield  
Derbyshire  
S40 4TP

**Bankers**

Bank of Scotland  
38 Threadneedle Street  
London  
EC2P 2EH

**Company Number**

1157897

**Charity Number**

275061

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The directors' submit their annual report and the audited financial statements for the year ended 31st March 2011

## **OBJECTIVES AND ACTIVITIES**

The trustees have regard to both the Charity Commissions's general guidance on public benefit and the specific objectives of the charity

### **Charitable Objectives**

The main objects of Endeavour are

- (a) To assist young people to develop their full potential as individuals and as members of society
- (b) To organise training courses and such activities as will promote the objects of the charity
- (c) To encourage adult society to take a greater interest in young people and assume more responsibility for their development as citizens
- (d) To encourage a spirit of voluntary commitment

## **OVERVIEW 2010-11**

### **PROJECTS**

Endeavour programmes focus on the positive impact of experiential learning on the maturity, behaviour and achievement levels of young people at risk. Young people work their way through the programmes by portfolio building, reviews of progress and teamwork.

Initial assessment of numeracy and literacy is provided by the use of BKS software and our own assessment methods. Our programmes are accredited by NCFE, OCR, YAA, and others as appropriate. We are working to embed our learning into the new Foundation Learning framework.

We work with disaffected and disadvantaged young people including pupils in schools at risk of permanent exclusion, young people who are Not in Education Employment or Training

(NEET) and Looked After Children (LAC), young offenders and those at risk of offending, long term unemployed 18 – 30+. We offer intensive programmes of personal, social and educational skills development aiming to tackle disaffection and re-engage young people in learning. Endeavour programmes create challenging life experiences which lift the aspirations of troubled young people, within a framework of secure guidance relationships with Endeavour staff and volunteers.

### **WORK WITH EXCLUDED YOUNG PEOPLE (NOT IN EDUCATION, EMPLOYMENT OR TRAINING, OR NEET)**

Over the past year, we have continued to develop and deliver a range of Projects & Programmes targeted at young people who are already NEET or identified as being 'at risk' of becoming NEET.

Almost 1 000 000 young people aged 16-24, the highest recorded number, are classed as NEET, with a Government 'thinktank' predicting that the figure will rise to 1.2m in the next 5 years. During this time there will be other significant changes affecting young people's services and opportunities for learning & development, for example, Raising the Participation Age (RPA), Positive for Youth and the National Citizen Service (NCS). Our Personal & Social Development programmes, provide a range of interventions, targeted at different stages of a young person's transition to adulthood. The projects we are working with during this year are, Solutions in Rotherham, Future Proof in Sheffield, Youth Participation Project in Middlesbrough, BLF-Moving on Up -NE-new areas for 2011-2014- Hartlepool, Stockton on Tees, Redcar & Cleveland and Foundation Learning - Step Up to Success in Chesterfield.

### **Outreach Project funded by Dept for Children Schools and Families (DCSF)**

Central Government funding over the past 3 years (2008-2011) saw us develop a range of partnership approaches to working with Local Authorities, Children's Trusts and other Statutory Services to address issues that contribute to the NEET population. During this time Endeavour also received funds through the 2007 LSC/ESF NEET Contracts from a number of local authorities, in Leicester, Sheffield, Rotherham, Middlesbrough and Derbyshire. This provision created a number of opportunities for young people and in the short-term provided the contribution to the tapering of the DCSF grant, but meant in fact that Endeavour was unable to use the DCSF grant to achieve any long term mainstreaming funding.

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### **Harrow Club Partnership**

Our partnership with the Harrow Club in London has enabled us to work with disadvantaged children and young adults often from Afro Caribbean or mixed heritage backgrounds in a very challenging area of the city. This partnership was extended for a further three year period until December 2010 by the John Lyons Charity, which enabled Endeavour to employ two dedicated youth workers who were based at the club. The integration of this project with our DCSF project led to Endeavour being asked to work with other clubs in the area to enable them to develop a partnership and a consortium under which joint bids for innovative projects were developed.

Our staff continue to be praised for their noteworthy achievements in working with travellers, and in providing a very high quality Junior Club. In working with our volunteer project, staff have been delivering a training programme for senior volunteers.

### **Moving On Up funded by the Big Lottery**

Our Lottery funded project in the North East has continued to deliver a very innovative programme with disaffected young people based on an integration of the five outcomes of Every Child Matters into Endeavour motivational and employability programmes. This project frequently has a waiting list, and delivers high impact outdoor focused modules. Meeting all its outputs, it is funded until September 2010 and operates in Middlesbrough and Peterlee. Approaches have been made to other funders for ongoing financial support for this very successful project and we were successful in obtaining further funding from the Big Lottery to carry on this work in the Tees Valley Area from January 2011 for a further 3 years. This is a huge endorsement of the positive work we have been doing in this area.

### **ALTERNATIVE EDUCATION PROJECTS**

#### **Vocational Skills Programme (VSP)**

Endeavour has been a delivery partner of the Sheffield Local Authority Extended Curriculum Team on the VSP Entry Strand for some time giving YP who are at risk of dropping out of school an alternative one day a week. The focus is reengagement and enrichment as well as learning personal skills and self discipline in an alternative setting. This is a relatively turbulent group with regular new referrals and departures which makes it harder to achieve accredited outcomes. Accreditation and a more vocational content are areas for development in the next school year.

#### **Youth Achievement Foundation Sheffield (EYAF)**

##### **Sheffield**

Our Youth Achievement Foundation (YAF) is in its second year of providing full time education in an alternative and informal setting to children missing from education. The majority of referrals come from Sheffield City Council. Most of the Young People (YP) are new arrivals to the city or to the country or have fallen through the cracks of main stream education. Over half were from the Slovak Roma community. Some were Looked after Children or Young Offenders. The YAF ended the year with 21 YP in the cohort, however we have worked with 28 YP through the year.

The next academic year sees some exciting developments. We move into new premises at Riverside which will enable us to be much more flexible in responding to the needs of each YP while building on some strong foundations. We will continue to retain links with Wybourn Community Garden and hope to strengthen our relationship with a variety of volunteers who have helped teach and mentor the YPs over the last year.

#### **London YAF**

Our expansion into provision of alternative full time education took another step during 2010-11 with a pilot of a new YAF based in the basement of the Harrow Club in partnership with the Royal Borough of Kensington and Chelsea (RBKC) getting under way by Easter. All referrals were through the RBKC Pupil Support Service. All the YP were long term non attendees that other agencies had failed to engage with. We were able to engage with 7 of the referrals and 5 achieved some very credible outcomes over a short period of time including Level 1 Certificates in English and Maths. Of these 5 YP 3 have gone onto full-time apprenticeships in Hairdressing and Childcare, 2 have become part time volunteers at the Harrow Club Junior Programme and 1 young person will be retaking Year 11 at a Special Education provision. Our success here has been in engaging with YP who have not succeeded in traditional education but have been able to flourish in a more informal, alternative provision.

Next academic year brings the exciting challenge of a full cohort of full-time students in Years 10 and 11. We are currently developing the curriculum for these young people and will be utilising the expertise and facilities of both the Harrow Club and other outside agencies in the wider tri-borough.

#### **WORK WITH OFFENDERS** **Glass youth regional project**

This contract came to a close on 30 December 2010, following two successful years of delivery. Having engaged with over 300 young offenders, we are pleased to report that 807 positive outcomes/progressions were achieved, giving a ratio of 1.27 positive outcomes per young person. Outcomes ranged from IAG, further training, work placements/tasters and into employment.

#### **Other project initiatives**

##### **REACH/NNAS+ Programme**

During the period, we have expanded our work with Probation teams across the East Midlands. Having delivered the National Navigation Award (NNAS) early in 2010 to Adult Offenders of the Derbyshire and Leicestershire Probation teams, an improved 10 day 'roll on roll off' programme has built on the earlier successes. REACH, a Leicestershire & Rutland/ESF funded project is now commissioning this programme. We are now a member of the monthly REACH Steering Group, to help develop strategy.

##### **Lloyds/TSB Project**

Working with South Yorkshire Youth Offending Services this project has now ended having run for 12 months in the Rotherham and Sheffield area.

##### **Youth Offending Service - bespoke work**

We continue to deliver bespoke pieces of work to Youth Offending Services on an adhoc basis. We have worked with the YOS of Sheffield, Rotherham, Leicester City, Leicestershire, Derby City, Derbyshire, Nottinghamshire, Nottingham City, Northamptonshire, Lincoln and Grantham. A particular area is in working with the Intensive Supervision & Surveillance teams of these Youth Offending Teams.

## **VOLUNTEERING**

Endeavour is at heart a volunteering organisation. Our volunteering programme has continued to develop as an integral part of project delivery, but will also be developed further as a resource to build diversification of income sources within our community fundraising strategy. The continuation of the DCSF volunteering project has been picked up by Endeavour regional managers as part of their regional development plans.

## **ACHIEVEMENTS and EFFICIENCY**

Endeavour worked with 2508 young people during 2010 -11 (From 920 in 2005-6, 1224 in 2006-7, 1534 in 2007-8 and 1483 in 2008-09 and 1,473 in 2009-10). The average cost per beneficiary has reduced from £1,082 in 2005-6, through £925 in 2006-7, £879 in 2007-8, £772 in 2008-09, £787 in 2009-10 and 487 in 2010-11. This remains a reflection of substantially improved efficiency. This has been achieved whilst sustaining the quality of delivery, developing new areas of work, improving our quality standards and maintaining levels of beneficiary retention throughout all programmes across the organization.

## **FUTURE PLANS**

- To continue to pursue our development plans as outlined in our corporate strategy
- To continue to grow Endeavour as the quality provider of choice in addressing young people's needs
- To continue improving the impact of our services for marginalised young people from deprived areas
- To extend and consolidate our two alternatives education projects providing full time education for young people that do not receive it
- To build our national profile as an innovative provider of effective rehabilitation of young offenders
- To develop criteria by which we can measure and evidence soft outcomes
- To enhance our data management systems
- To increase the amount of time spent promoting our work and attracting donors and volunteers
- To develop projects with housing providers and with armed forces organisations to provide support to young people by integrating our re-engagement techniques in partnership initiatives
- To diversify our income strands by increasing unrestricted income as a percentage of turnover

## CORPORATE GOVERNANCE

### Governing Document

The charity is established as a company limited by guarantee, without a share capital, and is registered as a charity with the Charity Commission. The affairs of the charity are governed by its Memorandum and Articles of Association. The liability of the Members in the event of the company being wound up is limited to a sum not exceeding £1.

### Organisation

The governing body is the Board whose members are non-executive and unpaid. The Board meets quarterly and retains full and effective control over the company and monitors the Executive. The Board is involved in major strategic decisions and has ultimate responsibility for the conduct and financial stability of Endeavour. It seeks to support the Executive in a culture of mutual confidence and trust.

The Board of Endeavour delegates all day-to-day operations of the charity to a Chief Executive, Les Roberts, who leads a senior management team of four. The Chief Executive and the other members of senior management regularly attend meetings of the Board. To facilitate effective operations, the Chief Executive has delegated authority, within the terms of delegation approved by the trustees, for operational matters including finance, employment and delivery performance related activity.

The Board has formally adopted a schedule of matters which are required to be brought to its attention for decision so that effective control is maintained over appropriate strategic, financial, organisational and compliance issues. The Board regularly reviews the schedule.

During the year, the Board agreed:

The proposal to invest a proportion of the Endeavour Trust Fund's resources to provide an asset for the organisation and a base for the Headquarters and projects was agreed both by the Trust Fund and the Endeavour Board in 2010.

Subsequently, Endeavour has been offered the opportunity to purchase the former Riverside School on Earl Marshall Road in Sheffield, and negotiations are underway to complete the purchase from Sheffield City Council.



### **Appointment of Trustees**

Under the terms of the Articles of Association, Board members are elected by the members. One third of Board members must retire by rotation at each AGM. They can be re-elected. The maximum number is ten. Following the corporate strategy, trustees are sought to represent the interests of the regions and partnerships in which Endeavour is active.

Board members at the date of this Report are listed on the opening page. All Board members who served during the year under review were:

Richard de Lacy - Chairman (stepped down as Chairman with effect 4 March 2011)

Adrian Evans - Treasurer (stepped down 24 September 2010)

Andrea Fox

Kevin Ward - re-elected 24 September 2010

Louise Laywood

Jane Haywood MBE - re-elected 24 September 2010. Elected as Chairman

Lee Cook

Collette Bailey - elected 24 September 2010

Najma Ali - elected Treasurer 24 September 2010

Bryan Merton - elected 24 September 2010

David White - elected 24 September 2010

### **Internal Control and Risk Management**

The trustees have a risk management strategy which comprises:

- an annual review of the risks the charity may face,
- the establishment of systems and procedures to mitigate those risks identified in the plan, and
- the implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.

The risk register has probability and impact assigned to each item to give a weighting for each identified risk, which identifies the major risks, enabling management to focus their attention on critical factors and ensure appropriate systems and procedures are in place. The trustees believe that the systems and procedures in place will mitigate the risks.

### **Finance & Control**

The Board monitors and reviews all aspects of the financial performance, financial management, internal financial and management reporting arrangements, including, in particular, the preparation and monitoring of budgets.

### **Connected Charities**

The Endeavour Trust Fund has objects related to those of Endeavour and, in particular, makes grants to Endeavour. It is administered by and has its address at the Endeavour Training head office. Its trustee body is independent of Endeavour Training and comprises six trustees, of whom three currently have a direct connection with Endeavour and the others are members of Endeavour Training. Grant aid was made by the Endeavour Trust fund to Endeavour Training in the financial year, for use in the financial year 2011-12 to aid the refurbishment of the new Riverside Premises.

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**Staff and Internal Policies**

Quality standards - Endeavour operates under the self assessment scheme introduced by DfES in 2002 and received a "good" assessment from Ofsted in 2004. Since then, Endeavour has completed the full Self Assessment framework as required by ALI, and in 2009/10 set out a Quality Improvement Programme based on our SAR assessment which aims to enable the organisation to achieve outstanding status within two years. Measures to remove any remaining weaknesses were fully implemented during 2009-10 and progress was made towards "good" status within 2010.

Endeavour's status as an Investor in People was renewed for a three year period in 2007. At the same time Endeavour gained accreditation under the Matrix quality standard for advice and guidance. In 2010 we retained our Matrix Quality Standard accreditation and our Investors In People status.

Health and Safety - Endeavour has a strict safety policy with comprehensive standards monitored by a safety committee which meets quarterly. This committee is a sub committee of the senior management group and is attended by the Chief Executive, the Operations Manager, a Regional Manager, and the Health and Safety Officer. Endeavour operates under licences from the Adventurous Activities Licensing Authority (AALA), and is able to provide kayaking, open canoeing, improvised rafting, rock climbing, abseiling, hill walking and mountaineering, gorge scrambling, caving, and off road cycling. The safety committee also deals with standards in other activities such as archery, and orienteering. All health and safety issues across the organisation are monitored by the safety committee, which has now been extended to have oversight of safeguarding. All staff are trained in critical incident response procedures, and in safety at work procedures. During 2010-11 there were no serious incidents.

Safeguarding - Work with young people can carry considerable risk in terms of child protection and safeguarding issues. The directors have ensured that Endeavour is registered with the Criminal Records Bureau for vetting staff and volunteers. In addition personal references are followed up for those staff and volunteers who are in direct supervision of, or work with, young people. A comprehensive review of our child protection and safeguarding policy was started in March 2010 (completed May 2010). Our Safety Committee was extended in scope in March 2010 as part of our Quality Improvement Programme, to deal under Board oversight, with all issues of Health, Safety and Safeguarding.

Equality and Diversity - Endeavour recognises the richness and creativity of a diverse society but we recognize also that poverty and disadvantage can exclude or constrain the opportunities of many individuals, groups and communities from full participation in civic life. We are committed to ensuring that no individual, group or community is disadvantaged or excluded from playing an active part in the work and activities of Endeavour because of their race, ethnicity, gender, marital status, disability, sexuality, religion, age, or any other reason that cannot be justified. We will give priority to working with young people and communities who experience disadvantages and exclusion. Endeavour is actively committed to providing equal opportunities to all our staff, volunteers and young people. As part of this commitment we will strive to create a working and training environment where all staff, volunteers and young people feel valued and respected and where they feel confident that they will be treated fairly. As part of the Quality Improvement Programme, a new permanent Equality and Diversity committee began meeting with Board oversight, in March 2010 to further develop our capacity in this area.

Employee Involvement - Endeavour seeks to engage all employees and volunteers in its activities and achievements. A number of regular management meetings and staff meetings are held. A quarterly Staff conference is held at which the staff are kept up-to-date with the activities of the organisation, and any new developments, and participate in discussions, training and feedback sessions and an annual staff residential, with trustee participation, ensures good quality communication between all sectors of the organisation.

## **FINANCIAL REVIEW**

Endeavour's key financial objective is to ensure financial stability and continued solvency year on year so that it can sustain delivery of its charitable objectives into the future. In the last year we have seen the impact of the recession and Endeavour did pay the price in losing a small number of staff in summer 2010, particularly in the North East, but since then we have made some significant successes.

We were able to retain our base in the North East, and in fact gained a large grant from the Lottery which will continue the North East's Moving On Up project until the end of December 2014- and provide security throughout that time. With further successful bids, we have almost fully restored the staffing of the North East office. No other Endeavour projects have lost staff as a result of the recession, and we have been able to sustain our staffing levels throughout the year. With financial stability still being key we have refocused our fundraising priorities and have employed a Grants and Trust fundraiser to specifically work in this area of work.

### ***Reserves and Financial Policies***

Endeavour aims to retain sufficient free reserves equivalent to at least two months forward expenditure. These reserves need to be held in case of any sudden decline in income and ensure that commitments to staff premises and funding partners can be made with some confidence. At 31 March 2011 unrestricted free reserves amounted to £21,754 which represents less than one month's forward expenditure.

Endeavour also has restricted fund balances of £24,503. Further information on their use is discussed below. The Endeavour Trust Fund holds unrestricted reserves of £379,454.

**Restricted Funds-** These are funds which have been earmarked by the donor for specific purposes within the overall aims of the organisation. These funds are all for project activity and details are set out in note 20 to the accounts. All current funds will be spent in full in the next 6 months and none is permitted to go into deficit.

**Dividends -** The company is prohibited by the terms of its Memorandum of Association from paying any dividends.

**Related parties -** The charity has a trading subsidiary, Endeavour Training Services Limited, the profits of which are transferred to the charity each year by gift aid. No profit is available to transfer this year. Endeavour continues to support the subsidiary financially until a decision has been made on the future of the company. A separate charity, Endeavour Trust Fund, holds funds from which donations are made to Endeavour Training Limited.

**Statement of directors' responsibilities in respect of the financial statements**

The Directors are responsible for preparing the Directors' Report and the financial statements in accordance with applicable law and regulations

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company, and of the group, and of the surplus or deficit of the group for that period. In preparing those financial statements, the directors are required to

- i) select suitable accounting policies and apply them consistently,
- ii) make judgements and estimates that are reasonable and prudent,
- iii) state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and
- iv) prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue to operate

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

In so far as the directors are aware

- i) there is no relevant audit information of which the company's auditor is unaware, and
- ii) the directors have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditor is aware of that information.

**Auditors**

Shorts have expressed their willingness to continue in office. A resolution to re-appoint them as auditors will be put to the members at the annual general meeting.

Approved by the directors on 23 September 2011  
and signed on their behalf by



J Haywood MBE  
Chairman

**Independent Auditors' Report to the Members of Endeavour Training Limited**

**for the year ended 31st March 2011**

We have audited the financial statements of Endeavour Training Limited for the year ended 31st March 2011 on pages 12 to 25. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with chapter 3 of part 16 of the Companies Act 2006. Our audit has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditors' 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

**Respective responsibilities of the directors and auditors**

As explained more fully in the statement of directors' responsibilities on page 10, the company's directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board (APB's) Ethical Standards for Auditors.

**Scope of the Audit of the Financial Statements**

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed, the reasonableness of significant accounting estimates made by directors, and the overall presentation of the financial statements.

**Opinion on Financial Statements**

In our opinion the financial statements

- give a true and fair view of the state of the group's and the company's affairs as at 31st March 2011 and of the group's incoming resources and resources expended,
- have been properly prepared in accordance with the requirements of the Companies Act 2006, and
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice.

**Opinion on Other Matters Prescribed by the Companies Act 2006**

In our opinion the information given in the Directors' Report for the financial year for which the financial statements have been prepared is consistent with the financial statements.

**Matters on Which We are Required to Report by Exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or
- the financial statements are not in agreement with the accounting records, or
- certain disclosures of directors' remuneration specified by law are not made, or
- we have not received all the information and explanations we require for our audit.

6 Fairfield Road  
Chesterfield S40 4TP

*Harvard Freeman*

H K Freeman (Senior Statutory Auditor)

For and on behalf of

**Shorts  
Chartered Accountants  
& Statutory Auditor**

~~4th August 2011~~

**23 SEPTEMBER 2011**

Endeavour Training Limited

Statement of Financial Activities  
(Incorporating the Income and Expenditure Account)

for the year ended 31st March 2011

	Notes	Unrestricted Funds	Restricted Funds	Company Total 2011	Company Total 2010
<b>Incoming resources</b>					
<b><i>Incoming resources from generated funds</i></b>					
Voluntary income	2	31,721	-	31,721	49,461
Activities for generating funds	3	17,552	-	17,552	20,501
Investment income	4	3	-	3	-
<b><i>Incoming resources from charitable activities</i></b>	5	768,613	385,569	1,154,182	1,072,971
<b>Total incoming resources</b>		<b>817,889</b>	<b>385,569</b>	<b>1,203,458</b>	<b>1,142,941</b>
<b>Resources expended</b>					
<b><i>Costs of generating funds:</i></b>					
Costs of generating voluntary income	7	41,160	-	41,160	34,501
Cost of generating funds	7	4,205	-	4,205	3,801
<b><i>Charitable activities</i></b>	8	786,541	385,569	1,172,110	1,115,321
<b><i>Governance costs</i></b>	9	5,196	-	5,196	4,921
<b>Total resources expended</b>		<b>837,102</b>	<b>385,569</b>	<b>1,222,671</b>	<b>1,158,561</b>
<b>Net outgoing resources before transfers</b>	10	(19,213)	-	(19,213)	(15,611)
Gross transfers between Funds		7,512	(7,512)	-	-
<b>Net movement in funds</b>		<b>(11,701)</b>	<b>(7,512)</b>	<b>(19,213)</b>	<b>(15,611)</b>
Total funds brought forward at 1st April 2010		33,455	32,015	65,470	81,081
<b>Total funds carried forward at 31st March 2011</b>		<b>21,754</b>	<b>24,503</b>	<b>46,257</b>	<b>65,471</b>

All amounts related to continuing operations

**Endeavour Training Limited**

**Consolidated Statement of Financial Activities**  
(Incorporating the Consolidated Income and Expenditure Account)

**for the year ended 31st March 2011**

	Notes	Unrestricted Funds	Restricted Funds	Group Total 2011	Group Total 2010
<b>Incoming resources</b>					
<b><i>Incoming resources from generated funds</i></b>					
Voluntary Income	2	36,721	-	36,721	29,465
Activities for generating funds	3	15,594	-	15,594	19,804
Investment income	4	7,233	-	7,233	15,047
<b><i>Incoming resources from charitable activities</i></b>	5	768,613	385,569	1,154,182	1,072,970
<b>Total Incoming Resources</b>		<b>828,161</b>	<b>385,569</b>	<b>1,213,730</b>	<b>1,137,286</b>
<b>Resources Expended</b>					
<b><i>Costs of generating funds.</i></b>					
Costs of generating voluntary income	7	41,160	-	41,160	34,506
Cost of generating funds	7	4,205	-	4,205	3,809
Trading costs		-	-	-	-
<b><i>Charitable activities</i></b>	8	786,566	385,569	1,172,135	1,115,356
<b><i>Governance costs</i></b>	9	6,294	-	6,294	6,018
<b>Total resources expended</b>		<b>838,225</b>	<b>385,569</b>	<b>1,223,794</b>	<b>1,159,689</b>
<b>Net outgoing resources before transfers</b>	10	(10,064)	-	(10,064)	(22,403)
Gross transfers between Funds		7,512	(7,512)	-	-
<b>Net outgoing resources after transfers</b>		<b>(2,552)</b>	<b>(7,512)</b>	<b>(10,064)</b>	<b>(22,403)</b>
(Loss)/Gain on investment assets		(4,657)	-	(4,657)	67,670
<b>Net movement in funds</b>		<b>(7,209)</b>	<b>(7,512)</b>	<b>(14,721)</b>	<b>45,267</b>
Total funds brought forward at 1st April 2010		430,310	32,015	462,325	417,058
<b>Total funds carried forward at 31st March 2011</b>		<b>423,101</b>	<b>24,503</b>	<b>447,604</b>	<b>462,325</b>

*All amounts related to continuing operations*

# Endeavour Training Limited

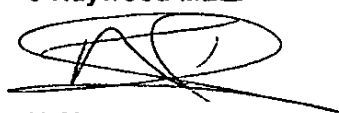
## Balance Sheets

at 31st March 2011

	Notes	Group 2011 £	2010 £	Charity 2011 £	2010 £
<b>Fixed Assets</b>					
Tangible assets	13	55,687	69,555	55,687	69,555
Investments	15	358,594	361,673	2	2
		414,281	431,228	55,689	69,557
<b>Current Assets</b>					
Debtors	16	133,214	171,751	136,774	170,336
Cash at bank and in hand		77,859	69,295	60,170	34,754
		211,073	241,046	196,944	205,090
<b>Current Liabilities</b>					
Creditors amounts falling due within one year	17	177,750	209,949	206,376	209,177
<b>Net current assets/ (liabilities)</b>		33,323	31,097	(9,432)	(4,087)
<b>Total Net assets</b>		447,604	462,325	46,257	65,470
<b>The funds of the charity</b>					
Restricted funds	20	24,503	32,015	24,503	32,015
Unrestricted funds	20	423,101	430,310	21,754	33,455
<b>Total charity funds</b>		447,604	462,325	46,257	65,470

Approved by the board on 23 September 2011  
and signed on their behalf by

  
J Haywood MBE

  
N Ali



## 1 Accounting Policies

### **Basis of accounting**

The financial statements have been prepared under the historical cost convention and in accordance with applicable UK law and accounting standards and the provisions of the Companies Act 2006, the Statement of Recommended Practice "Accounting and Reporting by Charities" (SORP revised 2005). The group accounts consolidate the accounts of Endeavour Training Limited and its subsidiary company, Endeavour Training Services Limited, both of which are made up to 31st March 2011, and the accounts of Endeavour Trust Fund which are made up to 5th April 2011.

### **Cash flow statement**

The group qualifies as small-sized and so a cash flow statement is not included with these accounts.

### **Incoming resources**

#### *Donations and grants*

Income from donations and grants is included in incoming resources when these are receivable, except as follows:

- When donors specify that donations and grants given to the charity must be used in future accounting periods, the income is deferred until those periods.
- When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met.

When donors specify that donations and grants are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

#### *Training course sales*

Training course income represents amounts receivable for goods and services provided, stated net of Value Added Tax.

#### *Investment income*

Investment income is included when receivable by the charity.

### **Resources expended**

Resources expended are accounted for on the accruals basis.

Certain expenditure is directly attributable to specific activities or cost categories and has been included within those headings. Certain other costs are attributable to more than one activity or cost category and are apportioned on the basis of an estimate of the proportion of time spent by staff on those activities or cost categories.

### **Fixed assets and depreciation**

Fixed assets are stated at cost or valuation in the case of donated assets. Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost or valuation, less estimated residual value, of each asset over its expected useful life.

The rates of depreciation used per year are, on the straight line basis:

Improvements to leasehold property	- over the period of the lease
Office furniture and equipment	25%
Course equipment	25%
Project IT equipment	25%
Owned vehicles	12.5%

Individual assets are capitalised when their cost or valuation exceeds £400.

**1 Accounting Policies - continued**

**Leased assets**

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the terms of the leases

**Pension costs**

Pension costs are charged to the income and expenditure account so as to spread the costs over the service lives of the relevant employees

**Fund accounting**

Unrestricted funds comprise the accumulated surplus or deficit on the income and expenditure account. They are available for use at the discretion of the directors in furtherance of the general objectives of the charity.

Designated funds comprise unrestricted funds which have been set aside at the discretion of the directors for specific purposes, but whose use is not bindingly restricted to those purposes. The purposes and use of the designated funds are set out in the notes to the accounts.

Restricted funds are funds subject to specific restricted conditions imposed by donors. The purposes and use of the restricted funds are set out in the notes to the accounts.

**2 Voluntary Income**

	<b>Group</b>		<b>Charity</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£
Membership fundraising	1,393	1,835	1,393	1,835
Donation from Endeavour Trust Fund	-	-	-	20,000
Other donations	35,328	27,630	30,328	27,630
<b>Total</b>	<b>36,721</b>	<b>29,465</b>	<b>31,721</b>	<b>49,465</b>

**3 Activities for generating funds**

	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£
Sponsored events	11,387	12,301	11,387	12,301
Service fees	4,207	7,503	6,165	8,203
	<b>15,594</b>	<b>19,804</b>	<b>17,552</b>	<b>20,504</b>

**4 Investment income**

	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£
Bank interest	3	7	3	7
Investment income	7,230	15,040	-	-
	<b>7,233</b>	<b>15,047</b>	<b>3</b>	<b>7</b>

**5 Incoming resources from charitable activities**

The charitable activities fall into three functional categories

**Under 16's Projects**

Projects that support the personal development of young people under the age of 16

**Over 16's Projects**

Projects that support the personal development of young people over the age of 16

**Community Based Projects**

Community Based Projects that work with all young people

**Incoming Resources**

	<b>Contracts</b>	<b>Grants</b>	<b>Other income</b>	<b>2011 Total</b>	<b>2010 Total</b>
	£	£	£	£	£
Under 16's Projects	302,824	58,703	-	361,527	200,149
Over 16's Projects	96,393	390,138	-	486,531	572,058
Community Based Projects	185,239	120,885	-	306,124	300,763
	<u>584,456</u>	<u>569,726</u>	<u>-</u>	<u>1,154,182</u>	<u>1,072,970</u>
<b>2010</b>	<u>548,829</u>	<u>524,141</u>	<u>-</u>	<u>1,072,970</u>	

**6 Gross income**

**2011**  
£

**2010**  
£

For Companies Act disclosure purposes, the gross income of the group is computed as follows

Incoming resources per the consolidated statement of financial activities

Less investment income

1,213,730	1,137,286
7,233	15,047
<u>1,206,497</u>	<u>1,122,239</u>

**Endeavour Training Limited**

**Notes to the Accounts**

**for the year ended 31st March 2011**

**7 Costs of generating voluntary income**

	<b>Group</b>		<b>Charity</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
			<b>£</b>	<b>£</b>
Fundraising staff costs	41,160	34,506	41,160	34,506
Fundraising events	4,205	3,809	4,205	3,809
	<u>45,365</u>	<u>38,315</u>	<u>45,365</u>	<u>38,315</u>

**8 Resources expended on charitable activities**

**Group**

	<b>Under 16's Projects</b>	<b>Over 16's Projects</b>	<b>Community Projects</b>	<b>2011 Total</b>	<b>2010 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff Costs	214,961	309,729	133,616	658,306	583,062
Activity costs	74,255	71,496	75,056	220,807	211,564
Support Costs	96,621	126,894	69,507	293,022	320,730
	<u>385,837</u>	<u>508,119</u>	<u>278,179</u>	<u>1,172,135</u>	<u>1,115,356</u>
<b>2010</b>	<u>226,716</u>	<u>505,476</u>	<u>383,164</u>	<u>1,115,356</u>	

**Company**

	<b>Under 16's Projects</b>	<b>Over 16's Projects</b>	<b>Community Projects</b>	<b>2011 Total</b>	<b>2010 Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staff Costs	214,961	309,729	133,616	658,306	583,062
Activity costs	74,255	71,496	75,056	220,807	211,564
Support Costs	96,621	126,894	69,482	292,997	320,694
	<u>385,837</u>	<u>508,119</u>	<u>278,154</u>	<u>1,172,110</u>	<u>1,115,320</u>
<b>2010</b>	<u>226,716</u>	<u>505,476</u>	<u>383,128</u>	<u>1,115,320</u>	

**9 Governance Costs**

	<b>Group</b>		<b>Charity</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
			<b>£</b>	<b>£</b>
External audit	5,724	5,561	4,641	4,485
AGM Costs and trustee's expenses	570	457	555	442
	<u>6,294</u>	<u>6,018</u>	<u>5,196</u>	<u>4,927</u>

for the year ended 31st March 201

**10 Net outgoing resources for the year** **2011** **2010**

The consolidated net outgoing resources for the year is stated after charging

	£	£
Depreciation	25,555	21,96
Auditors' remuneration - audit fee	4,641	4,48
Operating lease rentals payable - land and buildings	50,144	58,74
- motor vehicles	52,876	27,84
- office equipment	2,874	2,81
	<u>136,090</u>	<u>165,83</u>

**11 Taxation**

As a registered charity the company is exempt from corporation tax. The profit of Endeavour Training Services Limited is gifted to the charity so that there is no liability to corporation tax in that company. The group has borne value added tax on its expenditure where appropriate.

**12 Directors and employees**

	2011 £	2010 £
Staff costs during the year were as follows		
Wages and salaries	737,868	703,337
Social security costs	67,594	64,232
Other pension costs	7,506	6,755
	<u>812,968</u>	<u>774,324</u>

The trustees of the charity, being its directors, received no remuneration from either the charity or its subsidiary in either this or the preceding period. The trustees received £472 (2010 £176) of reimbursed travelling expenses from the company during this period. There were no employees with emoluments over £60,000 in either this or the preceding year.

	2011 No	2010 No
The average monthly number of employees, excluding directors,		
Under 16's Projects	7	1
Over 16's Projects	12	1
Community Based Projects	10	1
<b>Company total</b>	<u>29</u>	<u>3</u>
Training services	-	-
<b>Group total</b>	<u>29</u>	<u>3</u>

<b>13 Tangible fixed assets</b>	<b>Improvements to leasehold property</b>	<b>Office furniture and equipment</b>	<b>Course &amp; project IT equipment</b>	<b>Owne vehicles</b>	<b>Total</b>
	£	£	£	£	
<b>Cost or valuation</b>					
At 1st April 2010	7,676	8,250	103,814	57,708	177,448
Additions	-	79	11,608	-	11,687
Disposals	-	-	-	-	-
At 31st March 2011	7,676	8,329	115,422	57,708	189,135
<b>Depreciation</b>					
At 1st April 2010	7,676	7,506	61,182	31,529	107,893
Charge for period	-	459	17,883	7,213	25,555
Disposal	-	-	-	-	-
At 31st March 2011	7,676	7,965	79,065	38,742	133,448
<b>Net book value</b>					
At 31st March 2011	-	364	36,357	18,966	55,687
At 31st March 2010	-	744	42,632	26,179	69,555

The course and project IT equipment is used for charitable purposes and the office furniture and equipment is employed in management and administration. Included in the total cost for owned vehicles is an amount totalling £28,708 relating to donated assets.

#### 14 Subsidiaries

The charity owns all of the issued share capital of Endeavour Training Services Limited, a company, incorporated in England, which was engaged in providing training services to industry and commerce but was inactive during 2010-11.

Endeavour Trust Fund is a charity connected to Endeavour Training Ltd. Its main activities are to make grants for young people to attend Endeavour programmes and carrying out volunteering. All its Trustees are directly connected, by being Trustees of both, or employed by Endeavour Training Ltd or are members of Endeavour Training Ltd. Endeavour Trust Fund distributes its income as a grant to Endeavour Training, annually. Endeavour Trust Fund receives administrative services from Endeavour Training Ltd. Endeavour Trust Fund has a year end of 5th April, the difference in year end dates is deemed to be not material to the consolidation.

#### 14 Subsidiaries - Continued

A summary of the subsidiary results is shown below,

	Endeavour Trust Fund		Endeavour Training Services	
	2011	2010	2011	2010
Turnover	12,230	15,033	-	-
Resources expended	(725)	(707)	-	(29)
Governance Costs	(681)	(650)	(417)	(441)
Net resources	10,824	13,676	(417)	(470)
Interest receivable	-	6	-	-
(Loss)/Gain on investment income	(4,657)	67,670	-	-
Net Movement in Funds	6,167	81,352	(417)	(470)
Amount granted or gift aided to the parent	(25,000)	(20,000)	-	-
	(18,833)	61,352	(417)	(470)
Funds brought forward	398,287	336,935	(2,032)	(1,562)
Funds carried forward	379,454	398,287	(2,449)	(2,032)
Represented by				
Investments	358,594	361,673	-	-
Current assets	22,602	38,233	511	512
Current liabilities	(1,742)	(1,619)	(2,958)	(2,542)
	379,454	398,287	(2,447)	(2,030)

#### 15 Investments

	Group		Charity	
	2011	2010	2011	2010
<b>Common Investment Funds</b>				
CAF Bond and Equity Funds 1st April 2010	361,673	323,665	-	-
Additions	354,378	-	-	-
Disposals	(352,800)	(29,662)	-	-
Net investment (Losses)/Gains	(4,657)	67,670	-	-
<b>Market value at 31 March 2011</b>	358,594	361,673	-	-

The common investment funds are held by Endeavour Trust Fund

#### Shares in Subsidiary undertaking

	Group		Charity	
	2011	2010	2011	2010
	£	£	£	£
Ordinary Shares of £1 each	-	-	2	2

**16 Debtors**

	<b>Group</b>		<b>Charity</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£
Trade debtors	42,076	74,182	42,076	74,182
Amount due from subsidiary company	-	-	2,526	2,086
Prepayments and accrued income	86,296	93,456	86,672	89,631
Other debtors	4,842	4,113	5,500	4,435
	<u>133,214</u>	<u>171,751</u>	<u>136,774</u>	<u>170,336</u>

**17 Creditors** Amounts falling due within one year

	<b>Group</b>		<b>Charity</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£
Trade creditors	79,527	43,012	79,527	43,012
Taxes and social security costs	19,478	21,227	19,478	21,227
Accruals	13,215	13,446	11,841	12,674
Receipts in advance Restricted				
Big Lottery Fund	10,847	7,214	10,847	7,214
Lloyds TSB	438	85,577	438	85,577
Santander	9,703	18,653	9,703	18,653
Harrow YAF	6,539	-	6,539	-
Legacy J Cleminson repayable to Trust Fund	-	-	5,000	-
Receipts in advance Unrestricted	38,003	20,820	63,003	20,820
	<u>177,750</u>	<u>209,949</u>	<u>206,376</u>	<u>209,177</u>

**18 Operating lease commitments**

Financial commitments under non-cancellable operating leases will result in the following group payments falling due in the next financial year

	<b>Land and buildings</b>		<b>Motor vehicles</b>		<b>Office equipment</b>	
	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>	<b>2011</b>	<b>2010</b>
	£	£	£	£	£	£
On leases expiring						
Within one year	24,536	33,136	-	-	1,436	1,406
Within two to five years	25,608	-	-	-	1,438	1,408
After five years	-	25,063	-	-	-	-
	<u>50,144</u>	<u>58,199</u>	<u>-</u>	<u>-</u>	<u>2,874</u>	<u>2,814</u>

**19 Pension scheme**

The charity contributes to defined contribution pension schemes for the benefit of employees who elect to join. The assets of the schemes are held separately from those of the charity in independently administered funds. The pension cost represents contributions payable by the charity to the funds and amounted to £7,506 (2010 £6,755).



**20 Statement of Funds**

Group	At 1st April 2010 £	Incoming resources £	Expenditure £	(Loss)Gain on Investment £	Transfers £	At 31st March 2011 £
<b>Restricted funds</b>						
Community Projects						
Healthy Living Scheme	4,043	-	-	-	-	4,043
Outerzone - Lloyds TSB	-	-	-	-	-	-
Outreach project	-	270,000	(270,000)	-	-	-
Dick Allcock Fund	2,902	-	-	-	-	2,902
Big Lottery	-	115,569	(115,569)	-	-	-
Capital Fund Big Lottery	12,317	-	-	-	(3,775)	8,542
Capital Fund Trusthouse	5,008	-	-	-	(1,248)	3,760
Capital Fund NLDC	2,942	-	-	-	(1,039)	1,903
Capital Fund DLDC	4,803	-	-	-	(1,450)	3,353
<b>Total Restricted Funds</b>	<b>32,015</b>	<b>385,569</b>	<b>(385,569)</b>	<b>-</b>	<b>(7,512)</b>	<b>24,503</b>
<b>Unrestricted funds</b>						
Revenue reserve	11,323	815,931	(837,519)	-	7,512	(2,753)
Endeavour Trust Fund	418,987	12,230	(706)	(4,657)	-	425,854
	<b>430,310</b>	<b>828,161</b>	<b>(838,225)</b>	<b>(4,657)</b>	<b>7,512</b>	<b>423,101</b>
<b>Total funds of the group</b>	<b>462,325</b>	<b>1,213,730</b>	<b>(1,223,794)</b>	<b>(4,657)</b>	<b>-</b>	<b>447,604</b>
<b>Company</b>						
<b>Restricted funds</b>						
Community Projects						
Healthy Living Scheme	4,043	-	-	-	-	4,043
Outerzone - Lloyds TSB	-	-	-	-	-	-
Outreach project	-	270,000	(270,000)	-	-	-
Dick Allcock Fund	2,902	-	-	-	-	2,902
Big Lottery	-	115,569	(115,569)	-	-	-
Capital Fund Big Lottery	12,317	-	-	-	(3,775)	8,542
Capital Fund Trusthouse	5,008	-	-	-	(1,248)	3,760
Capital Fund NLDC	2,942	-	-	-	(1,039)	1,903
Capital Fund DLDC	4,803	-	-	-	(1,450)	3,353
<b>Total Restricted Funds</b>	<b>32,015</b>	<b>385,569</b>	<b>(385,569)</b>	<b>-</b>	<b>(7,512)</b>	<b>24,503</b>
<b>Unrestricted funds</b>						
Revenue reserve	33,455	817,889	(837,102)	-	7,512	21,754
	<b>33,455</b>	<b>817,889</b>	<b>(837,102)</b>	<b>-</b>	<b>7,512</b>	<b>21,754</b>
<b>Total funds of the company</b>	<b>65,470</b>	<b>1,203,458</b>	<b>(1,222,671)</b>	<b>-</b>	<b>-</b>	<b>46,257</b>

20 Funds - continued

**Community based projects**

Healthy Living Scheme, to develop the nutrition skills of volunteers funded by Awards For All  
Volunteering programme, Development of active volunteers for Endeavour and for wider communities funded by Dfes

Outreach Project is for young people who are NEET or at risk of becoming NEET and in particular those who are looked after, young parents and those involved in anti-social behaviour with the aim of motivating them to move on to a positive destination Funded by Dept for Children, Families and Schools (DCSF)

**Moving On Up funded by the Big Lottery Fund**

The Moving On Up Project is for disadvantaged NEET young people to improve their communication skills and self esteem, for them to become safer and healthier and make a positive impact on their communities During the year to 31 March 2011 Endeavour received £115,569 (2010 £170,900) from the Lottery, and spent £112,295 (2010 £187,016) The cumulative underspend of £10,847 (2010 £7,213) was deferred at the year end

**Dick Allcock Memorial Fund**

The Fund was set up to receive donations from admirers of Dick Allcock, the founder of Endeavour, who passed away in January 2005 The Fund is designed to support and enhance the work of the organisation by helping to fund capital items or other forms of asset development, perhaps including a training centre

**Capital Fund**

The Capital Fund is represented by restricted grants to support the purchase of assets The grants are amortised at the same rate as the related asset is depreciated The Balance includes funding for a minibus received in March 2006 and new funding for a set of bikes to run a Community Champions Scheme for Young people to get involved in their local community

**21 Analysis of net assets between funds Group**

	Restricted	Unrestricted	Total
	£	£	£
Funds balances at 31st March 2011 are represented by			
Tangible fixed assets	21,601	34,086	55,687
Investments	-	358,594	358,594
Net current assets	2,902	30,421	33,323
	<u>24,503</u>	<u>423,101</u>	<u>447,604</u>

**Company**

	Restricted	Unrestricted	Total
	£	£	£
Funds balances at 31st March 2011 are represented by			
Tangible fixed assets	21,601	34,086	55,687
Investments	-	2	2
Net current assets	2,902	(12,334)	(9,432)
	<u>24,503</u>	<u>21,754</u>	<u>46,257</u>

## 22 Capital Guarantee

The company is limited by guarantee and does not have a share capital. Consequently a reconciliation of movements on shareholders' funds, which would otherwise be required by FRS 3, is not appropriate, and no are the requirements of FRS 4 relating to the disclosure of non-equity interests.

Every member of the company undertakes to contribute to the assets of the company in the event of the same being wound up during the time he/she is a member, or within one year after he/she ceases to be a member, for payment of the debts and liabilities of the company contracted before he/she ceases to be a member and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributors among themselves, such amount as may be required not exceeding one pound.