

Registered number: 01984863
Charity number: 293721

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2020



THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

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**THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT
FOR THE YEAR ENDED 31 MARCH 2020**

Reference and administrative details of the Company, its trustees and advisers

Trustees	Mr C J F Andrews Ms J Carroll Mr J Prichard (resigned 4 May 2020) Mr N H Lyons (resigned 24 July 2019) Dr A E Murray (resigned 25 April 2019) Ms H Hart (appointed 25 April 2019) Mr R Smith (appointed 25 April 2019, resigned 20 February 2020) Mr A White (appointed 25 April 2019) Dr B Jameson (appointed 24 July 2019) Mr M V Watts Mrs A Clements Mrs J Yeates
Company registered number	01984863
Charity registered number	293721
Registered office	Hyde Park House Mutley Plain Plymouth Devon England PL4 6LF
Company secretary	Mr J Pritchard (until 29 May 2020) Mrs J Howes (from 29 May 2020)
Chief executive officer	Mrs R Cheshire (until 31 August 2019) Mrs J Howes (from 21 October 2019)
Independent auditors	Bishop Fleming LLP Chartered Accountants Salt Quay House 4 North East Quay Sutton Harbour Plymouth PL4 0BN

**THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020**

1. INTRODUCTION

The Harbour Centre (Plymouth) is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. The Board of Directors of the Charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as Trustees. The Trustees present their annual report together with the audited financial statements of the organisation for the year ended 31 March 2020.

The Trustees confirm that the Annual Report and financial statements of the company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Charities Statement of Recommended Practice (SORP) FRS102. The organisation qualifies as small company under section 383 of The Companies Act 2006 and therefore a Strategic Report and Director's Report is not required.

2. OBJECTS

The Harbour Centre (Plymouth) implements operational policies and procedures that are in line with UK national treatment guidelines and standards for drug and alcohol treatment services. The organisation has been ISO 9001 Certified since 2015 and has a robust clinical governance and quality assurance framework.

The principal objects of the company as set out in its governing documents are:

- a) to promote the prevention of the abuse of alcohol and other substances and to assist individuals and their families suffering therefrom through the provision of services that address their multiple needs associated with recovery from addiction or dependence on substances;
- b) to help the prevention of the abuse of alcohol and other substances through the provision of education and training of professionals and volunteers in the field; and
- c) to advance the education of the public about the incidence and effect on society of the use, abuse and dependence upon alcohol and other substances.

These objects are encapsulated within Harbour's Mission Statement: Harbour supports people suffering from the harm caused by the misuse of drugs and alcohol by providing education, prevention and integrated treatment and recovery services.

3. ACTIVITIES TO ACHIEVE OBJECTS

We plan and review our strategic aims and activities through our annual business planning cycle. Our primary activities include:

- providing substance misuse treatment to adults and young people via individual and group support sessions, which includes advice and information, psychosocial interventions, home/community detoxification, and support to engage with education, training, employment and accommodation;
- providing support to family members affected by drug and alcohol use;
- working in partnership as part of The Plymouth Alliance in multi-agency hubs with staff from primary health, social services, mental health, police, probation, housing and other charities to ensure that people are able to access the best available treatment and after care services;
- providing outreach and locality based multi-agency activity focusing on substance misuse and its prevention; and
- delivering information and training sessions to professionals and volunteers in other organisations and residents in the community.

THE HARBOUR CENTRE (PLYMOUTH)
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020

4. PERFORMANCE

All data on structured treatment for adults and young people is uploaded to the National Drug Treatment Monitoring System. A snapshot of Harbour's key outputs and outcomes in 2019/20 are detailed below.

Adult Community Access Service (exc. CJIT)

- 1,212 clients referred into community services
- 291 clients dropped out at referral stage
- 578 had a comprehensive assessment form completed
- 11 clients exited treatment between comprehensive assessment stage and recovery plan stage
- 567 went to tier 3
- 315 Opiate
- 45 Non-Opiate
- 72 Alcohol & Non-Opiate
- 135 Alcohol only

In total 1488 clients were open to tier 3 treatment in 2019/20

- 999 Opiate
- 114 Non-Opiate
- 110 Alcohol & Non-Opiate
- 265 Alcohol only
- 401 engaged with Brief Interventions

Sharp Young People's Service

- 157 referrals into SHARP
- 51 young people went onto receive Tier 3
- Opiate
- 26 Non-Opiate
- 17 Alcohol & Non-Opiate
- 6 Alcohol only

In total 80 young people were open to tier 3 treatment with SHARP in 2019/20

- 4 Opiate
- 46 Non-Opiate
- 24 Alcohol & Non-Opiate
- Alcohol only

5. FUNDING & INVESTMENT

Harbour's primary activities are commissioned by Public Health and Plymouth City Council as part of The Plymouth Alliance. The organisation owns two properties, Ermington Terrace and Hyde Park House, both of which generate unrestricted income via rental.

**THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)**

**TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020**

6. FINANCIAL REVIEW

The Trustees have a reasonable expectation that the company has adequate resources to continue in operation for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

The organisation has made a net expenditure in the year of £14,156.

Free reserves are defined as unrestricted reserves not represented by fixed assets. A large part of the charity's overall reserves consists of fixed assets (such as Hyde Park House and Ermington Terrace) rather than actual bank/cash balances that it is able to spend immediately. The fixed asset fund represents the value of such assets and has been calculated with reference to the book value less any loans relating to the properties. It is excluded from the total value of unrestricted reserves in the calculation of free reserves. Thus, free reserves represent those assets that could be liquidated relatively quickly to settle liabilities that arise as a result of one off events e.g. termination of a contract. The organisational Reserves Policy agreed in 2017/18 aims to hold free reserves between £150-300,000.

At the start of the year the charity had free reserves of £348,147 and at the year end the charity had £372,834 of free reserves.

An analysis of free reserves can be seen at note 18 of the financial statements.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020

7. GOVERNANCE AND MANAGEMENT

Board of Directors

The oversight of the organisation's assets and strategic direction is the responsibility of its Trustees, whose membership on the Board is approved by vote following a robust recruitment, referencing and criminal records checking process. The Trustees elect a Chair to lead on governance and convene meetings. The Trustees have complied with their duty outlined in section 4 of the Charities Act 2006 to have due regard to public benefit guidance issued by The Charity Commission.

All Trustees engage in an induction programme that involves Trustee training on the organisation's work. This is coordinated by the Chair of the Board and the Chief Executive Officer (CEO). Continued training and development is regularly reviewed and offered to the Trustees as needs are identified.

Senior Leadership Team

The CEO is responsible for the strategic management of the organisation. The Senior Leadership Team (SLT) comprises the CEO, the Head of Operations and a representative senior manager from partner agency Livewell. The SLT works together to agree and action organisational priorities.

Payments to Trustees

In certain circumstances where the charity requires specialist advice or services it may use Trustees with the relevant skills to provide these services. The Charity has the power to make payments to Trustees for services provided to it, as long as these services are approved in advance by the board and the terms agreed in writing. Details of any payments made in the year are disclosed in the notes to the accounts.

Risk Management

A risk management framework guides the decision making of the Trustees and SLT. Over the last five years the organisation has strengthened its policies and structures to manage the increasing levels of professional risk. This has been achieved primarily through the continual review and improvement of recruitment and training standards of employees at all levels.

Covid-19

In line with government guidelines, Covid has meant that we have had to reduce our face to face contact to a minimum with the people who use our services. We moved to telephone, social media or Zoom contact. The majority of the people who use our service have responded well to this way of working and it has in no way inhibited the service they have received, in fact, some have preferred it.

We have continued to offer one to one telephone consultations as well as therapeutic and self-help groups via Zoom and Microsoft Teams.

In line with government guidance we have continued to see those people who are in the highest risk categories and have still held prescribing and drug screening clinics and have offered a needle exchange service all the way through.

As the vast majority of the Charity's income is from contracts which are long term and paid monthly from local government bodies, Covid has not affected it significantly from a financial perspective. In addition the Charity has a strong Balance Sheet which means we entered Covid from a much better place than most Charities. This means that the Trustees do not consider that Covid will have a material financial effect on the Charity in the short to medium term. The Charity has left its reserves policy at the same level as previous years but have allowed the Free reserves to go above the upper range in the short term to allow some flexibility.

8. FUTURE DEVELOPMENTS

The Trustees signed off the Strategic Business Plan for 19/20 in 2019. In light of COVID-19, the strategic vision has had to be adapted. Staff, partners and the people who use our services have been consulted with in regard to future organisational and Alliance aims. The key strategic aims included in this plan are detailed below.

What We Do

- We work as a partner in the Plymouth Alliance to support people to recognise and address the impact of alcohol and drug use so that they can improve their lives and the lives of their loved ones, and make a positive contribution in their community. We do this by using approaches that are proven to enable positive and sustainable changes.
- We are careful with the funding we receive, ensuring that it is used only for the purposes that it is intended.

How We Fund It

- We finance our work through the Plymouth Alliance, through public sector contracts, fundraising and by generating our own income. This diversity of funding ensures that our work is sustainable and innovative.
- We plan our growth carefully, ensuring that we don't extend beyond what we can deliver or what is needed.

How We Promote It

- We are a voice of innovation and good practice.
- We have a recognisable brand that clearly defines the ethos of the organisation, the support that we offer, thus ensuring that people and communities have an informed choice.
- We communicate openly, providing constructive feedback and sharing good practice.

How We Resource It

- We recruit talented professionals and volunteers who are committed to making a positive contribution in the communities we serve.
- We ensure that our services are consistently of the highest quality.

How We Involve

- We build, deliver and review our services alongside the people and communities we serve.
- We put community engagement at the core of our support, with aim to reduce isolation and increase opportunities.

THE HARBOUR CENTRE (PLYMOUTH)
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TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 MARCH 2020

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The Trustees (who are also the directors of the Company for the purposes of company law) are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under company law, the Trustees 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 its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102)
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Trustees are responsible for keeping adequate 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.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

Auditors

The auditors, Bishop Fleming LLP, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the Board of Trustees and signed on their behalf by:


Mr A White
Trustee

Date: 1 / 1 / 2021

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HARBOUR CENTRE (PLYMOUTH)

OPINION

We have audited the financial statements of The Harbour Centre (Plymouth) (the 'charitable company') for the year ended 31 March 2020 which comprise the Statement of Financial Activities, the Balance sheet, the Statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2020 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

BASIS FOR OPINION

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

CONCLUSIONS RELATING TO GOING CONCERN

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

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

OTHER INFORMATION

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

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

We have nothing to report in this regard.

**THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)**

**INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HARBOUR CENTRE (PLYMOUTH)
(CONTINUED)**

OPINION ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Report for the financial year for which the financial statements are prepared is consistent with the financial statements.
- the Trustees' Report has been prepared in accordance with applicable legal requirements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the Trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemptions in preparing the Trustees' Report and from the requirement to prepare a Strategic Report.

RESPONSIBILITIES OF TRUSTEES

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

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

AUDITORS' RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

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

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

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE HARBOUR CENTRE (PLYMOUTH)
(CONTINUED)

USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable 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 charitable company and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Pamela Tuckett FCA DChA (Senior statutory auditor)

for and on behalf of

Bishop Fleming LLP

Chartered Accountants

Statutory Auditors

Salt Quay House

4 North East Quay

Sutton Harbour

Plymouth

PL4 0BN

Date: 22/1/2021

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2020

	Note	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
INCOME FROM:					
Charitable activities	5	-	2,040,427	2,040,427	2,233,080
Investments	4	-	65,720	65,720	96,368
Other income	6	-	3,217	3,217	-
TOTAL INCOME		-	2,109,364	2,109,364	2,329,448
EXPENDITURE ON:					
Raising funds	9	-	79,540	79,540	72,534
Charitable activities	7	14,616	2,001,052	2,015,668	2,136,186
TOTAL EXPENDITURE		14,616	2,080,592	2,095,208	2,208,720
NET MOVEMENT IN FUNDS BEFORE OTHER RECOGNISED GAINS/(LOSSES)		(14,616)	28,772	14,156	120,728
OTHER RECOGNISED GAINS/(LOSSES):					
Losses on revaluation of fixed assets		-	(88,780)	(88,780)	-
NET MOVEMENT IN FUNDS		(14,616)	(60,008)	(74,624)	120,728
RECONCILIATION OF FUNDS:					
Total funds brought forward		27,470	1,459,682	1,487,152	1,366,424
Net movement in funds		(14,616)	(60,008)	(74,624)	120,728
TOTAL FUNDS CARRIED FORWARD		12,854	1,399,674	1,412,528	1,487,152

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 14 to 33 form part of these financial statements.

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)
REGISTERED NUMBER:01984863

BALANCE SHEET
AS AT 31 MARCH 2020

	Note	2020 £	2019 £
FIXED ASSETS			
Tangible assets	12	1,116,656	971,524
Investment property	13	217,500	484,833
		<u>1,334,156</u>	<u>1,456,357</u>
CURRENT ASSETS			
Debtors	14	40,777	87,061
Cash at bank and in hand		802,439	667,966
		<u>843,216</u>	<u>755,027</u>
Creditors: amounts falling due within one year	15	(345,729)	(265,776)
		<u>497,487</u>	<u>489,251</u>
NET CURRENT ASSETS			
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>1,831,643</u>	<u>1,945,608</u>
Creditors: amounts falling due after more than one year	16	(419,115)	(458,456)
		<u>1,412,528</u>	<u>1,487,152</u>
TOTAL NET ASSETS			
CHARITY FUNDS			
Restricted funds	18	12,854	27,470
Unrestricted funds	18	1,399,674	1,459,682
		<u>1,412,528</u>	<u>1,487,152</u>
TOTAL FUNDS			

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

The financial statements were approved and authorised for issue by the Trustees and signed on their behalf by:


Mr A White

Trustee

Date: 17/1/21

The notes on pages 14 to 33 form part of these financial statements.

THE HARBOUR CENTRE (PLYMOUTH)
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STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2020

	2020 £	2019 £
CASH FLOWS FROM OPERATING ACTIVITIES		
Net cash used in operating activities	169,513	61,589
CASH FLOWS FROM INVESTING ACTIVITIES		
Dividends, interests and rents from investments	(1,111)	23,834
Purchase of tangible fixed assets	-	(39,335)
NET CASH PROVIDED BY INVESTING ACTIVITIES	(1,111)	(15,501)
CASH FLOWS FROM FINANCING ACTIVITIES		
Repayments of borrowing	(33,929)	(28,518)
NET CASH USED IN FINANCING ACTIVITIES	(33,929)	(28,518)
CHANGE IN CASH AND CASH EQUIVALENTS IN THE YEAR	134,473	17,570
Cash and cash equivalents at the beginning of the year	667,966	650,396
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	802,439	667,966

The notes on pages 14 to 33 form part of these financial statements

**THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020**

1. GENERAL INFORMATION

The Charity is a company limited by guarantee. The members of the company are the Trustees named on page . 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 Charity was incorporated in the United Kingdom. Details regarding the Charity's information can be seen on the charity information page.

2. ACCOUNTING POLICIES

2.1 BASIS OF PREPARATION OF FINANCIAL STATEMENTS

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Harbour Centre (Plymouth) 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.

2.2 FUND ACCOUNTING

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Investment income, gains and losses are allocated to the appropriate fund.

2.3 GOING CONCERN

The accounts have been prepared on the going concern basis. The Trustees consider that the Charity has sufficient resources available to meet all commitments as they fall due. The COVID 19 pandemic has had a major impact on fundraising in the new financial year, however the Charity continues to take actions to address this impact, and management are confident that all liabilities will be met as they fall due and the the group continues as a going concern.

2.4 INCOME

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

2.5 EXPENDITURE

THE HARBOUR CENTRE (PLYMOUTH)
(A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. ACCOUNTING POLICIES (continued)

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Costs of generating funds are costs incurred in attracting voluntary income, and those incurred in trading activities that raise funds.

2.6 INTEREST RECEIVABLE

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

2.7 TANGIBLE FIXED ASSETS AND DEPRECIATION

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of financial activities incorporating income and expenditure account.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Freehold property	- 50 years
Freehold land	- Not depreciated
Office equipment	- 5 years

2.8 INVESTMENT PROPERTY

Fixed asset investments and investment property are initially recognised at their transaction cost and subsequently measured at fair value at the Balance sheet date, unless fair value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and shown in the heading 'Gains/(losses) on investments' in the Statement of financial activities incorporating income and expenditure account.

2.9 DEBTORS

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

THE HARBOUR CENTRE (PLYMOUTH)
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

2. ACCOUNTING POLICIES (continued)

2.10 CASH AT BANK AND IN HAND

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 LIABILITIES AND PROVISIONS

Liabilities are recognised when there is an obligation at the Balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of financial activities as a finance cost.

2.12 FINANCIAL INSTRUMENTS

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 PENSIONS

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

2.14 PROGRAMME RELATED INVESTMENTS

Programme related investments are made exclusively to further the charitable aims by funding specific activities or related tangible fixed assets of a third party which, in turn, contribute to the charity's own charitable purposes. Property that is let out in order to further charitable aims of the Charity as well as the lessor are classified as tangible fixed assets and are accounted for in accordance with the tangible fixed assets policy.

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3. CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGMENT

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions:

The company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results.

Critical areas of judgment:

Valuation of Investment Property - the investment property held is a percentage of the freehold property owned which is let out. The percentage of the building tenanted will impact the value of the investment aspect of the property.

4. INVESTMENT INCOME

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Rental income	65,124	65,124	95,878
Investment income	596	596	490
	<u>65,720</u>	<u>65,720</u>	<u>96,368</u>
 TOTAL 2019	 <u>96,368</u>	 <u>96,368</u>	

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5. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Core funding	1,805,189	1,805,189	1,869,650
Other funding	3,569	3,569	46,991
Sharp funding	163,772	163,772	168,855
Alcohol service	44,741	44,741	127,350
Training courses	23,156	23,156	20,234
	<u>2,040,427</u>	<u>2,040,427</u>	<u>2,233,080</u>
TOTAL 2019	<u>2,233,080</u>	<u>2,233,080</u>	

6. OTHER INCOMING RESOURCES

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Other income	<u>3,217</u>	<u>3,217</u>	<u>-</u>

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7. ANALYSIS OF EXPENDITURE BY ACTIVITIES

	Activities undertaken directly 2020 £	Governance costs 2020 £	Total funds 2020 £	Total funds 2019 £
Charitable expenditure	1,971,300	44,368	2,015,668	2,136,186
TOTAL 2019	2,090,528	45,658	2,136,186	

Analysis of direct costs

	Total funds 2020 £	Total funds 2019 £
Staff costs	1,532,327	1,705,853
Depreciation	33,421	35,101
Payments to pharmacists under needle exchange scheme	15,206	18,671
Medical supplies and clinical waste collection	91,737	78,243
Drug screening	47,825	49,642
Leaflets and books	355	470
Travelling expenses	15,732	21,220
Property costs including rent and utilities	45,871	53,897
Office and communication costs	91,010	54,115
Human resources and payroll administrative costs	38,312	23,659
Staff training	6,144	9,938
Insurance including life assurance	10,215	9,908
Legal and professional	32,870	14,404
Miscellaneous	8,568	9,012
Marketing and fundraising	-	5,125
Interest payable	1,707	1,270
	1,971,300	2,090,528

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8. GOVERNANCE COSTS

	Unrestricted funds 2020 £	Total funds 2020 £	Total funds 2019 £
Auditors' remuneration	6,780	6,780	6,600
Auditors' non-audit costs	2,220	2,220	2,220
Company secretarial and professional fees	1,605	1,605	1,284
Wages and salaries	31,954	31,954	33,569
Pension costs	1,809	1,809	1,985
	<u>44,368</u>	<u>44,368</u>	<u>45,658</u>

9. ANALYSIS OF EXPENDITURE BY EXPENDITURE TYPE

	Staff costs 2020 £	Deprec'n 2020 £	Other costs 2020 £	Total funds 2020 £	Total funds 2019 £
Expenditure on property investment management	-	-	99,540	99,540	72,534
COSTS OF RAISING FUNDS	-	-	99,540	99,540	72,534
Expenditure on charitable activities	1,532,327	33,421	405,552	1,971,300	2,090,527
Expenditure on governance	33,763	-	10,605	44,368	45,658
	<u>1,566,090</u>	<u>33,421</u>	<u>515,697</u>	<u>2,115,208</u>	<u>2,208,719</u>
TOTAL 2019	<u>1,741,407</u>	<u>35,101</u>	<u>432,211</u>	<u>2,208,719</u>	

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10. NET INCOME/(EXPENDITURE)

	2020 £	2019 £
This is stated after charging:		
Depreciation of tangible fixed assets:		
- owned by the charity	33,421	35,101
Auditors' remuneration - audit	6,780	6,600
Auditors' remuneration - other services	2,220	2,220
	<u>33,421</u>	<u>35,101</u>

During the year, no Trustees received any remuneration (2019: £Nil).

During the year, no Trustees received any benefits in kind (2019: £Nil).

During the year, no Trustees received any reimbursement of expenses (2019: £Nil).

11. STAFF COSTS

	2020 £	2019 £
Wages and salaries	1,390,281	1,552,299
Social security costs	115,702	123,060
Contribution to defined contribution pension schemes	60,107	66,048
	<u>1,566,090</u>	<u>1,741,407</u>

The average number of persons employed by the Company during the year was as follows:

	2020 No.	2019 No.
Full-time	39	44
Part-time	26	26
	<u>65</u>	<u>70</u>

The average headcount expressed as full-time equivalents was:

	2020 No.	2019 No.
Full-time	39	44
Part-time	18	19
	<u>57</u>	<u>63</u>

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11. STAFF COSTS (CONTINUED)

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2020	2019
	No.	No.
In the band £60,001 - £70,000	-	1

All Trustees and certain senior employees who have authority and responsibility for planning, directing and controlling the activities of the Charity are considered to be key management personnel as listed on page 1. Total remuneration in respect of these individuals is £65,502 (2019: £74,725).

THE HARBOUR CENTRE (PLYMOUTH)
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NOTES TO THE FINANCIAL STATEMENTS
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12. TANGIBLE FIXED ASSETS

	Freehold property £	Office equipment £	Total £
COST OR VALUATION			
At 1 April 2019	1,385,717	144,377	1,530,094
Investment property transfer	267,333	-	267,333
At 31 March 2020	1,653,050	144,377	1,797,427
DEPRECIATION			
At 1 April 2019	463,257	95,313	558,570
Charge for the year	17,714	15,707	33,421
Impairment charge	88,780	-	88,780
At 31 March 2020	569,751	111,020	680,771
NET BOOK VALUE			
At 31 March 2020	1,083,299	33,357	1,116,656
At 31 March 2019	922,460	49,064	971,524

A net book value amount of £495,000 (2019: £495,000) is included within freehold property which represents a building used as a programme related investment.

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13. INVESTMENT PROPERTY

	Freehold investment property £
VALUATION	
At 1 April 2019	484,833
Transfers to fixed assets	(267,333)
At 31 March 2020	<u>217,500</u>

The 2020 valuations were made by the Trustees using valuations received from estate agents as a benchmark, on an open market value for existing use basis. A transfer to tangible fixed assets has been made to the element of the building now used functionally within the charity and no longer held for investment gains.

14. DEBTORS

	2020 £	2019 £
DUE WITHIN ONE YEAR		
Trade debtors	23,378	42,830
Other debtors	14,647	33,226
Prepayments and accrued income	2,752	11,005
	<u>40,777</u>	<u>87,061</u>

15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	2020 £	2019 £
Bank loans	33,930	28,518
Trade creditors	8,678	18,548
Other taxation and social security	31,925	40,491
Other creditors	254,337	61,705
Accruals and deferred income	16,859	116,514
	<u>345,729</u>	<u>265,776</u>

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15. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR (CONTINUED)

	2020 £	2019 £
	2020 £	2019 £
Deferred income at 1 April 2019	22,685	154,510
Resources deferred during the year	-	22,385
Amounts released from previous periods	(22,685)	(154,210)
	<u>-</u>	<u>22,685</u>

Deferred income relates to grant funding received in advance.

The above balance for bank loans and overdrafts is secured against the Charity's freehold property.

Included within other creditors are funds held as custodian for other organisations:

In the year ended 31 March 2011, the Charity received funds of £84,000 for the Liver Disease Pilot Project, on behalf of Plymouth Hospitals NHS Trust. During that year machinery and equipment was purchased costing £27,100. During the 2011-12 financial year £23,450 was transferred to Harbour as a restricted fund to cover the costs of a Harbour employee working on the project. The remainder of the money (£33,450) was for the use of Plymouth Hospitals Trust to cover the cost of a nurse working on the project. During 2011-12, Plymouth Hospitals Trust used £20,216 for that purpose, and in 2012-13 used £127. £576 was spent in 2015-16. £3,150 was spent in 2017-18. £9,382 was spent in 2019-20. This leaves £Nil held as a balance on behalf of Plymouth Hospitals NHS Trust at 31 March 2020.

In the year ended 31 March 2020, the Charity received funds of £8,370,322 from Plymouth City Council on behalf of the Alliance of which £1,805,189 was funding for The Harbour Centre (Plymouth). Funding totalling £6,329,054 was distributed by The Harbour Centre (Plymouth) to other members of the Alliance. The balance of the funding received, £236,079, remains in other creditors at the year end.

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16. CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR

	2020 £	2019 £
Bank loans	<u>419,115</u>	<u>458,456</u>

Included within the above are amounts falling due as follows:

	2020 £	2019 £
BETWEEN ONE AND TWO YEARS		
Bank loans	<u>33,929</u>	<u>28,518</u>
BETWEEN TWO AND FIVE YEARS		
Bank loans	<u>101,788</u>	<u>85,554</u>
OVER FIVE YEARS		
Bank loans	<u>283,398</u>	<u>344,385</u>

The aggregate amount of liabilities payable or repayable wholly or in part more than five years after the reporting date is:

	2020 £	2019 £
Payable or repayable by instalments	<u>257,332</u>	<u>344,385</u>
	<u>257,332</u>	<u>344,385</u>

The balance above is made up of two loans. Loan one is repayable over 60 months from drawdown at a fixed interest rate of 4.53% per annum. Loan two is repayable over 120 months from drawdown at a fixed interest rate of 5.56% per annum.

The above balance for bank loans and overdrafts is secured against the Charity's freehold and investment property

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17. FINANCIAL INSTRUMENTS

	2020 £	2019 £
FINANCIAL ASSETS		
Financial assets measured at fair value through income and expenditure	802,439	667,966
Financial assets measured at amortised cost	36,541	64,673
	<u>838,980</u>	<u>732,639</u>
	2020 £	2019 £
FINANCIAL LIABILITIES		
Financial liabilities measured at amortised cost	746,585	701,847
	<u>746,585</u>	<u>701,847</u>

Financial assets measured at fair value through income and expenditure comprise of cash at bank.

Financial assets measured at amortised cost comprise of trade and other debtors.

Financial liabilities measured at amortised cost comprise of bank loans and overdrafts, trade and other creditors, accruals and other taxation and social security.

THE HARBOUR CENTRE (PLYMOUTH)
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

18. STATEMENT OF FUNDS

STATEMENT OF FUNDS - CURRENT YEAR

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
DESIGNATED FUNDS						
Fixed Assets Fund	484,553	-	(33,421)	301,259	(88,780)	663,611
Investment Property	484,833	-	-	(267,333)	-	217,500
Sinking Fund	10,000	-	-	30,000	-	40,000
Complex Lives Tender Reorganisation	41,149	-	(26,420)	-	-	14,729
Business Development	91,000	-	-	-	-	91,000
	<u>1,111,535</u>	<u>-</u>	<u>(59,841)</u>	<u>63,926</u>	<u>(88,780)</u>	<u>1,026,840</u>
GENERAL FUNDS						
Charitable Funds	295,604	2,043,644	(1,951,211)	(33,926)	-	354,111
Investment Funds	52,543	65,720	(69,540)	(30,000)	-	18,723
	<u>348,147</u>	<u>2,109,364</u>	<u>(2,020,751)</u>	<u>(63,926)</u>	<u>-</u>	<u>372,834</u>
TOTAL UNRESTRICTED FUNDS	<u>1,459,682</u>	<u>2,109,364</u>	<u>(2,080,592)</u>	<u>-</u>	<u>(88,780)</u>	<u>1,399,674</u>

THE HARBOUR CENTRE (PLYMOUTH)
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NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2020

18. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - CURRENT YEAR (continued)

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
RESTRICTED FUNDS						
Safer Plymouth	449	-	(449)	-	-	-
Naloxone	27,021	-	(14,167)	-	-	12,854
	<u>27,470</u>	<u>-</u>	<u>(14,616)</u>	<u>-</u>	<u>-</u>	<u>12,854</u>
TOTAL OF FUNDS	<u>1,487,152</u>	<u>2,109,364</u>	<u>(2,095,208)</u>	<u>-</u>	<u>(88,780)</u>	<u>1,412,528</u>

DESIGNATED FUNDS

Fixed assets/Investment property

In previous years, Charity funds have been used to purchase the premises at Ermington Terrace and other fixed assets that are shown in the Statement of Financial Position. The cost of these assets is charged against income over their useful life. The income is therefore not available to spend immediately. Hence, an amount equal to the net book value of fixed assets and investment properties, after deduction of mortgage creditors has been designated. A transfer has been made to represent loan repayments and capital purchases in the year.

Sinking Fund

Fund set aside for the maintenance of property.

Complex Lives Tender Reorganisation

This represents funds set aside for potential reorganisation costs as a result of the Complex Lives Tender.

Business Development

This represent funds for training, consultancy and social enterprise activities.

RESTRICTED FUNDS

Safer Plymouth

This fund represents income received from Plymouth City Council in relation to the Community Safety Partnership for Plymouth. The main purpose of the service is to develop a strategic approach to the way in which Safer Plymouth and its partners raise awareness of key priorities and communicate with the public and other professionals.

Naloxone

Funding received to provide Naloxone to users.

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18. STATEMENT OF FUNDS (CONTINUED)

STATEMENT OF FUNDS - PRIOR YEAR

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
UNRESTRICTED FUNDS					
DESIGNATED FUNDS					
Fixed Assets Fund	451,799	-	(35,101)	67,855	484,553
Investment Property	484,833	-	-	-	484,833
Sinking Fund	10,000	-	-	-	10,000
Complex Lives Tender Reorganisation	100,000	-	(58,851)	-	41,149
Business Development	91,000	-	-	-	91,000
	<u>1,137,632</u>	<u>-</u>	<u>(93,952)</u>	<u>67,855</u>	<u>1,111,535</u>
GENERAL FUNDS					
Charitable Funds	153,928	2,233,571	(2,024,040)	(67,855)	295,604
Investment Funds	29,200	95,877	(72,534)	-	52,543
	<u>183,128</u>	<u>2,329,448</u>	<u>(2,096,574)</u>	<u>(67,855)</u>	<u>348,147</u>
TOTAL UNRESTRICTED FUNDS	<u>1,320,760</u>	<u>2,329,448</u>	<u>(2,190,526)</u>	<u>-</u>	<u>1,459,682</u>
RESTRICTED FUNDS					
Safer Plymouth	5,496	-	(5,047)	-	449
Naloxone	34,671	-	(7,650)	-	27,021
Ending Gang Violence	5,496	-	(5,496)	-	-
	<u>45,663</u>	<u>-</u>	<u>(18,193)</u>	<u>-</u>	<u>27,470</u>
TOTAL OF FUNDS	<u>1,366,423</u>	<u>2,329,448</u>	<u>(2,208,719)</u>	<u>-</u>	<u>1,487,152</u>

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NOTES TO THE FINANCIAL STATEMENTS
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19. SUMMARY OF FUNDS

SUMMARY OF FUNDS - CURRENT YEAR

	Balance at 1 April 2019 £	Income £	Expenditure £	Transfers in/out £	Gains/ (Losses) £	Balance at 31 March 2020 £
Designated funds	1,111,535	-	(59,841)	63,926	(88,780)	1,026,840
General funds	348,147	2,109,364	(2,020,751)	(63,926)	-	372,834
Restricted funds	27,470	-	(14,616)	-	-	12,854
	<u>1,487,152</u>	<u>2,109,364</u>	<u>(2,095,208)</u>	<u>-</u>	<u>(88,780)</u>	<u>1,412,528</u>

SUMMARY OF FUNDS - PRIOR YEAR

	Balance at 1 April 2018 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 March 2019 £
Designated funds	1,137,632	-	(93,952)	67,855	1,111,535
General funds	183,128	2,329,448	(2,096,574)	(67,855)	348,147
Restricted funds	45,663	-	(18,193)	-	27,470
	<u>1,366,423</u>	<u>2,329,448</u>	<u>(2,208,719)</u>	<u>-</u>	<u>1,487,152</u>

20. ANALYSIS OF NET ASSETS BETWEEN FUNDS

ANALYSIS OF NET ASSETS BETWEEN FUNDS - CURRENT PERIOD

	Restricted funds 2020 £	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	-	1,116,656	1,116,656
Investment property	-	217,500	217,500
Current assets	12,854	830,362	843,216
Creditors due within one year	-	(345,729)	(345,729)
Creditors due in more than one year	-	(419,115)	(419,115)
TOTAL	<u>12,854</u>	<u>1,399,674</u>	<u>1,412,528</u>

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20. ANALYSIS OF NET ASSETS BETWEEN FUNDS (CONTINUED)

ANALYSIS OF NET ASSETS BETWEEN FUNDS - PRIOR PERIOD

	Restricted funds 2019 £	Unrestricted funds 2019 £	Total funds 2019 £
Tangible fixed assets	-	971,524	971,524
Investment property	-	484,833	484,833
Current assets	27,470	727,557	755,027
Creditors due within one year	-	(265,777)	(265,777)
Creditors due in more than one year	-	(458,456)	(458,456)
TOTAL	27,470	1,459,681	1,487,151

21. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2020 £	2019 £
Net income for the period (as per Statement of Financial Activities)	14,156	120,728
ADJUSTMENTS FOR:		
Depreciation charges	33,421	35,101
Dividends, interests and rents from investments	1,111	(23,834)
Decrease/(increase) in debtors	46,284	1,112
Increase/(decrease) in creditors	74,541	(71,519)
NET CASH PROVIDED BY OPERATING ACTIVITIES	169,513	61,588

22. ANALYSIS OF CASH AND CASH EQUIVALENTS

	2020 £	2019 £
Cash in hand	802,439	667,966
TOTAL CASH AND CASH EQUIVALENTS	802,439	667,966

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23. ANALYSIS OF CHANGES IN NET DEBT

	At 1 April 2019	Cash flows	At 31 March 2020
	£	£	£
Cash at bank and in hand	667,966	134,473	802,439
Debt due within 1 year	(28,518)	(5,412)	(33,930)
Debt due after 1 year	(458,456)	39,341	(419,115)
	<u>180,992</u>	<u>168,402</u>	<u>349,394</u>

24. PENSION COMMITMENTS

The company operates a defined contributions pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions payable by the Charity to the fund and amounted to £60,107 (2019: £66,048). Contributions totalling £8,259 (2019: £19,144) were payable to the fund at the balance sheet date and are included in creditors.

25. RELATED PARTY TRANSACTIONS

During the year, sales were made to The Eddystone Trust totalling £Nil (2019: £320). £nil (2019: £nil) of this amount was outstanding at the year end and is included within trade debtors. Amanda Clements, a trustee, is a trustee of The Eddystone Trust.

During the year, purchases were made from Livewell Southwest CIC totalling £280 (2019: £60) all of which has been paid by the year end. Morris Watts, a trustee, is a director of Livewell Southwest CIC.

During the year, purchases were made from YJW Change Management totalling £7,515 (2019: £398) all of which has been paid by the year end. Jane Yeates, a trustee, is a partner of YJW Change Management.

During the year, Rob Smith, a Trustee acted as interim CEO, was paid £6,643 in respect of his part time role as CEO on a self-employed basis.

26. CONTROLLING PARTY

The Charity is controlled by the Trustees.