

COMPANY REGISTRATION NUMBER 4016295

**CATALYST STOCKTON ON TEES LIMITED**  
**COMPANY LIMITED BY GUARANTEE**  
**FINANCIAL STATEMENTS**  
**31 MARCH 2009**

Charity Number 1083231



**S J ACCOUNTING SERVICES**

20 Yarm Road  
Stockton on Tees  
TS18 3NA

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

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# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT**

**YEAR ENDED 31 MARCH 2009**

The trustees, who are also directors for the purposes of company law, present their report and the unaudited financial statements of the charity for the year ended 31 March 2009.

### **REFERENCE AND ADMINISTRATIVE DETAILS**

**Registered charity name** Catalyst Stockton on Tees Limited

**Charity registration number** 1083231

**Company registration number** 4016295

**Registered office** 27 Yarm Road  
Stockton on Tees  
Cleveland  
TS18 3NJ

### **THE TRUSTEES**

The trustees who served the company during the period were as follows:

Mr S Bray  
Mr A W Bain  
Cllr J Beall  
Mr G Oram  
Mr R L Parker  
Rev Dr DEG Whiting  
Ms C Williams  
Prof A D Chapman  
Ms E Z Benomran (Appointed 16 January 2009)  
Ms K Gater (Appointed 16 January 2009)  
Mr G Harrison (Resigned 24 November 2008)

Mr K W Pitt was appointed as a member on 8 May 2009.

**Secretary** Miss A Aguis

**Accountants** S J Accounting Services  
20 Yarm Road  
Stockton on Tees  
TS18 3NA

### **STRUCTURE, GOVERNANCE AND MANAGEMENT**

#### **Governing document**

The organisation is a charitable company limited by guarantee, incorporated on 16th June 2000 and registered as a charity on 8 November 2000.

The company was established under a Memorandum of Association which established the objects and powers of the charitable company and is governed under its Articles of Association. Members of the charitable company guarantee to contribute an amount not exceeding £1 to the assets of the charitable company in the event of winding up.

# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2009**

### **Recruitment and appointment of directors**

Under the articles, the Directors, who are trustees of the charity, serve a period of 3 years, subject to ratification at each AGM. Directors are drawn from a range of backgrounds with a view to developing the correct skills mix for the organisation. The voice of the sector is represented through the Council of Interest.

### **Trustee induction and training**

Trustee training is undertaken with all trustees and focused upon 'the essential trustee' understanding the memorandum and articles of association, roles and responsibilities of trustees, and company directors, conflicts of interest, and ethical governance.

### **Risk management**

The Charity continues to recognise the risks to which it is exposed in terms of short term funding contracts and its implications for sustainable activity. The Business Plan contains an assessment of short term risks and the agency has recognised the importance of developing independent income generation through a sustainable recognition of its inherent assets.

In addition a risk assessment is undertaken annually and reviewed quarterly, by the Board of Directors.

### **Organisational structure**

The directors who are directors for the purpose of company law and trustees for the purpose of charity law, who served during the period and up to the date of this report are set out on page 2. The directors are responsible for the strategic direction and policy of the charity. The day to day administration of the charity is delegated to the Executive Director.

### **Reserves policy**

The trustees aim to expend all funds on their charitable objects, but recognise the need to maintain a certain level of reserves as a cushion against possible future funding difficulties. Free reserves at the level of 6 months of running costs would allow the charity to continue its operations while alternative funding sources were sought.

### **OBJECTIVES AND ACTIVITIES**

The company, which is limited by guarantee is a registered charity, exists to provide support for other organisations with charitable objectives within the voluntary and community sector in Stockton on Tees. It assists these organisations in their charitable work, and promotes and facilitates co-operation between voluntary sector organisations, statutory and public bodies.

# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2009**

### **ACHIEVEMENTS AND PERFORMANCE**

This is my second annual statement as Chair of the Board and despite the unprecedented economic circumstances that we find ourselves in and the acute challenges that lie ahead I am confident that as a sector, and as an organisation representing the sector, we are moving in the right direction and responding positively to best address the needs of our communities.

Whilst I can hardly believe that Catalyst is still only in its second full year of operation I am pleased to look back on some of the early achievements to strengthen the infrastructure to support a thriving sector.

Starting at Board level we have added to the capacity within our governance arrangements through the appointment of some new Board Directors who bring with them a breadth of additional skills and experience. As new people join us it is inevitable that others will move on and I give thanks to those retiring Directors whose voluntary contributions down the years have been most appreciated.

Of most note was our appointment in July 2008 of an Executive Director. We were pleased that we were able to attract a very able and dedicated individual to what is a key position within the organisation and in the very short space of time that Allison has been with us we already beginning to see our organisation take some giant strides as a result of her energetic leadership.

One such stride was the work undertaken to establish a Council of Interest with the first meeting of that body towards the end of the financial year. As an organisation seeking to provide strategic voice and support it is important that Catalyst establishes a mandate for the work we seek to undertake and the Council of Interest, which will meet at least twice a year, will be the body that holds Catalyst to account, monitors our progress and acts as our critical friend. We look forward to working with colleagues on the Council of Interest in the months ahead.

And finally I make mention of the work that has gone into the development of our communications strategy, a key tool in today's communication age. Our new website is now up and running and will continue to be developed and refined. Our sector newsletter has moved into regular production and is already receiving positive comment and feedback.

Inevitably there is much more that we want and need to do. Our forward work programme for 2009/10 will need to be delivered within an ever more challenging economic and fiscal climate. That does not deter us. Rather it strengthens our resolve to work even harder to build an effective infrastructure that supports the many groups and organisations that make up our sector and the valuable work that they do to help build strong communities across Stockton on Tees.

Stephen Bray, Chair of Catalyst

# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2009**

#### **FINANCIAL REVIEW**

This financial year saw a commitment from the local authority to fully core fund the organisation up to March 2011 affording us some level of security. In addition the Executive Director secured further funding to enable Catalyst to procure administrative assistance next year.

A full health and safety check has been carried out on our building on Yarm Road along with an asbestos check. This has resulted in some long needed investment in the maintenance of the property along with improvements in fire and security measures. Much of this cost will not be reflected in the accounts until the work has been completed in the next financial year.

2008-2009 saw the launch of our website, our monthly newsletter and the Council of Interest. The Col is set up to provide the voice of the sector and assist in informing Catalyst of its priorities. In it's first meeting in February the governance and terms of reference were developed and agreed.

2008-2009 also saw us have some success in securing funds for the sector in the form of the 80,000 Fighting Fit Fund from the PCT. This will add a restrictive funds element to our accounts this year.

Although some finance has already been committed for administrative support and the maintenance currently underway we still ended 2009 in a strong position with total unrestricted funds of £40,456, of which £19,573 is free reserves, to take us forward into the coming year.

# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

### **YEAR ENDED 31 MARCH 2009**

#### **PLANS FOR FUTURE PERIODS**

Last year we put our website in place and created meaningful links with a number of local, sub regional, regional and even national organisations. We have continued to build and strengthen these relationships and gone on to further develop stronger communication channels with the sector we serve.

In February we launched our monthly newsletter and we now have regular funding and contracting opportunities going out to the sector via email alerts. We are taking steps to develop even more information in this area at a time when the sector needs all the financial support they can obtain.

We have plans to hold two seminars a year directly with the sector on current and approaching important agendas so we can hear the issues that are affecting them and together develop some possible solutions for Catalyst to carry forward.

The Council of Interest (CoI) was established over several months and finally met in February of this year. It is growing in strength and influence, contributing to the development of a clear voice from the sector. Catalyst and the CoI are at the pilot stage of a Champions model, which aims to support current and new members to fully engage at a strategic level.

In September we will hold our first annual conference at which we aim to launch a number of projects we have been working on including Viva Volunteers and our insurance scheme.

Finally Catalyst plans to further support the development of the sectors voice through the agreement of a third sector strategy. This would set out the goals, objectives, aspirations and priorities of the sector for five years. Early indications suggest that it will go out for a four-month consultation next year and once agreed, will assist Catalyst in identifying its priorities and work plan for 2010 and beyond.

# CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE

## TRUSTEES ANNUAL REPORT *(continued)*

YEAR ENDED 31 MARCH 2009

### RESPONSIBILITIES OF THE TRUSTEES

The trustees are responsible for preparing the Trustees Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The financial statements are required by law to give a true and fair view of the state of affairs of the charity and of the surplus or deficit of the charity for that period.

In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

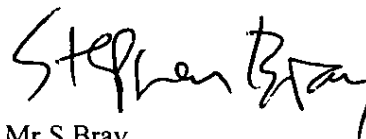
The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which enable them to ensure that the financial statements comply with Companies Act 1985. The trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

### SMALL COMPANY PROVISIONS

This report has been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985.

Registered office:  
27 Yarm Road  
Stockton on Tees  
Cleveland  
TS18 3NJ

Signed on behalf of the trustees



Mr S Bray  
Chair

15 September 2009



**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF  
CATALYST STOCKTON ON TEES LIMITED**

**YEAR ENDED 31 MARCH 2009**

I report on the accounts of the charity for the year ended 31 March 2009 set out on pages 9 to 15.

**RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND INDEPENDENT EXAMINER**

The charity's trustees (who are also the directors of Catalyst Stockton on Tees Limited for the purposes of company law) are responsible for the preparation of the accounts. The charity's trustees consider that an audit is not required for this year (under section 43(2) of the Charities Act 1993 (the 1993 Act), as amended by section 28 of the Charities Act 2006) and that an independent examination is needed.

Having satisfied myself that the charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts (under section 43(3)(a) of the 1993 Act, as amended);
- to follow the procedures laid down in the General Directions given by the Charity Commission (under section 43(7)(b) of the 1993 Act, as amended); and
- to state whether particular matters have come to my attention.

**BASIS OF INDEPENDENT EXAMINER'S STATEMENT**

My examination was carried out in accordance with the General Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently I do not express an audit opinion on whether the accounts present a 'true and fair view'.

**INDEPENDENT EXAMINER'S STATEMENT**

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the trustees have not met the requirements to ensure that:

- proper accounting records are kept (in accordance with section 221 of the Companies Act 1985); and
- accounts are prepared which agree with the accounting records, comply with the accounting requirements of section 226(A) of the Companies Act 1985 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

S J Accounting Services  
Independent examiner

20 Yarm Road  
Stockton on Tees  
TS18 3NA



15/9/09

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING THE  
INCOME AND EXPENDITURE ACCOUNT)**

**YEAR ENDED 31 MARCH 2009**

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
<b>INCOMING RESOURCES</b>					
Incoming resources from generating funds:					
Voluntary income	2	61,324	–	61,324	26,801
Activities for generating funds	3	30,225	–	30,225	18,134
Investment income	4	76	–	76	131
<b>TOTAL INCOMING RESOURCES</b>		<u>91,625</u>	<u>–</u>	<u>91,625</u>	<u>45,066</u>
<b>RESOURCES EXPENDED</b>					
Charitable activities	5/6	(67,875)	(11,500)	(79,375)	(28,337)
Governance costs	7	(12,321)	–	(12,321)	(10,565)
<b>TOTAL RESOURCES EXPENDED</b>		<u>(80,196)</u>	<u>(11,500)</u>	<u>(91,696)</u>	<u>(38,902)</u>
<b>NET (OUTGOING)/INCOMING RESOURCES FOR THE YEAR/NET (EXPENDITURE)/INCOME FOR THE YEAR</b>					
<b>RECONCILIATION OF FUNDS</b>	8	11,429	(11,500)	(71)	6,164
Total funds brought forward		<u>29,027</u>	<u>163,133</u>	<u>192,160</u>	<u>185,996</u>
<b>TOTAL FUNDS CARRIED FORWARD</b>		<u>40,456</u>	<u>151,633</u>	<u>192,089</u>	<u>192,160</u>

The Statement of Financial Activities includes all gains and losses in the year and therefore a statement of total recognised gains and losses has not been prepared.

All of the above amounts relate to continuing activities.

The notes on pages 10 to 14 form part of these financial statements.

# CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE

## BALANCE SHEET

31 MARCH 2009

	Note	2009 £	2008 £
<b>FIXED ASSETS</b>			
Tangible assets	11	171,341	184,931
<b>CURRENT ASSETS</b>			
Debtors	12	17,044	2,084
Cash at bank and in hand		<u>95,198</u>	<u>7,585</u>
		112,242	9,669
<b>CREDITORS: Amounts falling due within one year</b>	13	<u>(91,494)</u>	<u>(2,440)</u>
<b>NET CURRENT ASSETS</b>		20,748	7,229
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>192,089</u>	<u>192,160</u>
<b>NET ASSETS</b>		<u>192,089</u>	<u>192,160</u>
<b>FUNDS</b>			
Restricted income funds	14	151,633	163,133
Unrestricted income funds	15	<u>40,456</u>	<u>29,027</u>
<b>TOTAL FUNDS</b>		<u>192,089</u>	<u>192,160</u>

The trustees are satisfied that the company is entitled to exemption from the provisions of the Companies Act 1985 (the Act) relating to the audit of the financial statements for the year by virtue of section 249A(1), and that no member or members have requested an audit pursuant to section 249B(2) of the Act. The trustees acknowledge their responsibilities for:

- (i) ensuring that the company keeps proper accounting records which comply with section 221 of the Act, and
- (ii) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of the financial year and of its profit or loss for the financial year in accordance with the requirements of section 226, and which otherwise comply with the requirements of the Act relating to financial statements, so far as applicable to the company.

These financial statements have been prepared in accordance with the special provisions for small companies under Part VII of the Companies Act 1985.

These financial statements were approved by the members of the committee on the 15 September 2009 and are signed on their behalf by:

MR S BRAY  
Director

Stephen Bray  
15 September 2009

The notes on pages 10 to 14 form part of these financial statements.

# **CATALYST STOCKTON ON TEES LIMITED COMPANY LIMITED BY GUARANTEE**

## **NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

### **1. ACCOUNTING POLICIES**

#### **Basis of accounting**

The financial statements have been prepared under the historical cost convention and in accordance with applicable United Kingdom accounting standards, the Statement of Recommended Practice "Accounting and Reporting by Charities" issued in March 2005 (SORP 2005) and the Companies Act 1985.

#### **Cash flow statement**

The trustees have taken advantage of the exemption in Financial Reporting Standard No 1 (revised) from including a cash flow statement in the financial statements on the grounds that the company is small.

#### **Grants**

Grants, including grants for the purchase of fixed assets, are recognised in full in the statement of financial activities in the year in which they are receivable.

#### **Resources expended**

Resources expended are recognised in the period in which they are incurred. resources expended include attributable VAT which cannot be recovered. Resources expended are allocated to the particular activity where the cost relates directly to that activity. However certain of the overhead costs of the core activity cannot be directly attributed and are allocated on the basis of 90% to charitable activities and 10% to governance costs.

#### **Fixed assets**

All fixed assets are initially recorded at cost.

#### **Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Buildings - 5% per annum  
Computer Equipment - Core 33% per annum

#### **Unrestricted funds**

Unrestricted funds are incoming resources receivable or generated by the charity for its objects without further specified purpose and are available as general funds.

#### **Restricted funds**

Restricted funds are to be used for specific purposes laid down by the donor. Expenditure meeting these criteria is charged to the fund along with a fair allocation of management costs.

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

**2. VOLUNTARY INCOME**

	Unrestricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Grants receivable			
Stockton BC	<u>61,324</u>	<u>61,324</u>	<u>26,801</u>

**3. INCOMING RESOURCES FROM ACTIVITIES FOR GENERATING FUNDS**

	Unrestricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Room Hire, printing etc	<u>30,225</u>	<u>30,225</u>	<u>18,134</u>

**4. INVESTMENT INCOME**

	Unrestricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Bank interest receivable	<u>76</u>	<u>76</u>	<u>131</u>

**5. COSTS OF CHARITABLE ACTIVITIES BY FUND TYPE**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Charitable activity	67,875	11,500	79,375	27,272
Support costs	<u>—</u>	<u>—</u>	<u>—</u>	1,065
	<u>67,875</u>	<u>11,500</u>	<u>79,375</u>	<u>28,337</u>

**6. COSTS OF CHARITABLE ACTIVITIES BY ACTIVITY TYPE**

	Activities undertaken directly £	Total Funds 2009 £	Total Funds 2008 £
Charitable activity	<u>79,375</u>	<u>79,375</u>	<u>28,337</u>

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

**7. GOVERNANCE COSTS**

	Unrestricted Funds £	Total Funds 2009 £	Total Funds 2008 £
Salaries and wages	4,561	4,561	264
Premises costs	1,778	1,778	1,084
Legal & professional fees	3,485	3,485	8,404
Interest payable	45	45	300
Depreciation	2,090	2,090	118
Office costs	362	362	395
	<u>12,321</u>	<u>12,321</u>	<u>10,565</u>

No remuneration was paid to the trustees in the year.

**8. NET (OUTGOING)/INCOMING RESOURCES FOR THE YEAR**

This is stated after charging:

	2009 £	2008 £
Staff pension contributions	8,106	102
Depreciation	<u>13,590</u>	<u>12,683</u>

**9. FUND TRANSFERS**

Transfers between funds relate largely to management and other charges from unrestricted to restricted funds as well as transfers from unrestricted funds to mark the charity's contribution to projects deriving their external funding from restricted sources.

**10. STAFF COSTS AND EMOLUMENTS**

Total staff costs were as follows:

	2009 £	2008 £
Wages and salaries	33,970	2,304
Social security costs	3,535	236
Other pension costs	8,106	102
	<u>45,611</u>	<u>2,642</u>

**Particulars of employees:**

The average number of employees during the year, calculated on the basis of full-time equivalents, was as follows:

	2009 No	2008 No
Number of administrative staff	<u>1</u>	<u>—</u>

No employee received emoluments of more than £60,000 during the year (2008 - Nil).

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

**11. TANGIBLE FIXED ASSETS**

	Land and buildings £	Other plant & machinery etc. £	Total £
<b>COST</b>			
At 1 April 2008 and 31 March 2009	<u>253,668</u>	<u>112,498</u>	<u>366,166</u>
<b>DEPRECIATION</b>			
At 1 April 2008	73,273	107,962	181,235
Charge for the year	<u>12,683</u>	<u>907</u>	<u>13,590</u>
At 31 March 2009	<u>85,956</u>	<u>108,869</u>	<u>194,825</u>
<b>NET BOOK VALUE</b>			
At 31 March 2009	<u>167,712</u>	<u>3,629</u>	<u>171,341</u>
At 31 March 2008	<u>180,395</u>	<u>4,536</u>	<u>184,931</u>

**12. DEBTORS**

	2009 £	2008 £
Trade debtors	<u>17,044</u>	<u>2,084</u>

**13. CREDITORS: Amounts falling due within one year**

	2009 £	2008 £
Other creditors	<u>91,494</u>	<u>2,440</u>

**14. RESTRICTED INCOME FUNDS**

	Balance at 1 Apr 2008 £	Outgoing resources £	Balance at 31 Mar 2009 £
Property - Big Lottery Fund	161,958	(11,500)	150,458
N Tees PCT Community Resources	<u>1,175</u>	<u>—</u>	<u>1,175</u>
	<u>163,133</u>	<u>(11,500)</u>	<u>151,633</u>

**15. UNRESTRICTED INCOME FUNDS**

	Balance at 1 Apr 2008 £	Incoming resources £	Outgoing resources £	Balance at 31 Mar 2009 £
General Funds	<u>29,027</u>	<u>91,625</u>	<u>(80,196)</u>	<u>40,456</u>

**CATALYST STOCKTON ON TEES LIMITED  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2009**

**16. ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	Tangible fixed assets £	Net current assets £	Total £
<b>Restricted Income Funds:</b>			
Property - Big Lottery Fund	150,458	1,175	151,633
<b>Unrestricted Income Funds</b>	<u>20,883</u>	<u>19,573</u>	<u>40,456</u>
<b>Total Funds</b>	<u>171,341</u>	<u>20,748</u>	<u>192,089</u>

**17. COMPANY LIMITED BY GUARANTEE**

The company is incorporated as a company limited by guarantee and not having a share capital. The members of the company have each undertaken to contribute an amount not exceeding £1 towards any deficit arising in the event of the company being wound up. This guarantee applies during the period of membership and extends one year after membership ceases.