Amending

TRUSTEES' REPORT AND

UNAUDITED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

FOR

LAMBETH MEDIATION SERVICE

Leroy Reid & Co **Chartered Certified Accountants** and Statutory Auditors 299 Northborough Road Norbury London SW164TR



COMPANIES HOUSE

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REFERENCE AND ADMINISTRATIVE DETAILS FOR THE YEAR ENDED 31ST MARCH 2022

TRUSTEES

Ms Susan Patricia Martins (appointed 7.6.22)

Ms Sonia Reid

Ms Lilma Braithwaite

Mr Simon Mark Barry (resigned 20.6.22)
Mr Chris Smith (resigned 9.11.22)
Ms Elizabeth Urben (resigned 9.11.22)
Mr John Fisher (resigned 21.10.22)
Ms Amy Carmichael (resigned 20.6.22)
Ms Charis Beverton (resigned 20.6.22)
Ms Jackie Elliman (resigned 6.6.22)

Mrs Dora Dada Nwafor (resigned 21.10.22)

REGISTERED OFFICE

25a Wincott Street

London SE11 4NT

REGISTERED COMPANY

NUMBER

05706715 (England and Wales)

REGISTERED CHARITY

NUMBER

1120238

INDEPENDENT EXAMINER

Leroy Reid & Co

Chartered Certified Accountants

and Statutory Auditors 299 Northborough Road

Norbury London SW16 4TR

TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31st March 2022. The trustees have adopted the provisions of 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).

OBJECTIVES AND ACTIVITIES

Objectives and aims

To promote for the public benefit, predominantly but not exclusively in the London Borough of Lambeth and with a view to preservation of public order, the provision of services directed towards mediation and conciliation between persons, organisations and groups who are involved in dispute or inter-personal conflict where that dispute or conflict results from or may lead to acts of nuisance, vandalism, racial abuse or breach of peace, and to provide such services.

To advance the education of the public, especially in the London Borough of Lambeth, in methods of such mediation and conciliation and in particular, the nature and causes of such dispute and means of managing it.

Policy

The policy of the Charity continues to be to seek additional finance and support in order to maintain the organisation and its work in mediation and conflict resolution services.

Volunteers are vital to the service and enable the Charity to deliver mediation and conflict resolution services in the community by acting as visitors, mediators and facilitators.

Significant activities

Our strategic plan continues to provide the context and focus of our activities and defines our strategic objectives as:

(1) Sustainability

We continue to move towards a model of funding that allows us to plan for the long-term and provide for a sustainable organisation that contributes to conflict resolution and social cohesion in Lambeth. This gives us the platform to achieve our vision and mission. We aim to become sustainable by generating income from our activities and broadening our income base. Since our financial year-end we have been impacted by the Covid-19 crisis, and have been making arrangements to fulfill our community responsibility using remote working technology. This has proved effective, and we are handling similiar numbers of cases to the period before the crisis.

(2) Role and Reputation

We aim to position ourselves as leading voluntary sector consultants in conflict prevention and resolution services in the community. We aim to be the first choice service for individuals, statutory bodies and other organisations in the borough.

(3) Building Peace in the Community

We aim to contribute to the wellbeing of the community by empowering its members to resolve conflict peacefully and to diversify our services, where possible, to meet such needs.

In the coming year we will review our Strategic Plan and staff levels to ensure they provide the Charity with a sound direction for the future.

TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2022

ACHIEVEMENT AND PERFORMANCE

Charitable activities

Community Mediation

Resolving conflict between neighbours continued to be our main area of activity. We receive roughly 1,500 enquiries each year. We received 62 referrals and worked with over 95 clients. The majority of cases were referred by Lambeth Housing Management. Cases were also referred by London and Quadrant, and Self referrals from residents.

As in previous years the main presenting issue is noise. Other issues were anti-social behaviour, communication, harassment, threatening behaviour and boundaries.

Our conflict surgeries our now delivered virtually, following the closure of our regular venue as a result of the Covid 19 pandemic. Activity has inevitably been curtailed in present circumstances, but will recommence whenever possible. In a Conflict Surgery, Lambeth residents can talk to the charity in confidence about any dispute they may have. This one-to-one meeting enables residents to explore options open to them in dealing with conflict, including mediation, consider how to improve communications and relationships and develop coping strategies.

Post pandemic we continue to rebuild and expand our services with mediation undertaken virtually or in person, according to the needs of our clients.

FINANCIAL REVIEW

Financial position

The charity reported a surplus of £17,145 (2021 - £8,033). Total reserves at the year-end were as follows:

General Fund £114,619 Designated Fund £90,000

During the past year we have been deploying our reserves in order to best grow the Service, and have employed a Development Officer who started with us in July 2021. However, with the resignation of the Service coordinator we engaged a temporary member of staff, early in 2022 to manage our volunteers and key service deliverables. This appointment as added to the cost of our people resource.

Principal funding sources

The principal funding source is income generated from providing mediation services throughout the London Borough of Lambeth under a service agreement with Lambeth Housing Management.

Reserves policy

The Trustees have examined the charity's requirements for reserves in light of the main risks to the organisation and have intend to maintain reserves equal to a minimum of three months operating costs, plus any cost that would be involved with closure (such as redundancy payments).

FUTURE PLANS

We will maintain and strengthen our service delivery into the community. We will explore further opportunities for partnership work and the promotion of its use of mediation.

Designated Funds

At the time of completing the report there has been a significant change in the trustee membership. However, the strategy of the new board is in aligned with previous plans to strengthen our service delivery.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Organisational structure

Lambeth Mediation Service is a charitable company limited by guarantee, incorporated on 13 February 2006. The company is governed by its Memorandum and Articles of Association. It was registered as a charity with the Charity Commission on 25 July 2007.

TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2022

STRUCTURE, GOVERNANCE AND MANAGEMENT

Induction and training of new trustees

Lambeth Mediation Service has a Board of Trustees of up to twelve members, who are responsible for the strategic direction, policy and performance of the charity. At present, the Board has ten members from a variety of professional backgrounds who meet regularly and assist in the management and development of the charity.

The appointment of Trustees is governed by the Trust Deed of the Charity. The Board of Trustees is authorised to appoint new Trustees to fill vacancies including those arising though resignation or the death of an existing Trustee. Trustees generally come from the organisation's existing pool of members or from sympathetic organisations with whom we work. Vacancies and details of the process for applying to become a Trustee are circulated, with appointments agreed at the Annual General Meeting.

All new trustees are inducted by the Chair with a pack containing the organisation's Constitution, the Business Plan, the previous year's Annual Report and a copy of the Charity Commission's leaflet "The Essential Trustee: what you need to know".

Risk management

Service Delivery

During 2021-22 the activities of the charity were overseen by the Service Co-Coordinator. The Trustees received reports on service delivery, performance, outcomes and the financial position of the charity at every meeting. This enabled the Trustees to ensure due caution was exercised in planning and delivering services, that proper risk assessment and management procedures were in place and to ensure the financial viability of the charity.

Safeguarding Assets

The Trustees are responsible for safeguarding the assets of the charity and for taking all reasonable steps for the prevention and detection of fraud and other irregularities. The assets of the charity are adequately insured

Precautionary Policies

The Charity has Professional Indemnity and Employer's Liability Insurance in place to cover any claims on mediators and staff arising from service delivery. A backup system is in place for the purpose of retrieving clients' details in case of loss or damage to computers. Measures are in place for dealing with emergences such as an outbreak of fire and the charity has a Health and Safety policy in force.

STATEMENT OF TRUSTEES' RESPONSIBILITIES

The trustees (who are also the directors of Lambeth Mediation Service 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) including Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland"

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that period. In preparing those financial statements, the trustees are required to

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

TRUSTEES' REPORT FOR THE YEAR ENDED 31ST MARCH 2022

STATEMENT OF TRUSTEES' RESPONSIBILITIES - continued

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

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

Approved by order of the board of trustees on 30th January 2023 and signed on its behalf by:

Ms Susan Martins

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Trustee

INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF LAMBETH MEDIATION SERVICE

Independent examiner's report to the trustees of Lambeth Mediation Service ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31st March 2022.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

- accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act;
- 2. the accounts do not accord with those records; or
- 3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
- 4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities (applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)).

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached.

EOKA

Ebenezer Okai
Association of Chartered Certified Accountants
Leroy Reid & Co
Chartered Certified Accountants
and Statutory Auditors
299 Northborough Road
Norbury
London
SW16 4TR

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Date: 31st January 2023

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 2022

INCOME AND ENDOWMENTS FROM	Notes	Unrestricted funds	Restricted fund	2022 Total funds £	2021 Total funds £
Donations and legacies	2	-	-	-	1,132
Charitable activities					
Community, Family and Workplace Mediati	on	43,473	-	43,473	-
Conflict Surgeries & Training		8,500	-	8,500	-
Charitable activities		-	-	-	35,880
Service agreements		-	-	-	6,755
Investment income	3	923		923	1,088
Total		52,896	_	52,896	44,855
EXPENDITURE ON					
Charitable activities	5				
Charitable activities		<u>35,751</u>	Ξ	35,751	<u>36,822</u>
NET INCOME		17,145	-	17,145	8,033
RECONCILIATION OF FUNDS					
Total funds brought forward		187,474	-	187,474	179,441
TOTAL FUNDS CARRIED FORWARD		204,619	-	204,619	187,474

STATEMENT OF FINANCIAL POSITION 31ST MARCH 2022

	Notes	2022 £	2021 £
FIXED ASSETS Tangible assets	11	949	463
CURRENT ASSETS Debtors Cash at bank and in hand	12	16,465 191,221 207,686	196,122 196,122
CREDITORS Amounts falling due within one year	13	(4,016)	(9,111)
NET CURRENT ASSETS		203,670	187,011
TOTAL ASSETS LESS CURRENT LIABILITIES		204,619	187,474
NET ASSETS		204,619	187,474
FUNDS Unrestricted funds:	15		
General fund Designated fund		114,619 90,000	97,474 90,000
		204,619	187,474
TOTAL FUNDS		204,619	187,474

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31st March 2022.

The members have not required the company to obtain an audit of its financial statements for the year ended 31st March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

STATEMENT OF FINANCIAL POSITION - continued 31ST MARCH 2022

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

The financial statements were approved by the Board of Trustees and authorised for issue on 30th January 2023 and were signed on its behalf by:

Ms Susan Martins

Trustee

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31ST MARCH 2022

	Notes	2022 £	2021 £
Cash flows from operating activities Cash generated from operations	17	(5,026)	15,771
Net cash (used in)/provided by operating	g activities	_(5,026)	<u> 15,771</u>
Cash flows from investing activities Purchase of tangible fixed assets Interest received		(798) <u>923</u>	1,088
Net cash provided by investing activities	;	125	1,088
		<u> </u>	
Change in cash and cash equivalents in the reporting period	n	(4,901)	16,859
Cash and cash equivalents at the beginning of the reporting period		196,122	179,263
Cash and cash equivalents at the end of the reporting period	of	<u>191,221</u>	196,122

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2022

1. ACCOUNTING POLICIES

BASIS OF PREPARING THE FINANCIAL STATEMENTS

The financial statements of the charitable company, which is a public benefit entity under FRS 102, 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)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

INCOME

All income is recognised in the Statement of Financial Activities once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

EXPENDITURE

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, 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 accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

TANGIBLE FIXED ASSETS

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

Fixtures and fittings

- 33% on reducing balance

Computer equipment

- 33% on reducing balance

TAXATION

The charity is exempt from corporation tax on its charitable activities.

FUND ACCOUNTING

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

PENSION COSTS AND OTHER POST-RETIREMENT BENEFITS

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

	2022	2021
	<u></u>	£ 1,132
	2022	2021
	<u>\$</u> <u>923</u>	£ 1,088
	2022	2021
Conflict Surgeries & Training	Total activities £	Total activities £
8,500	43,473 8,500	35,880 6,755
<u>8,500</u>	51,973	42,635
Direct Costs (see note 6)	Support costs (see note 7)	Totals £
33,966	1,785	35,751
	2022	2021 £
	25,042 748 498 485 52 - 100 5,075 384 110 944 - 191 25 312 33,966	28,600 794 563 273 35 395 - 2,290 69 936 1,235 100 - 427
	Surgeries & Training £ 8,500 8,500 Direct Costs (see note 6) £	## 2022 Conflict Surgeries

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

7. SUPPORT COSTS

	Management £	Other £	Totals £
Charitable activities	710	1,075	1,785

Support costs, included in the above, are as follows:

MANAGEMENT

	2022 Charitable activities	Total activities
Advertising	320	60
Training	390	
	<u>710</u>	60
OTHER	2022	2021
	2022	2021
	Charitable activities	Total activities
	£	£
Eveninens fees		
Examiners fees	1,075	1,045

8. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2022	2021
·	£	£
Depreciation - owned assets	<u>312</u>	<u>427</u>

9. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31st March 2022 nor for the year ended 31st March 2021.

TRUSTEES' EXPENSES

There were no trustees' expenses paid for the year ended 31st March 2022 nor for the year ended 31st March 2021.

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

10.	STAFF COSTS		2022	2021
	Wages and salaries		£ 23,941	£ 26,533
	Social security costs Other pension costs		1,101	1,614 <u>453</u>
			25,042	28,600
	The average monthly number of employees during the year v	was as follows:		
			2022	2021
	Direct charitable work Management and administration		1 1	2
			2	2
	No employees received emoluments in excess of £60,000.			
11.	TANGIBLE FIXED ASSETS			
		Fixtures and fittings £	Computer equipment	Totals £
	COST	-		
	At 1st April 2021 Additions	602	9,935 <u>798</u>	10,537 <u>798</u>
	At 31st March 2022	602	10,733	11,335
	DEPRECIATION			
	At 1st April 2021 Charge for year	961 <u>46</u>	9,113 <u>266</u>	10,074 312
	At 31st March 2022	1,007	9,379	10,386
	NET BOOK VALUE			
	At 31st March 2022	<u>(405</u>)	1,354	949
	At 31st March 2021	<u>(359</u>)	<u>822</u>	463
12.	DEBTORS: AMOUNTS FALLING DUE WITHIN ONE	YEAR	2022 £	2021 £

Other debtors

16,465

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

13.	CREDITORS: AMOUNTS FALLING DUE	E WITHIN ON	IE YEAR	2022	2021
	Social security and other taxes Other creditors Accruals and deferred income Accrued expenses			2022 £ 233 83 - 3,700 4,016	254 189 7,593 1,075
				<u>4,010</u>	<u> </u>
14.	ANALYSIS OF NET ASSETS BETWEEN	FUNDS			
		Unrestricted funds	Restricted fund £	2022 Total funds £	2021 Total funds £
	Fixed assets	949	-	949	463
	Current assets Current liabilities	207,686 (4,016)	-	207,686 (4,016)	196,122 (9,111)
		204,619		204,619	187,474
15.	MOVEMENT IN FUNDS				
15.	MOVEMENT IN FUNDS		At 1.4.21 £	Net movement in funds £	At 31.3.22 £
	Unrestricted funds General fund		07 474	17 145	114.610
	Designated fund		97,474 90,000	17,145 	114,619 90,000
	•		187,474	17,145	204,619
	TOTAL FUNDS		187,474	<u>17,145</u>	204,619
	Net movement in funds, included in the above	are as follows:			
			Incoming resources	Resources expended	Movement in funds
	Unrestricted funds		resources £	expended £	in funds £
	Unrestricted funds General fund		resources	expended	in funds
			resources £	expended £	in funds £

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

15. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20	Net movement in funds £	At 31.3.21 £
Unrestricted funds General fund Designated fund	89,441 	8,033	97,474 90,000
	179,441	8,033	187,474
TOTAL FUNDS	179,441	8,033	187,474

Comparative net movement in funds, included in the above are as follows:

	Incoming resources	Resources expended £	Movement in funds
Unrestricted funds General fund	44,855	(36,822)	8,033
			
TOTAL FUNDS	44,855	(36,822)	8,033

A current year 12 months and prior year 12 months combined position is as follows:

	At 1.4.20	Net movement in funds £	At 31.3.22 £
Unrestricted funds General fund Designated fund	89,441 90,000	25,178 	114,619 90,000
	179,441	25,178	204,619
TOTAL FUNDS	<u>179,441</u>	25,178	204,619

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended	Movement in funds £
Unrestricted funds General fund	97,751	(72,573)	25,178
TOTAL FUNDS	97,751	(72,573)	25,178

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NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31ST MARCH 2022

16. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31st March 2022.

17. RECONCILIATION OF NET INCOME TO NET CASH FLOW FROM OPERATING ACTIVITIES

	2022 £	2021 £
Net income for the reporting period (as per the Statement of		
financial activities)	17,145	8,033
Adjustments for:		
Depreciation charges	312	427
Interest received	(923)	(1,088)
(Increase)/decrease in debtors	(16,465)	8,343
(Decrease)/increase in creditors	(5,095)	56
Net cash (used in)/provided by operations	(5,026)	15,771

18.. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21 £	Cash flow £	At 31.3.22 £
Net cash Cash at bank and in hand	196,122	_(4,901)	191,221
	196,122	_(4,901)	191,221
Total	196,122	<u>(4,901</u>)	191,221

DETAILED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31ST MARCH 2022

FOR THE YEAR ENDED SIST MARCH 2022	2022 £	2021 £
INCOME AND ENDOWMENTS		
Donations and legacies Donations	-	1,132
Investment income Deposit account interest	923	1,088
Charitable activities Community Mediation Conflict Surgeries	43,473 <u>8,500</u>	35,880 6,755
	51,973	42,635
Total incoming resources	52,896	44,855
EXPENDITURE		
Charitable activities Wages	23,941	26,533
Social security Pensions	1,101	1,614 453
Insurance	748	794 563
Telephone Printing, postage and stationery	498 4 8 5	563 273
Travel	52	35
Recruitment	-	395
Venue Hire Legal & Professional fees	100 5,075	-
IT Maintenance	384	2,290
Bank charges	110	69
Bookkeeping and payroll	944	936
AGM & Committee costs	-	1,235
Membership Refreshments	191 25	100
Refreshments Depreciation of tangible fixed assets	312	427
	33,966	35,717
Support costs		
Management		
Advertising	320	60
Training	<u>390</u>	
	710	60
Other Commission for a second	1.076	1.046
Examiners fees	1,075	1,045
Total resources expended	35,751	36,822
Net income	17,145	8,033