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Charity No. 1161161  
Company No. 09144072

NOTTINGHAM CITY OF LITERATURE

(A COMPANY LIMITED BY GUARANTEE)

REPORT AND FINANCIAL STATEMENTS

FOR THE 17 MONTH PERIOD ENDED 31 DECEMBER 2015

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**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

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**NOTTINGHAM CITY OF LITERATURE**  
**REFERENCE AND ADMINISTRATION INFORMATION**  
**PERIOD ENDED 31 DECEMBER 2015**

**Directors/Trustees**

Cat L M Arnold  
David L Belbin  
William J Gregory  
Kathleen Mc Ardale  
Henderson Mullin  
Victor W Semmens  
Stephanie A Sirr  
James K Walker  
Nahem Yousaf  
Joanna M Bussell (Resigned 6/08/2014)  
Stephen Mumford (Resigned 5/11/2015)

**Secretary** David Hallett

**President** Stephen Lowe

**Registered Office and principal address**

Bromley House Library  
Angel Row  
Nottingham  
NG1 6HL

**Independent Examiner**

Rogers Spencer Ltd  
Newstead House  
Pelham Road  
Nottingham  
NG5 1AP

**Bankers**

National Westminster Bank plc  
16 South Parade  
Nottingham  
NG1 2JX

Registered No 9144072  
Registered Charity No 1161161

**Key Management personnel**

Chief executive officer

This position is currently in the process of being recruited.

**NOTTINGHAM CITY OF LITERATURE**  
**DIRECTORS' REPORT**  
**PERIOD ENDED 31 DECEMBER 2015**

**Financial review**

The Charity's initial focus during the period under review was the preparation and submission of the application for Nottingham to be a member of the UNESCO Creative Cities network as a City of Literature. On 11th December 2015, UNESCO announced that the application had been successful. This activity was funded by generous grants from the Arts Council for England, Nottingham City Council, Nottingham Trent University and The University of Nottingham. The Financial Statements show a surplus of income over expenditure at 31 December 2015 of £16,739 which will be applied in supporting the Charity's activities as outlined below.

The accounting period was extended to 17 months in order to include this setup period.

**Reserves and investment policy**

Having regard to the initial focus on the UNESCO application, and the decision to budget expenditure within the initial grant receipts, the Charity has not planned a material surplus or ongoing liabilities, and accordingly the Directors consider it premature for the Charity to have developed a formal reserves or investment policy.

**Achievements and performance**

The Directors consider that we have met the main initial objectives which the Charity set itself following incorporation -

- We have established the Charity and have been a catalyst in bringing together local organisations and individuals to develop the UNESCO application.
- We have successfully delivered the Big City Read and Write project (with partners Five Leaves Publications and Arts Council England) by commissioning and publication of a new anthology which took several Nottingham writers to many communities and fostered international links.
- We have put together and delivered the successful UNESCO application on time and within the budget costs which the Directors initially approved.
- In addition we have prepared plans for maximising the benefits of the UNESCO award over the next financial periods.

**Objectives and activities**

**Public Benefit**

In planning the Charity's objectives and activities the Directors have considered the Charity Commission's guidance on public benefit.

**Principal activity**

The Company has been established for public benefit to promote the education of the public at large by providing or assisting in the provision of opportunities to access, engage in, understand and enjoy literature and writing, including, but not limited to, promoting and organising a bid for Nottingham to become a UNESCO City of Literature.

**Key Objectives**

The Directors consider that the key current objectives of the Charity are:-

- Delivering the UNESCO membership mandate within the City and County by acting as a catalyst and campaigner for Nottingham to exploit the benefits of membership, and to successfully meet the assessment criteria of UNESCO.
- Developing awareness of Nottingham's literary culture, locally, nationally and abroad and ensuring that writers, writing and literacy remain a central focus in the fields of innovation, creativity and public policy.

**NOTTINGHAM CITY OF LITERATURE**  
**DIRECTORS' REPORT**  
**PERIOD ENDED 31 DECEMBER 2015**

- Recognising the importance of literature and Creative Writing in improving child and adult literacy and, in collaboration with other agencies, seeking the most effective ways of using writers to build the city's literate communities.
- Strengthening international co-operation between activities in Nottingham and other cities in the UNESCO network, sharing experiences, knowledge and best practice and encouraging professional and artistic exchange programmes and events.
- Seeking ways of improving access to and participation in cultural life, as well as the enjoyment of cultural goods and services, especially for marginalised or vulnerable groups and individuals.
- In an inclusive manner, working with and through the wide range of local organisations and individuals who together generate literary, cultural and creative activity in Nottingham and the County.

**Plans for future periods**

We plan to further establish the Charity's capabilities, recruiting a director and establishing a funding plan which will support the implementation of the key objectives listed above.

In the year to December 2016 we plan to -

- Secure the required funding.
- Establish an efficient and economic administrative structure, led by a (to be recruited) director.
- Widen and strengthen our contacts with organisations and individuals who together generate literary, cultural and creative activity in Nottingham and the County.
- Develop effective programmes aimed to improve access to and participation in cultural life, as well as the enjoyment of cultural goods and services, especially for marginalised or vulnerable groups and individuals.
- Establish a working group to address ways of addressing inadequate literacy in all areas of the City and County

**Structure, governance and management**  
**Governing document**

The charity is a company limited by guarantee without a share capital and is governed by its Memorandum of Association. The company is registered at Companies House under the reference number 9144072 and with the Charity Commission as charity number 1161161. Each member agrees to contribute £1 in the event of the charity winding up.

**Governance**

The company is administered by its Directors, who are its trustees for the purposes of charity law. There are currently nine directors. There are usually monthly formal board meetings. Between formal meetings the board will discuss any relevant matters as and when they arise. During the period there have been no material changes in the policies pursued by the Board.

**Directors' Responsibilities**

The Directors are required to prepare financial statements for each financial year which give a true and fair view of the state of the company's affairs and of its surplus or deficit for the year. In preparing those financial statements the Directors are required to:

- Select suitable accounting policies and 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 company will continue in operation

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the financial statements comply with relevant legislation. 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.

**NOTTINGHAM CITY OF LITERATURE**  
**DIRECTORS' REPORT**  
**PERIOD ENDED 31 DECEMBER 2015**

**Appointment of Directors.**

The Directors who served during the year are listed in this document. Directors are appointed by the members at the annual general meeting or by resolution of the Directors. The Memorandum of Association provides that no director shall be required to retire at an annual general meeting during the first five years of the Company

**Director induction and training**

New Directors meet the Chairman before being appointed at which time all aspects of the charity, including its management arrangements, are discussed and explained. Usually prospective directors attend a board meeting as an observer before being officially appointed. The Board is satisfied that its existing members understand their legal obligations, the charity's constitution and all relevant financial matters.

**Risk Management**

The Directors have assessed the major strategic, business and operational risks to which the charity is exposed and believe that they have taken reasonable steps to lessen these risks.

**Disclosure of information to the independent examiner**

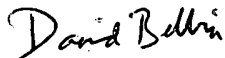
So far as the Directors are aware, there is no relevant information (information needed by the company's independent examiners in connection with preparing their report) of which the company's independent examiners are unaware. Each Director has taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant information and to establish that the company's independent examiners are aware of that information.

**Independent Examiner**

A resolution proposing the re-appointment of Rogers Spencer Ltd as independent examiner of the Company will be put to the Annual General Meeting.

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

Approved by the Board on April 2016



Director – David Belbin

**INDEPENDENT EXAMINER'S REPORT TO**  
**THE DIRECTORS OF NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

I report on the accounts of the company for the period ended 31 December 2015 which are set out on pages 9 to 15.

**Respective responsibilities of trustees and examiner**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) 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 145 of the 2011 Act;
- follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- state whether particular matters have come to my attention.

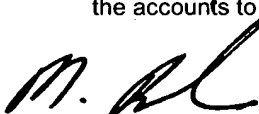
**Basis of independent examiner's report**

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 no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

**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 requirements:
  - to keep accounting records in accordance with section 386 of the Companies Act 2006; and
  - to prepare accounts which accord with the accounting records, comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charitieshave not been met; or
- 2 to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.



Melvin Bailey FCCA DChA  
Chartered Certified Accountants  
Newstead House  
Pelham Road  
Nottingham  
NG5 1AP

Date: 20/4/16

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF FINANCIAL ACTIVITIES**

**FOR THE PERIOD ENDED 31 DECEMBER 2015**

|  | Notes | Unrestricted<br>Funds<br>2015<br>£ | Restricted<br>Funds<br>2015<br>£ | Total<br>2015<br>£ |
|--|-------|------------------------------------|----------------------------------|--------------------|
| <b>Income</b>  |       |                                    |                                  |                    |
| <i>Income from charitable activities:</i>                              |       |                                    |                                  |                    |
| Operation of Nottingham City of Literature                             | 2     | <u>60,000</u>                      | <u>21,447</u>                    | <u>81,447</u>      |
| <b>Total incoming resources</b>  |       | <u>60,000</u>                      | <u>21,447</u>                    | <u>81,447</u>      |
| <b>Expenditure</b>   |       |                                    |                                  |                    |
| <i>Expenditure on charitable activities:</i>                           |       |                                    |                                  |                    |
| Operation of Nottingham City of Literature                             | 3     | <u>44,119</u>                      | <u>20,589</u>                    | <u>64,708</u>      |
| <b>Total expenditure</b>   |       | <u>44,119</u>                      | <u>20,589</u>                    | <u>64,708</u>      |
| <b>Net income/(expenditure) and net movement in funds for the year</b> |       | 15,881                             | 858                              | 16,739             |
| Transfer of funds  |       | <u>(953)</u>                       | <u>953</u>                       | <u>-</u>           |
| Net movement in funds  |       | 14,928                             | 1,811                            | 16,739             |
| Total funds brought forward  |       | <u>-</u>                           | <u>-</u>                         | <u>-</u>           |
| <b>Total funds carried forward</b>                                     |       | <u>14,928</u>                      | <u>1,811</u>                     | <u>16,739</u>      |



**NOTTINGHAM CITY OF LITERATURE  
(A COMPANY LIMITED BY GUARANTEE)**

**BALANCE SHEET AS AT 31 DECEMBER 2015**

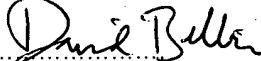
|  | Notes | £               | 2015<br>£     |
|--|-------|-----------------|---------------|
| <b>Fixed assets</b>                          |       |                 |               |
| Tangible fixed assets                        | 6     |                 | 979           |
| <b>Current assets</b>                        |       |                 |               |
| Debtors                                      | 7     | 4,195           |               |
| Cash at bank and in hand                     |       | <u>24,835</u>   |               |
|  |       | 29,030          |               |
| <b>Creditors falling due within one year</b> | 8     | <u>(13,270)</u> |               |
| <b>Net current assets</b>                    |       |                 | <u>15,760</u> |
| <b>Total assets less current liabilities</b> |       |                 | <u>16,739</u> |
| <b>Net assets</b>                            |       |                 | <u>16,739</u> |
| <b>Restricted funds</b>                      |       |                 |               |
| Unrestricted funds                           | 9     |                 | 14,928        |
| Restricted funds                             | 9     |                 | <u>1,811</u>  |
| <b>Total funds</b>                           | 9     |                 | <u>16,739</u> |

The directors are satisfied that the company was entitled to exemption under section 477 of the Companies Act 2006 and that members have not requested an audit in accordance with section 476. The directors acknowledge their responsibilities for:

- i) ensuring that the company keeps accounting records which comply with section 386; and
- ii) preparing accounts 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 sections 394 and 395 and which otherwise comply with the requirements of this Act relating to accounts, so far as applicable to the company.

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime within part 15 of the Companies Act 2006 and the Financial Reporting Standards for Smaller Entities (effective January 2015)

The financial statements were approved by the board on 20<sup>th</sup> April 2016 and signed on its behalf by

  
David Belbin

Registered Company No: 09144072

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting policies**

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year.

**(a) Basis of preparation**

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard for Smaller Entities published on 16/07/14, the Financial Reporting Standard for Smaller Entities (effective January 2015) and the Companies Act 2006. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

**(b) Fund accounting**

- Unrestricted funds are available for use at the discretion of the Trustees in furtherance of the general objectives of the Charity.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

**(c) Income recognition**

All incoming resources are included in the statement of financial activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy. The following specific policies are applied to particular categories of income:

- All grants and voluntary income are accounted for gross when receivable as long as they are capable of financial measurement.

**(d) Expenditure**

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category.

- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries.
- Governance costs represent those costs associated with meeting the constitutional and statutory requirements of the charity.
- All costs are allocated between the expenditure categories of the SOFA on a basis designed to reflect the use of the resource. Costs relating to a particular activity are allocated directly; others are apportioned on an appropriate basis.

**NOTTINGHAM CITY OF LITERATURE**  
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**NOTES TO THE FINANCIAL STATEMENTS**

**1. Accounting policies (continued)**

**(e) Tangible fixed assets and depreciation**

Tangible fixed assets costing more than £400 are capitalised and included at cost including any incidental expenses of acquisition.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:-

Office equipment                      33.3% SL

**2. Income from charitable activities**

|                                     | Unrestricted<br>funds<br>2015<br>£ | Restricted<br>funds<br>2015<br>£ | Total<br>2015<br>£ |
|-------------------------------------|------------------------------------|----------------------------------|--------------------|
| Arts council grant                  | 30,000                             | -                                | 30,000             |
| NTU                                 | 10,000                             | -                                | 10,000             |
| UON                                 | 10,000                             | -                                | 10,000             |
| NCC                                 | 10,000                             | -                                | 10,000             |
| Arts council grant re Big City Read | -                                  | 13,500                           | 13,500             |
| Broadway                            | -                                  | 7,197                            | 7,197              |
| Sundry                              | -                                  | 750                              | 750                |
|                                     | <u>60,000</u>                      | <u>21,447</u>                    | <u>81,447</u>      |

**3. Analysis of expenditure**

|  | Unrestricted<br>£ | Restricted<br>£ | Total<br>2015<br>£ |
|--|-------------------|-----------------|--------------------|
| Operation of Nottingham City of Literature |                   |                 |                    |
| Charitable activities (Note 3a)            | 42,619            | 20,589          | 63,208             |
| Governance costs                           | <u>1,500</u>      | <u>-</u>        | <u>1,500</u>       |
|  | <u>44,119</u>     | <u>20,589</u>   | <u>64,708</u>      |

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**

| <b>3 (a). Charitable activities</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2015<br/>£</b> |
|-------------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Salaries                            | -                                   | 8,150                             | 8,150                       |
| Consultancy                         | 17,917                              | -                                 | 17,917                      |
| PR costs                            | 6,925                               | 457                               | 7,382                       |
| Website                             | 3,680                               | 250                               | 3,930                       |
| Bid preparation                     | 10,956                              | -                                 | 10,956                      |
| Printing and stationery             | 59                                  | 3,034                             | 3,093                       |
| Events and workshops                | 157                                 | 5,705                             | 5,862                       |
| Project management                  | -                                   | 2,700                             | 2,700                       |
| Rent                                | 1,156                               | -                                 | 1,156                       |
| Marketing                           | 800                                 | 170                               | 970                         |
| Insurance                           | 538                                 | -                                 | 538                         |
| Entertaining                        | 118                                 | 123                               | 241                         |
| Sundry                              | 103                                 | -                                 | 103                         |
| Depreciation                        | <u>210</u>                          | <u>-</u>                          | <u>210</u>                  |
|                                     | <u>42,619</u>                       | <u>20,589</u>                     | <u>63,208</u>               |

| <b>3(b). Governance costs</b> | <b>Unrestricted<br/>funds<br/>£</b> | <b>Restricted<br/>funds<br/>£</b> | <b>Total<br/>2015<br/>£</b> |
|-------------------------------|-------------------------------------|-----------------------------------|-----------------------------|
| Independent examiners fees    | <u>1,500</u>                        | <u>-</u>                          | <u>1,500</u>                |

| <b>4. Net incoming resources</b> | <b>Total<br/>2015<br/>£</b> |
|----------------------------------|-----------------------------|
|----------------------------------|-----------------------------|

The net incoming resources are stated after charging:-

|                            |            |
|----------------------------|------------|
| Independent examiners fees | 1,500      |
| Depreciation               | <u>210</u> |

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**

|           |   |   |
|-----------|---|---|
| <b>5.</b> | <b>Staff costs and trustee remuneration</b> | <b>Total</b><br><b>2015</b><br><b>£</b> |
|-----------|---|---|

|                       |                     |
|-----------------------|---------------------|
| Wages and salaries    | 9,287               |
| Social security costs | <u>497</u>          |
|                       | <u><b>9,784</b></u> |

No employees received remuneration in excess of £60,000 per annum

|                                      |             |
|--------------------------------------|-------------|
| The average number of employees was: | <b>2015</b> |
|--------------------------------------|-------------|

|                              |                 |
|------------------------------|-----------------|
| Direct charitable activities | <u><b>4</b></u> |
|------------------------------|-----------------|

No trustees received remuneration during the year.  
The board received £nil reimbursement for expenses.

**6. Tangible fixed assets**

|                       | Office Equipment<br>£ | Total<br>£          |
|-----------------------|-----------------------|---------------------|
| <b>Cost</b>           |                       |                     |
| <b>At 23/07/2014</b>  | -                     | -                   |
| Additions             | <u>1,189</u>          | <u>1,189</u>        |
| <b>At 31/12/15</b>    | <u><b>1,189</b></u>   | <u><b>1,189</b></u> |
| <b>Depreciation</b>   |                       |                     |
| <b>At 23/07/2014</b>  | -                     | -                   |
| Charge for the year   | <u>210</u>            | <u>210</u>          |
| <b>At 31/12/15</b>    | <u><b>210</b></u>     | <u><b>210</b></u>   |
| <b>Net book value</b> |                       |                     |
| <b>At 31/12/15</b>    | <u><b>979</b></u>     | <u><b>979</b></u>   |

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**

|                   |              |
|-------------------|--------------|
| <b>7. Debtors</b> | <b>2015</b>  |
|                   | <b>£</b>     |
| Grant income      | 2,500        |
| Other debtors     | <u>1,695</u> |
|                   | <u>4,195</u> |

|  |               |
|--|---------------|
| <b>8. Creditors: amounts falling due within one year</b> | <b>2015</b>   |
|  | <b>£</b>      |
| Taxation   | 1,648         |
| Accruals   | <u>11,622</u> |
|  | <u>13,270</u> |

|  |                              |  |               |
|--|------------------------------|--|---------------|
| <b>9. Analysis of net assets between funds</b> | <b>Tangible fixed assets</b> | <b>Net current assets/ (liabilities)</b> | <b>Total</b>  |
|  | <b>£</b>                     | <b>£</b>                                 | <b>£</b>      |
| Unrestricted funds                             | 979                          | 13,949                                   | 14,928        |
| Restricted funds                               | <u>-</u>                     | <u>1,811</u>                             | <u>1,811</u>  |
|  | <u>979</u>                   | <u>15,760</u>                            | <u>16,739</u> |

**10. Share capital**

The company is limited by guarantee and therefore has no share capital. The directors of the company are considered to be members for Companies Act purposes and their liability is limited to £1 each.

**11. Restricted funds**

|              | Balance at<br>23/07/14<br>£ | Transfers<br>£ | Incoming<br>£ | Outgoing<br>£ | Balance at<br>31/12/15<br>£ |
|--------------|-----------------------------|----------------|---------------|---------------|-----------------------------|
| Website      | -                           | 953            | 7,197         | 8,150         | -                           |
| These seven  | -                           | -              | 13,500        | 11,689        | 1,811                       |
| Launch event | <u>-</u>                    | <u>-</u>       | <u>750</u>    | <u>750</u>    | <u>-</u>                    |
|              | <u>-</u>                    | <u>953</u>     | <u>21,447</u> | <u>20,589</u> | <u>1,811</u>                |

Website- money received from Broadway to pay for NTU student salaries for developing the Charity's website.  
These Seven – this is a grant from the Arts Council England to fund the Big City Read and Write project.  
Launch event – donation received from Buildern Ltd to fund the Launch event and its subsequent publicity.

**NOTTINGHAM CITY OF LITERATURE**  
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**NOTES TO THE FINANCIAL STATEMENTS**

**12. Control**

The charity is under the control of the board of trustees/directors.

**13. Related party transactions**

There were no such transactions during the year

**NOTTINGHAM CITY OF LITERATURE**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**INCOME AND EXPENDITURE ACCOUNT**

|                                     | <b>Total funds</b> |
|-------------------------------------|--------------------|
|                                     | <b>2015</b>        |
|                                     | <b>£</b>           |
| <b>Income</b>                       |                    |
| Arts council grant                  | 30,000             |
| NTU                                 | 10,000             |
| UON                                 | 10,000             |
| NCC                                 | 10,000             |
| Arts council grant re "These Seven" | 13,500             |
| Broadway                            | 7,197              |
| Sundry                              | <u>750</u>         |
|                                     | <u>81,447</u>      |
| <b>Expenditure</b>                  |                    |
| <b>Charitable activities</b>        |                    |
| Salaries and wages                  | 8,150              |
| Consultancy                         | 17,917             |
| PR costs                            | 7,382              |
| Website                             | 3,930              |
| Bid preparation                     | 10,956             |
| Rent                                | 1,156              |
| Printing and stationery             | 3,093              |
| Marketing                           | 970                |
| Insurance                           | 538                |
| Entertaining                        | 241                |
| Events and workshops                | 5,862              |
| Project Management                  | 2,700              |
| Sundry expenses                     | 103                |
| Depreciation                        | 210                |
| <b>Governance costs</b>             |                    |
| Independent examiners fees          | <u>1,500</u>       |
|                                     | <u>64,708</u>      |
| Surplus/(Deficit) for the year      | <u>16,739</u>      |