

Company No: 06132161

SOUTH WEST COMMUNITY CHAPLAINCY LIMITED
(A Company limited by guarantee)

REPORT AND ACCOUNTS
FOR THE YEAR ENDED 31 MARCH 2024

Charity No: 1128372

SOUTH WEST COMMUNITY CHAPLAINCY LIMITED

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SOUTH WEST COMMUNITY CHAPLAINCY LIMITED

TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2024

The Trustees present their report and the financial statements of the Charity for year ended 31 March 2024.

Principal Objects of the Charity

The Charity's principal objects are to promote the rehabilitation and resettlement of, and to relieve financial hardship, distress, suffering and sickness amongst, offenders, persons subject to community orders, and their families and dependants, either alone or in co-operation with any other body, authority or persons, in particular but not exclusively by the provision of support, information, advocacy and pastoral care in ways which are consistent with, and motivated by, the values and principles of the Christian faith based on the life and example of Christ; and promoting an environment where people of all faiths, and people of none, can work together for transformation of lives and communities. The trustees confirm that they have given due regard to the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives, and in planning future activities.

Regulation of Charity

The Charity is regulated by a constitution dated 25th February 2009.

Trustees' Responsibilities

Charity law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of the affairs of the Charity and of its financial activities for that year. In preparing these the Trustees are required to:

- select suitable accounting policies and apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any departures disclosed in the financial statements
- 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 to enable them to ensure that the financial statements comply with the Charities Act 2011. They 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.

REVIEW OF THE YEAR

Our work with clients

As always, the most notable successes of the year are those of the changed lives that we have seen in our clients. The following quantitative data provides an overview of the impact of the work. During the last 12 months, we have worked with 153 people in total. Of these; 85 people have engaged with support in a meaningful way for a period of more than 3 months.

Of these 85 people, we have been able to identify:

- that 78 (91%), have made significant identifiable progress in their lives and are less likely to engage in harmful behaviours.

- an improved sense of self-worth, responsibility and hope, in 62 individuals (73%), measured through analysis of the Attitudes, Thinking and Behaviour (ATB) spoke of the SPIDER ii model and/or the internal change assessment tool.
- Using internal assessments and observation as a basis, on average there was a 26% improvement from first to last scores across the 9 areas assessed: Responsibility, Support, Confidence, Hope, Self-esteem, Decision making, Resilience, Motivation, Use of time.

Of the remaining 68 clients:

- 10 are still in custody;
- 13 are very new referrals and our work with them is in its infancy
- We provided short term support to 7 people before they were transferred to other prisons or resettlement locations
- We were unable to support 8 people once they had been released because of risk factors.
- 2 have sadly died.
- 10 returned to prison
- 18 disengaged prematurely

These statistics tell only a small part of the story. It is fair to say that in general, the common practical needs of our clients, as defined by the rehabilitation pathways (e.g. accommodation, Education Training & Employment (ETE), debt/finance, substance misuse etc.) have only become more acute over recent years, with accommodation becoming even more scarce, cost of living increases and the closure of services, amongst other things, having contributed to this. But there are many challenges other than those set down within the standard rehabilitation pathways that clients face; social isolation, mental health challenges and low self-esteem, to name but a few. The brief case 'snapshots' shown in the coloured panels offer just two examples of how our work addresses, in a relational and bespoke way, these special needs as well as the more practical challenges of rebuilding life after a sentence.

Capacity-wise, our team is fully stretched and clearly there is a greater need than we have the capacity to fill. We would like to increase our capacity, and are continuously seeking funding to do so.

External Evaluation

The positive impact that mentoring makes is borne out in the recently published Marjon University evaluation of our work for the Police and Crime Commissioner, which shows that the work is well regarded:

'... a unique resource due to its specialised knowledge and expertise in addressing the multifaceted challenges faced by sexual offenders, commitment to its work with, and lack of biases towards this offender group' (Marjon Evaluator)

Snapshot 1: *Carl

Background: Carl is neurodiverse and has Fibromyalgia. At the outset of mentoring he did not go out. He would not look at his mentor and could barely form sentences, hence communication was difficult. He had little care for his personal presentation. To begin to grow Carl's confidence, his mentor took him out to various visitor sites, such as the Museum, the Underground Passages and the library.

Key objectives identified: Reduced isolation, Greater Social Inclusion, Improved health and self-care, Involvement in meaningful activity.

Progress made with the help of mentor support:

- Client now engaging well, and with more confidence
- Client now washing his clothes regularly
- Client has had dental hygiene work done and now has a great smile
- Has a disability railcard and is now going out more, including to see his family in the South Hams more regularly
- Has a cleaning job, 2 hrs per day, 5 days per week in an office building

*Name changed to protect the identity of the client

'I think they (SWCC) are unique. In our role we signpost people to so many support networks ... there's so many different networks out there ... but the chaplaincy service they can help you get jobs, help you just have a chat ... I definitely think they're unique in what they offer'. (Police Officer)

'Recently, two ex-offenders I manage are beginning to work with SWCC to offer their services to aid the progression of people who have recently been through the criminal justice system. These two males are so pleased to be able to give something back and this has been possible through SWCC. I am so impressed with this.' (Police Offender Manager)

'My depression's getting better and I'm seeing myself in a more positive way. I'm actually liking myself cos I never really have, yeah ... just being really more confident in myself, learning more about who I actually am, who I actually want to be' (Client)

'Before I wouldn't go out and now I go out most days of the week. It makes me feel happier in myself and it gives me the ability to make a decision a bit easier.' (Client)

High Sheriff's Charity of the Year

We were delighted, and highly honoured, to be chosen by Rt Revd Nick McKinnel, to be his Charity of the Year during his year of office as High Sheriff of Devon for 2023-24, following his retirement as Bishop of Plymouth. We are so grateful to him for his help, guidance and representation over this time. Not only has he significantly raised awareness of the work across the county, but he has also raised over £7,000 in gifts, grants and donations to assist us financially. Our very grateful thanks are extended for this wonderful support.

Infrastructure Development

A year ago we reported how, historically having struggled to build a base of Volunteer Mentors (VMs) in both Somerset and Cornwall, we had appointed dedicated members of staff in these counties. The dual aim of these appointments was to better support clients returning to these localities, but also to build the infrastructure and capacity of the charity, particularly through attracting more Volunteer Mentors and through building teams of 'specialists' who can provide 'one-off' help as and when needed (e.g. writing CVs, completing difficult claim forms like 'PIPs', or with complex advocacy).

The fruits of this infrastructure work are now being seen. Subject to funding, we aim to increase the hours and scope of these posts to ensure that SWCC has an even more robust service in Cornwall and Somerset.

People with lived experience

Since last year's introduction of the 'SALT' initiative (a project that offers ongoing light-touch support and opportunities for greater social inclusion, to people following their completion of the core mentoring journey with us) we have been able to involve more people with lived experience in shaping the work of the charity.

Snapshot 2: *Tony

Background: Estranged from family, his Dad having been abusive, his Mum alcoholic. At the outset he wanted to find some stable relationships, but not with his parents. Has Fibromyalgia. Hated school and was excluded. Very overweight. At risk of eviction.

Key objectives identified: Healthy and stable relationships, Social Inclusion, Work, Grow confidence

Progress made with the help of mentor support:

- Following advocacy by mentor, client reached agreement with landlord to pay down arrears in instalments, thereby avoiding immediate eviction
- Supported to find and secure new longer-term accommodation
- Has a job
- Now talking to his Mum, and has more understanding of the struggles that she has dealt with – their relationship steadily being reestablished.
- Lost 3st in weight
- Learning to like himself

*Name changed to protect the identity of the client

In particular, our volunteer 'Project Development Worker' has researched/catalogued over 300 support initiatives (e.g. Drop-ins, job clubs, volunteering opportunities) to connect people to, and has conceived the 'Go-Bag' project: essential items for ex-prisoners, contained within a backpack. Another volunteer has co-designed, developed and delivered a new training module on 'Addictions/12-step'. There is much more to do, but we are making solid progress.

Our work with Devon and Cornwall Police

Our three-year prototype programme with the Police will be completed in December 2024. It is hoped that there might be scope for the work to be recommissioned, given the positive indications that have come from the evaluation by Marjon University, as well as feedback from both frontline Police staff and the Office of the Police and Crime Commissioner. However, with a new government having very recently taken office, there is some uncertainty at present as to what monies might be available for 'reducing reoffending' strategies, and what the commissioning criteria will be. Hopefully, over the coming months matters will become clearer and in the meantime we will continue to work closely with the Police to hone and fine tune the Community Mentoring programme.

Case Management System

At the time of writing we are undergoing the transition of our client records to a new case management system known as On Track. This has been necessitated by the very significant increase in costs that we would have incurred, as well as limitations in the reporting capability, with the existing system. We anticipate that On Track will significantly improve our ability to extract meaningful data, but it will require a period of familiarisation and bedding in, and some initial investment in hardware and training in the coming months. We believe it will be a worthwhile investment.

Financial Review

The total resources expended were £156,190 (2023: £159,593). £124,153 was spent on charitable activities (2023: £129,064); £24,375 on management and administration (2023: £24,514) and £7,662 on generating income (2023: £6,015).

The net result for the year was a small deficit of £707 (2023: surplus of £745). This resulted from a net loss of £7,243 on unrestricted funds and a net gain of £6,536 on restricted funds.

Total funds carried forward at the end of 2023/24 were £69,926; made up of £12,936 on unrestricted funds and £56,990 on restricted funds.

Reserves Policy

The Operating Reserve Fund comprises the designated fund set aside by action of the Board of Trustees. Ideally, the minimum amount to be designated as Reserve should be an amount sufficient to maintain ongoing operations and programs for 3 months. However, the Operating Reserve serves a dynamic role and is reviewed and adjusted in response to internal and external changes. The agreed minimum Operating Reserve target is currently £20,000, which is approximately 1½ - 2 months' running costs. The amount of the Reserve fund target minimum is reviewed each year after approval of the annual budget and may be subject to variation during the year. It is approved by the Board of Trustees, taking advice from the Treasurer, and included in regular financial reports. At the end of this financial year, following a draw on the Operating Reserve of £5,000 the balance taken forward is £10,000.

Structure, Governance and Management

South West Community Chaplaincy Ltd has a Board of Trustees, consisting of up to twelve individuals. The Management Committee meets at least six times each year, and consists of the Board of Trustees and other key personnel.

Reference and Administration

SWCC is a Company Limited by Guarantee, No: 06132161 and a registered Charity, No: 1128372

Trustees

Trustees who have served from 1st April 2023 until the date this report was approved were:

Mr N Day: Chair
Mr J M Wiseman
Mrs C A Lamb (Resigned 18/09/2023)
Mrs E Cottingham
Mr J Robinson
Mrs S H Giles (Resigned 18/09/2023)
Mrs M A Stirling Troy
Revd P Beacham
Mr P Douglas: Treasurer (Appointed 19/07/2023)

Secretary

Mrs C Jerrard

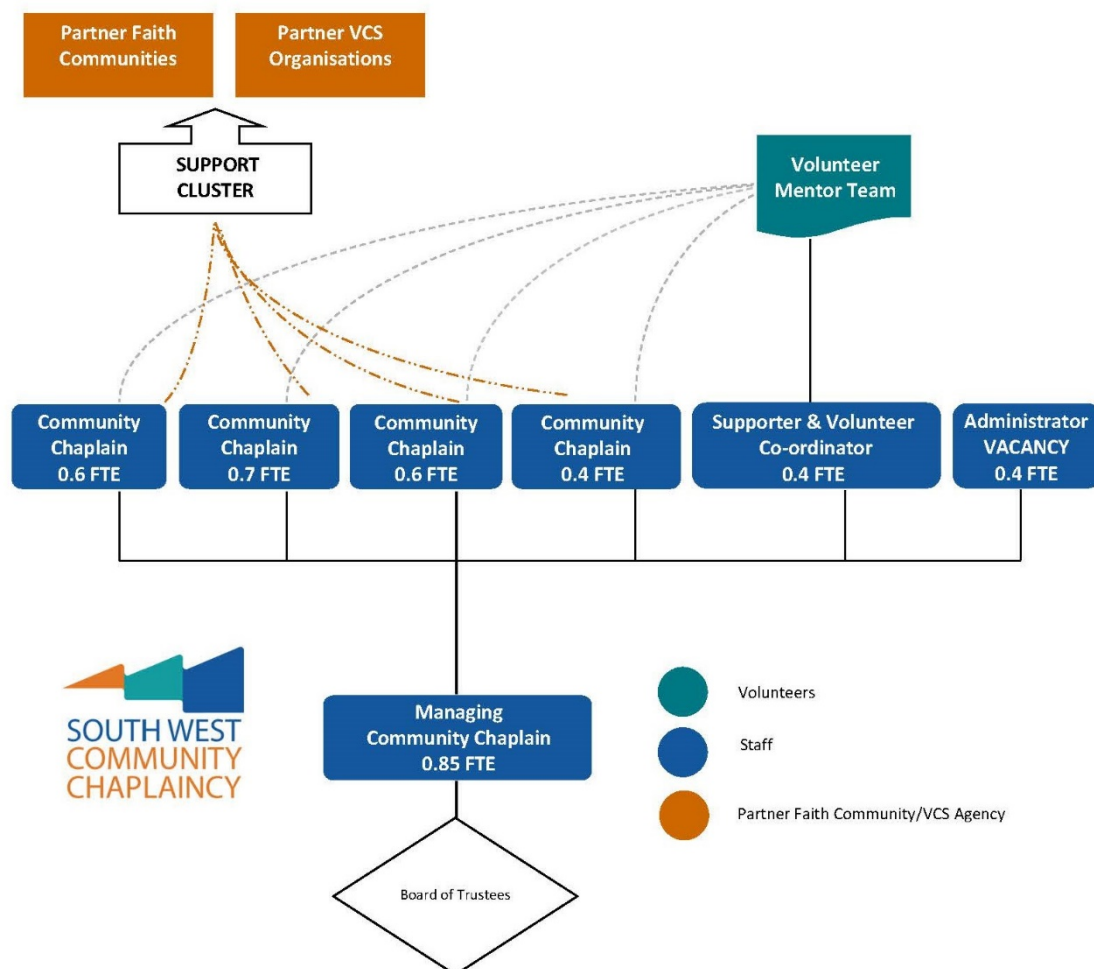
Registered Office

Exeter Community Centre
17 St David's Hill
Exeter
EX4 3RG

This report was approved by the Trustees on 18th November 2024 and signed on its behalf by



MR NICHOLAS DAY
Chair of Trustees





Section A

Independent Examiner's Report

Report to the trustees of

South West Community Chaplaincy

On accounts for the year ended

31st March 2024

Charity no
(if any)

1128372

Set out on pages

7 - 14

Responsibilities and basis of report

I report to the trustees on my examination of the accounts of the above charity ("the Trust") for the year ended 31/03/2024.

As the charity's trustees, you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ("the Act").

I report in respect of my examination of the Trust's accounts carried out under section 145 of the 2011 Act and in carrying out my examination, I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent Examiner's Statement

I have completed my examination. I confirm that no material matters have come to my attention in connection with the examination that gives me cause to believe that in, any material respect:

- the accounting records were not kept in accordance with section 130 of the Charities Act; or
- the accounts did not accord with the accounting records; or
- the accounts did not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 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.

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.

Signed & Dated:

Name:

Relevant Professional Qualification(s) or body:

Address:

Neil Williams

20/11/2024

Mr Neil Williams

FCCA

1 Honors Farm, Stoke Canon, Exeter, EX5 4RN

SOUTH WEST COMMUNITY CHAPLAINCY LIMITED

STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 MARCH 2024

	Note	Unrestricted £	Restricted £	2024 £	2023 £
INCOMING RESOURCES					
Donations		17,060	-	17,060	7,545
Grant Making Trusts	[3]	14,300	93,175	107,475	83,448
Probation Service ECM	[3]	-	-	-	31,898
Police & Crime Commissioner	[3]	-	30,750	30,750	37,346
Bank Interest	[3]	123	-	123	101
Sundry Income		75		75	-
		<u>31,558</u>	<u>123,925</u>	<u>155,483</u>	<u>160,338</u>
RESOURCES EXPENDED					
PENINSULA					
Charitable Activities	[8]	23,285	100,868	124,153	129,064
Management and Administration	[8]	7,854	16,521	24,375	24,514
Cost of generating income	[8]	7,662	-	7,662	6,015
		<u>38,801</u>	<u>117,389</u>	<u>156,190</u>	<u>159,593</u>
NET (OUTGOING)/INCOMING RESOURCES					
		(7,243)	6,536	(707)	745
Transfer Between Funds		105	(105)	-	-
NET MOVEMENT IN FUNDS					
		(7,138)	6,431	(707)	745
TOTAL FUNDS BROUGHT FORWARD					
at 1 st April		20,074	50,559	70,633	69,888
TOTAL FUNDS CARRIED FORWARD					
at 31st March		<u>12,936</u>	<u>56,990</u>	<u>69,926</u>	<u>70,633</u>

SOUTH WEST COMMUNITY CHAPLAINCY LIMITED

BALANCE SHEET AS AT 31 MARCH 2024

	Note	2024 £	2023 £
CURRENT ASSETS			
Cash at CAF Bank		69,377	75,896
TOTAL CURRENT ASSETS		69,377	75,896
Creditors		(6,938)	(5,894)
Debtors		7,487	631
		<hr/>	<hr/>
NET CURRENT ASSETS		<u>69,926</u>	<u>70,633</u>
REPRESENTED BY			
Restricted Funds			
Regional Development	[4a]	-	105
South West Mentoring Alliance	[4b]	595	595
Peninsula	[4c]	56,395	49,859
Unrestricted Funds			
Peninsula – General Fund		2,936	4,074
Peninsula – Operating Reserve		10,000	15,000
SALT Network – Designated Fund		-	1,000
		<hr/>	<hr/>
		<u>69,926</u>	<u>70,633</u>

For the year ended 31 March 2024 the company was entitled to exemption under section 477 of the Companies Act 2006 relating to small companies.

Members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476 of the Companies Act 2006. The directors acknowledge their responsibility for:

- i) Ensuring 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 period, and of its profit and loss for the financial period in accordance with the requirements of section 393, and which otherwise comply with the requirements of the Companies Act relating to accounts, so far as applicable to the company.

These accounts have been prepared in accordance with the provisions applicable to companies subject to small companies' regime.

Approved by the Directors/Trustees on 18th November 2024
and signed on its behalf by:

A handwritten signature in black ink, appearing to read 'Nicholas Day', with a long horizontal stroke extending from the end of the signature.

MR NICHOLAS DAY

A handwritten signature in black ink, appearing to read 'P. Douglas', written in a cursive style.

MR PAUL DOUGLAS

SOUTH WEST COMMUNITY CHAPLAINCY LIMITED
NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024

1. ACCOUNTING POLICIES

Basis of preparation

The financial statements have been prepared under the Charities Act 2011 and in accordance with the Charities Statement of Recommended Practice (Charities SORP (FRS 102)) and Financial Reporting Standard 102 (FRS 102). The financial statements have been prepared under the historic cost convention.

SWCC meets the definition of a public benefit entity under FRS 102. The financial statements are prepared in sterling, which is the functional currency of SWCC.

Going concern

The financial statements have been prepared on the going concern basis. There are no material uncertainties related to events or conditions that may cast significant doubts upon the charity's ability to continue as a going concern.

Funds

General funds represent the funds of SWCC that are not subject to any restrictions regarding their use and are available for application on the general purposes of the charity. Funds designated for a particular purpose by the Trustees are also not restricted.

Restricted funds are income funds that must be spent on restricted purposes and details of the funds held and restrictions provided are shown in the notes to the accounts.

The financial statements include all transactions, assets and liabilities for which the charity is responsible in law.

Income

Donations and Grants

Planned giving, collections and general donations are recognised only when received.

Gift aid recoverable on donations is recognised as soon as the amount due is confirmed by HMRC or when the tax element is received from HMRC, whichever is sooner.

Grants are recognised once the charity has met any entitlement conditions, it is probable that the grant will be received, and the amount can be measured.

Some funds that were received in a previous financial year were allocated for use, and expended, during this financial year in accordance with the terms of the grant. See Note 3 for a detailed breakdown.

Charitable activities

Earned income from charitable activities is recognised when the fee is due and the invoice issued.

Investments

Interest entitlements (bank interest) are accounted for as they accrue.

Expenditure*Raising funds*

Expenditure on raising funds is accounted for on the accruals basis.

Charitable activities

Expenditure on charitable activities is accounted for on the accruals basis. Any unpaid amount at 31 March is provided for in these accounts as an operational (although not legal) liability and is shown as a creditor in the Balance Sheet.

Tangible fixed assets*Property*

SWCC does not own any property.

Other fixed assets

Other fixed assets are recognised at cost. Individual assets with a purchase price less than £1,000 are written off when the asset is acquired.

Debtors

Amounts owing to SWCC at 31 March in respect of fees or other income are shown as debtors less provision for any amounts that may prove uncollectable. These are recognised initially at the settlement amount. Prepayments are valued at the amount pre-paid, net of any trade discounts due.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, and other short-term liquid investments with original maturities of three months or less.

Creditors

Creditors are recognised when SWCC has 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. Creditors are recognised at the amount that the PCC anticipates it will pay to settle the debt or the amount it has received as advanced payment for the goods or services it must provide.

Financial instruments

The charity only has financial assets and liabilities of a kind that qualify as basic financial instruments. All (including debtors and creditors) are initially recognised at transaction value and subsequently measured at their settlement value.

Cash flow statement

A cash flow statement has not been prepared on the grounds that the Charity qualifies for the exemption under the Charities SORP (FRS102).

2. LEGAL STATUS OF THE CHARITY

The charity is a company limited by guarantee and has no share capital.

3. ANALYSIS OF INCOME RECEIVED

	Unrestricted	Restricted	Received 2023-24	Received 2022-23
Donations				
Individual Giving	15,635	-	15,635	6,700
Faith Communities	675	-	675	845
Community Groups	750	-	750	-
Unrestricted Grants				
Detail in table below	14,300	-	14,300	10,500
Restricted & Multi-Year Grants				
Detail in table below	-	123,925	123,925	110,294
Earned Income				
National Probation Service ECM	-	-	-	31,898
Other				
Bank Interest	123	-	123	101
Sundry Income	75	-	75	-
TOTAL INCOME	31,558	123,925	155,483	160,338

3a. BREAKDOWN OF GRANTS (Including Multi-Year Grants)

	Brought Forward	Grants Received 2023-24	Funds Expended 2023-24	Carried Forward
Restricted				
Henry Smith Charity	8,750	35,000	35,000	8,750
Lloyds Bank Foundation England & Wales	6,250	25,000	25,000	6,250
The Garfield Weston Foundation	6,667	10,000	10,000	6,667
Exeter Diocesan Council for Social Aid	-	249	249	-
Elmgrant Trust	179	-	179	-
Souter Charitable Trust	-	3,500	3,500	-
City & Metropolitan Welfare Charity	-	2,500	2,500	-
Third House Trust	-	6,926	1,730	5,196
Devon Community Foundation	-	10,000	5,000	5,000
OPCC Safer Communities	-	10,000	5,000	5,000
Office of the Police & Crime Commissioner	28,013	30,750	34,231	24,532
Total PENINSULA Restricted	49,859	123,925	117,389	56,395
Unrestricted				
Speranza Trust	-	3,000	3,000	-
Fulmer Charitable Trust	-	1,200	1,200	-
The Monica Rabagliati Charitable Trust	-	500	500	-
Holbeche Corfield Charitable Settlement	-	500	500	-
The Leathersellers Foundation	-	5,000	5,000	-
The Southall Trust	-	3,500	3,500	-
Matthews Wrightson Charity Trust	-	600	600	-
Total PENINSULA Unrestricted	-	14,300	14,300	-
OVERALL TOTAL OF GRANTS	49,859	138,225	131,689	56,395

4. MOVEMENT IN FUNDS

	Brought Forward	Income 2023-24	Expenditure 2023-24	Transfers	Carried Forward
<i>Restricted</i>					
Regional Development	105	-		(105)	-
SW Mentoring Alliance Reserve	595	-	-	-	595
Peninsula	49,859	123,925	117,389	-	56,395
	50,559	123,925	117,389	(105)	56,990
<i>Unrestricted</i>					
General Fund	4,074	31,558	38,801	6,105	2,936
SALT Network – Designated Fund	1,000	-	-	(1,000)	-
Operating Reserve	15,000	-	-	(5,000)	10,000
	20,074	31,558	38,801	105	12,936
OVERALL TOTAL	70,633	155,483	156,190	-	69,926

[a] The South West Mentoring Alliance funds are held and administered by SWCC.

[b] Total funds of £69,331 are held for use in the Peninsula area i.e. Devon, Cornwall and West Somerset. Of this, £56,395 is restricted.

5. RELATED PARTY TRANSACTIONS

During the year to 31 March 2024, the charity received £5,023 (2022/23: £3,185) in donations from SWCC Trustees and key management personnel. The donors did not attach any conditions to their gifts.

6. STAFF COSTS

	2023-24	2022-23
	£	£
Salaries	96,870	110,179
Social security costs	1,600	2,860
Employer's pension contributions	4,242	5,141
	102,712	118,180
	2023-24	2022-23
Average number of employees	5	6
Average number of full-time equivalent employees	3.1	3.7

During the year SWCC did not employ anyone who earned £60,000 per annum or more (2022/23: none)

8. ANALYSIS OF EXPENDITURE FOR THE YEAR ENDED 31 MARCH 2024

	Unrestricted	Restricted	2023-24 £	2022-23 £
PENINSULA INITIATIVE				
Charitable Activities				
Project staff	-	86,191	86,191	103,536
Consultants	-	9,854	9,854	2,567
Staff travel and other expenses	13,410	3,485	16,895	13,387
Volunteer travel and other expenses	1,952	510	2,462	2,804
Training	2,371	400	2,771	2,323
DBS Checks	188	-	188	144
Beneficiary expenses	339	428	767	825
Mobile Phones (inc. client phones)	1,643	-	1,643	1,333
Publicity Material, Marketing, Website	948	-	948	802
Computers and Equipment	1,297	-	1,297	923
Beneficiary Database System	420	-	420	420
Wellbeing and Support	717	-	717	-
	23,285	100,868	124,153	129,064
Management & Administration				
Staff Costs	-	16,521	16,521	14,644
Telephone, Postage and Stationery	1,020		1,020	418
Office Rent	4,511		4,511	6,005
Insurance	1,562		1,562	1,441
Governance Costs	156		156	110
Subscriptions	425		425	698
Bank Charges	60		60	73
Recruitment	-		-	469
Meeting Rooms	120		120	656
	7,854	16,521	24,375	24,514
Cost of Generating Funds				
Consultant Fees	7,662	-	7,662	6,015
	7,662	-	7,662	6,015
TOTAL EXPENDITURE	38,801	117,389	156,190	159,593