

KENT ASSOCIATION FOR SPINA BIFIDA AND HYDROCEPHALUS  
(Under the working name of KASBAH)

## TRUSTEES' REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED  
31 MARCH 2021



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## TRUSTEES' REPORT FOR THE YEAR ENDED 31 MARCH 2021

The trustees (who are also directors of the company for the purposes of company law) present their report and the audited financial statements of Kent Association for Spina Bifida and Hydrocephalus ("KASBAH") for the year ended 31 March 2021.

The trustees confirm that the report and financial statements of the charity comply with the current statutory requirements, the requirements of the governing document, and 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) (Charities SORP (FRS 102)).

### COMPANY STATUS

KASBAH is a charitable company limited by guarantee and has no share capital. The liability of each member in the event of winding up is limited to £10. The company was incorporated on 7 January 2008 and is governed by a memorandum and articles of association.

### DIRECTORS

The following directors have held office since 1 April 2020:

- Stephen Field
- Brendan Walsh
- Richard Chapman
- Trevor Sinclair
- Christine Taylor
- Jason Owen
- Charissa Baldock
- Veronica Higgwe

The directors are the company's members and also trustees for the purpose of charity law and throughout this report are collectively referred to as the Trustees.

### STRUCTURE, GOVERNANCE AND MANAGEMENT

#### a. Memorandum and Articles

KASBAH is a registered charity (number 1123362) and is governed in accordance with its Memorandum and Articles of Association adopted 7 January 2008.

There has been no significant change in the objectives since the last annual report. The principal object of the Charity is now to support people of all ages with a physical and/or learning disability to become empowered, have choices and lead full and independent lives.

## LEGAL AND ADMINISTRATIVE INFORMATION FOR THE YEAR ENDED 31 MARCH 2021

### Directors and Trustees:

Stephen Field, Chair (Resigned 09 June 2020, Appointed Treasurer 15 June 2021)  
Brendan Walsh (Appointed 09 June 2020, Appointed Chair 01 January 2021)  
Richard Chapman, Vice Chair  
Trevor Sinclair, Treasurer (Resigned 31 May 2021)  
Christine Taylor, Trustee  
Jason Owen, Trustee  
Charissa Baldock (Appointed 09 June 2020)  
Veronica Higgwe (Appointed 09 June 2020, Resigned 31 May 2021)

**Charity Number:** 1123362  
**Company Number:** 6465666

### Registered Office:

7 The Hive Northfleet  
Kent, DA11 9DE

Chief Executive Officer and  
Company Secretary:  
Emma Carver

### Auditors:

Lindeyer Francis Ferguson North  
House  
198 High Street  
Tonbridge  
Kent, TN9 1BE

### Bankers:

CAF Bank Ltd  
25 Kings Hill Avenue Kings Hill,  
West Malling Kent,  
ME19 4TA

Santander UK Plc  
Customer Service Centre  
Bootle  
Merseyside

**b. Method of Appointment or Election of Directors**

In accordance with the Charity's Articles of Association, the Charity may by Ordinary Resolution appoint a person who is willing to act as director as well as determine the rotation by which any Director retires by rotation.

At the Annual General Meeting (AGM) the members of the Association shall elect/re-elect the Trustees of the Board. The officers of the Board will be decided by the nominated Trustees at the first Board meeting following the AGM. Other Trustees may be co-opted at any time to hold office until the next AGM and may be re-elected by the members.

New Trustees are required to participate in an induction programme together with further training where appropriate.

**c. Organisational Structure and Decision Making**

The Trustees have overall responsibility for approval of strategy, policies, plans, risk management and finance. Implementation is delegated to an executive management team, led by the Chief Executive Officer. Regular reports and meetings monitor activities and performance with the Trustees.

**d. Relationship with Partners**

KASBAH works closely with many voluntary and statutory agencies. They and KASBAH require all staff, volunteers, trustees and those in any way acting on behalf of the organisation to act in accordance with all legal requirements, policies, procedures and accepted practices of the organisation in force at the time. Additionally, all volunteers and staff are required to undergo a criminal records disclosure at the enhanced level and undertake a comprehensive induction.

The KASBAH support services are either part or fully funded by Kent County Council, Medway Unitary Authority, Gravesham Borough Council, and Dartford Borough Council.

KASBAH is an affiliated member of SHINE (Spina Bifida, Hydrocephalus, Information, Networking, Equality). We also have a working partnership with both Gravesend Church Housing Association (GCHA) and HABINTEG Housing Association both of which receive Annual Reports and Audited Accounts.

**e. Risk Management**

The policy is that Trustees and Senior Management review and identify potential risks to the organisation and its sustained operation on an on-going basis. They then take the appropriate action to negate or reduce the risk to an acceptable level including retaining financial reserves to provide for contingencies.

**f. Remuneration of Key Management Personnel**

Salaries are reviewed annually; the Organisation assesses the increased cost of living as well as the performance of the employee, any additional payment will be subject to finances being available within the organisation. Other adjustments might also be made (e.g. to ensure the proper operation of personnel policies such as: equal pay for equal value work; consistency of salaries; the job has grown and/or includes more responsibility).

It is the policy of the Organisation's Board that all bonus payments to members of staff are assessed and adjusted where appropriate to reflect each individual's performance over and above each person's job description. Annual targets are set within each appraisal, if the appraisal is not completed prior to the meeting, staff bonus' may be not be applied. Overtime Paid overtime must be authorised by a senior member of staff prior to work being.

**OBJECTIVES AND ACTIVITIES****a. Policies and Objectives**

KASBAH's Mission Statement:

***"KASBAH will respect the rights and circumstances of each person and actively encourage empowerment and inclusion into all aspects of life and living. This will be achieved with a flexible and diverse range of support services to its members provided by a well supported and developed staff team.***

***Together we will create innovative solutions to meet new identified needs and expand the organisation."***

**b. Public Benefit**

The Trustees have had due regard to the guidance issued by the Charity Commission on public benefit when reviewing the charity's objectives and planning for the future.

**c. Strategies for Achieving Objectives****THE DIAL ADVISOR SERVICE**

This service provides information, advice and guidance on a variety of condition related subjects such as general disability advice, entitlements and benefits advice, health, education, aspirations and transition. The Advisor Service can provide home visits, telephone support and advocacy to members and their carers and families, this service is available to answer questions and give advice on all matters affecting those with, or dealing with, the conditions but there does need to be an identified need. The Advisor Service also takes an active part in educating professionals and interested parties on how to empower the KASBAH membership by gaining a better understanding of the disability and the individual's needs and goals. The DIAL element of this service provides specialist disability support with a focus on maximising local people's income and supporting the form filling when applying for a range of eligible benefits.

In 2019 the DIAL project and the Advisor Service; two independent information, advice and guidance services within KASBAH, amalgamated on one site to provide a more cohesive and pro-active provision. This has worked well utilising our experienced Advisor managing the complex cases and our team of dedicated volunteers complementing this provision and providing much of the face-to-face support (within a remote working model).

As Covid-19 impacted many organisations, for KASBAH we saw a decline in formal advice and increase in informal support; being a dependable entity to rely on. Even with these changes we have still seen growth within our membership (with 4 new referrals this year). KASBAH believes that the maintenance of good quality services is equally as important as continual expansion; therefore, both areas will remain a priority.

In 2020/21 KASBAH has supported 1929 requests for support and been able to retain all volunteers despite the challenges of providing and receiving support remotely.

**CHARITY SHOP**

The charity shop offers several facilities to other projects within KASBAH. It is used to provide volunteers, service users and members with the opportunity to learn retail and socialisation skills. It also enables the volunteers and service users to interact with the local community. As this service has developed, the charity shop has also become a community drop-in point that has promoted friendship and inclusion for the service users of the local area.

The shop had a major overhaul in 2016 after the closure of the community café, the charity shop was re-assessed to meet the work experience needs of the service users residing in KASBAH supported living projects; an upcycling

project was developed at Seabrooke House and a more formal training structure put in place with volunteers from the general public managing the weekend shifts. This service continues to be a great community resource and outside of Covid-19 restrictions is supported two days a week by Ifield School during term time.

### INDEPENDENT LIVING SKILLS TRAINING TIMELINE

- In **2000** The need for independent living was identified.
- In **2002** Seabrooke House was opened; KASBAH's first Independent Living Project. The property is owned by Gravesend Churches Housing Association.
- In **2007** The lack of suitable adapted move-on accommodation was identified.
- In **2009** Hattie Webb House was opened; designed predominantly to be a physical disabilities site. This property is owned by Habinteg Housing Association.
- **2011** KASBAH identified the need for greater freedom and control within a supported living site.
- In **2011** Rochester Road was KASBAH's first house to be purchased and therefore dictate the eligibility criteria and admissions.
- In **2013** an opportunity arose to open a further supported living site; Maddison House. This site was developed to offer low level support and focus on peer group support to pool skills and abilities. This site is owned by Gravesend Churches Housing Association.
- In **2015** KASBAH was able to pay off the mortgage at Rochester Road and invest in its second house purchase; Gingerbread House. This house was developed for complex needs with much needed respite availability.
- In **2018** KASBAH built a one-bedroom flat in the garden area of Rochester Road and completed its third house purchase. This allowed Gingerbread House to trial an 'Outreach' model whilst Shortbread House was re-designed to meet the growing needs of our most complex service users.
- In **2020**; the current service users were ready to move on to greater independence from Gingerbread House and a complex model which complements Shortbread House was put back in place. This model works and the group complement each other well.
- In **2021**; the Shortbread House layout was reconfigured to give each floor a dedicated living room space to promote greater freedom, expression and respite was moved to its own floor to minimise impact on the rest of the house.

### OUTREACH

KASBAH provides specialist support to service users who have been through the KASBAH supported living schemes within North West Kent and Medway. This tends to be in key areas of daily living with a strong focus on social skills and group activities to reduce isolation and promote meaningful relationships.

### SHORT BREAKS ON THE GO

Since 2010 KASBAH have been providing daily living training sessions monthly to young people aged 14+, in 2015 we began to offer specialist play schemes in school holidays offering informal independent living training to young people aged 8+.

KASBAH continued to provide this provision until the summer of 2019 but due to restricted funding and the young people's desire to access community activities rather than hall-based activities, the service was reviewed and has been put on indefinite hold since December 2019.

'Short Breaks on the Go' took a new form in 2019; moving to a community model; where young people were meeting at the activity and paying a nominal fee to take part in monthly planned activities. Until the Covid-19 pandemic began there was a growing membership, and this model was working well. But over the last year the needs have changed; our young people have formed their own friendships and networks and no longer need KASBAH to facilitate this.

### COMMUNITY FARM

KASBAH has continued to support the development of a community farm within Northfleet School for Girls. Volunteers attend on a Tuesday to work on the grounds when restrictions have allowed; the farm has continued to grow and provides a valuable work experience resource to our service users.

#### d. Grant Making Policies

KASBAH may make small grants to those affected by the conditions, in line with written grants criteria within the £2,000 budget. The Advisor administers this with a budget agreed annually by the Board of Trustees.

#### e. Volunteers

KASBAH greatly benefits from volunteers, assisting in the office, at the KASBAH sites, in the charity shop and in fund raising events. Their contribution and support is greatly appreciated.

### ACHIEVEMENTS AND PERFORMANCE

#### REVIEW OF ACTIVITIES

##### THE DIAL ADVISOR SERVICE

The DIAL Advisor Service has had to adapt and adjust this year due to on-going Covid-19 impact. This service has undertaken 299 remote support sessions (-218 on last year) and attended 72 virtual meetings to support KASBAH members during 2020/21, and where possible support continues to be provided by telephone, e-mail and letter to enable the Advisor to maximise time and resources 2,291 (+ 440 on last year). We have ensured that the provision has remained active and available throughout all three lockdowns. Due to a change in priority, this year our focus has been on promoting positive mental health and offering a listening ear and re-assurance to our members, this type of support has increased by 200% over the last year. KASBAH has facilitated 2,041 (+ 190) telephone calls from the membership and NWK clients providing support, information, guidance and advocacy. There has been 4 new member referrals, accessing a range of support including supported living support.

Where possible the DIAL Advisor Service has continued to attend Kent County Council and disability partnership forums, to raise awareness and keep abreast of current affairs and information to feed back to the KASBAH membership. These opportunities have been limited within Covid-19 priorities over the last year.

The DIAL Advisor Service is actively involved in ensuring that the KASBAH membership is heard, valued, and empowered to have the same choices and rights as any other person. As with previous years, the Advisor continues to have a more active role in the supported living sites to offer advice,

guidance, and hands-on support to aid independence in individuals and support identified areas of concern. KASBAH has maintained close and productive working partnerships local many organisations, SHINE, IASK, IMAGO, We Are Beams, Porchlight, the KiND consortium, incorporating KASBAH, DISK and CILK. KiND has recently made the decision to desist as DISK will be closing its services in March 2022.

**DIAL Advisor Service Annual Statistics**

Month of the Year	Support given (per enquiry) 2019-20	Support given (per enquiry) 2020-21
April	162	148
May	214	138
June	220	165
July	260	178
August	244	181
September	180	111
October	159	213
November	202	112
December	158	135
January	194	194
February	145	186
March	233	168
<b>TOTAL</b>	<b>2,371</b>	<b>1,929</b>

Moving the DIAL Advisor Services up to the Gingerbread Office has been very effective and enabled a renewed focus and drive on this valuable service. KASBAH also identified the need for Finance and Human Resources to return to this site also to provide a much-needed team approach to Covid-19 challenges; this took place in January 2021.

**CHARITY SHOP**

The charity shop has been closed all year due to Covid-19 restrictions. It is planned that the shop will reopen in the new financial year.

**INDEPENDENT LIVING SKILLS TRAINING**

Seabrooke was originally funded by Supporting People (government funding) from 2002 to 2018. KASBAH maintained its 'A' level provider status from 2008-2018 when funding ceased, this was achieved by involving the trainees (service users) in every aspect of the service delivery.

This provision continues to achieve a high level of success and recognition from funders, service users and parents for its work in training and preparing each person for independent living within their communities. Each year this site trains and enables up to 8 residential people and up to 10 day training people at any one time to learn the skills they will need to live independent lives, with many now living successfully in the community without statutory support. The scheme continues to enable service users to make informed decisions and access equal opportunities in all of their life choices. Seabrooke House has achieved full occupancy this year with one challenging move-in that we worked hard to maintain.

Hattie Webb House has continued to maintain its high standards of service delivery and has worked hard this year to promote a happy and positive service user dynamic after the passing of Emma; a treasured service user who will never be forgotten. Day service was disbanded and a new model of 1:1 support is now being explored.

Rochester Road has consistently achieved positive outcomes for the service users. This site has maintained full occupancy and is not currently offering respite placements. The annexe continues to be an effective addition to the house.

Maddison House reached full occupancy on the day the service opened. The model of like-minded people sharing a home and skills has been demonstrated very effectively at this site in addition to continual progression. Five of the service users have now moved on to independent living (own self-contained flats). Maddison also have a growing outreach provision within London Road which is a model that has flourished bringing the in-house support and training into the community.

Gingerbread House now accommodates four more complex service users who complement each other well in the way they interact and support each other. Having a sister site on-site has made Covid-19 that bit more manageable as we regularly share activities, support and staff which has aided us to combat many of the challenges we have faced over the last year. Although Shortbread now only has 2 service users, we have managed to maintain a complex part-time placement also which has provided much needed respite for the family over the year.

**OUTREACH**

With a small team of 4 staff members at the start of the Covid-19 pandemic, outreach had its work cut out to meet the needs of the 19 service users accessing this service. Despite the challenges this team visited each person every day and meet every daily need, even when shielding reduced this team by 50%.

**'SHORT BREAKS ON THE GO'**

Due to Covid-19 restrictions this project was not in operation this year and has made the decision to not re-open and the need is no longer evident. Our young people have formed their own friendships and networks during Covid-19 and this was the purpose of this project.

## THE COMMUNITY FARM

This year KASBAH has continued to support the farm development, Rochester Road continues to take the lead. Gingerbread House have continued to focus on the 'Garden Gang' this year which has been very beneficial to the organisation. Our petting zoo was built and is now managed by our service users housing; 4 chickens, 2 rabbits and 2 guinea pigs and many wonderful upcycling projects have been supported and sit proudly in the Gingerbread/Shortbread gardens.

## FINANCIAL REVIEW

KASBAH continues to develop its robust financial management systems and is pleased to confirm that the charitable organisation has maintained its strong financial position which has been established over the last 14 years. The current Covid-19 pandemic highlighted a need for increased cash flow as the majority of KASBAH's reserves are tied up in the properties. We have worked hard as an organisation to be in a stronger financial position at year end which I am pleased to confirm was achieved.

2020/21 has been a year of sobriety and maintenance but this has not stopped us pulling together as team to overcome the many Covid-19 challenges and have lots of fun. Although many services and activities were put on hold; we have been creative as an organisation to keep our service users engaged and pro-active. We increased 1:1 support on all sites; mimicked daily structures where possible with alternative activities; health walks and exercise in the garden, shopping at the local shops, in-house alternatives for gardening/DIY skills/beauty regimes and incorporated lots of competitions and challenges.

Our budgeting assumptions have continued to be on the conservative side (as is appropriate in the general economic situation) and we have been able to generate a healthy surplus. This will continue to be our focus until cash reserves exceed six months to provide re-assurance to the KASBAH team and membership that the organisation can facilitate another significant disruption in services.

### a. Reserves Policy

The reserves policy of the charity is based on the organisation's calculations within the Reserves Risk Assessment to ensure sufficient funding is allocated to cover the following risks:

- Continuity of service/operations
- Potential closure costs
- Disaster recovery
- Routine replacement of equipment/furniture
- Ensure cash flow provisions meet the needs of the charity.

This figure is currently calculated at £1,860,418 as at 31 March 2021. This can be seen in more detail on pages 25 and 26 of the financial statements.

### b. Principal Funding

The financial statements show a total income for the year of £1,535,138 and net income of £188,146. This has increased reserve levels to £1,860,418 of which £1,761,044 is held in tangible fixed assets, including 236 Rochester Road (which we own outright), Gingerbread and Shortbread House, with the remaining reserves held in liquid assets amounting to £99,374. We were able to clear the off-set part of the Gingerbread House mortgage this year and have a two-year plan to clear the remaining balance.

This is a positive achievement and a result of great teamwork and the vision of the organisation for greater financial security.

KASBAH has a robust financial reporting and monitoring system with a focus on setting realistic budgets for each area of expenditure, this has enabled the organisation to perform on target and meet the organisation's vision and targets.

## IMPACT OF COVID-19

As an organisation, KASBAH has thrived, where others may have focussed on the negative impact of Covid-19, KASBAH has used this as an opportunity to invest even more time with each service user and come together as a strong and insurmountable team. This is what KASBAH does best, we rise to the challenge and find a positive way to move forward. Where incidents were anticipated to increase due to increased time in-house and boredom, we are pleased to report incidents decreased from the previous year. In the second lockdown we did not record a single instance and learnt the importance of daily time and activity away from the household.

The team were integral to the Organisational Response Plan for KASBAH, and in consultation with the team we agreed a temporary stop to all paid overtime, annual leave and limited sick pay to enable cash flow to increase when the first lockdown began. The staff devised a banking system whereby if a shift was not needed staff did get the day off and could then cover when staff were needed; this was invaluable when self-isolations became a weekly occurrence and enabled minimal impact to be felt in any KASBAH site. By the end of the second lockdown, all additional hours were able to be paid and every team had well-deserved breaks. We have managed all three lockdowns without the use of agency staff or cross-site working and have seen the KASBAH team at its best.

By the third lockdown the KASBAH Board issued a Covid-19 bonus to every staff member who had worked during the pandemic based on the hours worked. This was a small token of recognition, but the sentiment spoke volumes and I know KASBAH will be able to overcome any challenge posed in the future.

## PLANS FOR THE FUTURE

KASBAH is actively working towards its evolving Five-Year Vision, as all of the Kent County Council grants have been rolled over for another year, KASBAH's focus remains on ensuring the long-term financial stability of the organisation, meeting evolving and emerging service user needs and being able to be creative and dynamic in our solutions.

Additional plans include:

1. We have plans to utilise the Hive office as a training flat and mock it up as functional living space to add much needed space and resources for day support and respite (up to £2,000 including an essential roof repair).
2. We are purchasing two additional vehicles; one as a small run-around (up to £1,200) and an 8- seater vehicle to enable larger group activities to be easily supported (up to £15,000).
3. Five staff have been identified to become Behavioural Coaches/Trainers in the organisation: 4 in Studio, 3 de-escalation and 1 other Positive Behaviour Support Coach (£15,000 agreed).
4. The Gingerbread House mortgage will be cleared in full over the next two years (£60,000 has been agreed to pay on 31/03/2022 and the remaining £55,000 to be paid on 31/03/2023). This is with the proviso that should a better financial investment in terms of housing be identified, there is flexibility to utilise these allocated amounts.
5. Identify the next big challenge and remain prepared for further restrictions.

There is a total of £93,200 to ring-fence from reserves this year and a further £55,000 to ring-fence for the following year.

## FUTURE DEVELOPMENTS

For the year 2021-22 KASBAH anticipates higher income levels and higher expenditure levels due to the on-going development in Shortbread House with a structured respite provision in place. The demand for respite and short breaks has increased drastically over the last three months. KASBAH is fully aware of the importance of these short breaks to enable Carers to manage their full-time roles therefore this need will remain a priority. As an organisation we have nominated a lead person to facilitate each day, plan activities in advance and ensure we have excellent levels of resources to maximise engagement and ensure each respite session is meaningful.

We plan to invest significant funds and time in upskilling 5 staff members in both de-escalation (Studio 3) and continuing to embed a Positive Behaviour Support across the organisation.

KASBAH also wants to focus on individual's wish lists and where possible make these a reality; book the holidays and activities each person has been planning during lockdown, increase sport and group activities and continue to invest 1:1 with each person to assist managing the transition back to the 'new normal'.

## AUDITORS

The auditors, Lindeyer Francis Ferguson, are deemed to have been re-appointed in accordance with section 487(2) of the Companies Act 2006.

## TRUSTEES' RESPONSIBILITIES

The Trustees are responsible for preparing the Annual Report and the financial statements in accordance with applicable law and United Kingdom Generally Accepted Accounting Practice applicable to smaller charities.

Law applicable to charities in England/Wales requires the Trustees to prepare financial statements for each financial year that 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 those financial statements the Trustees have:

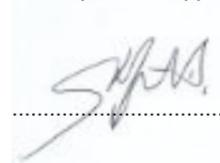
- Selected suitable accounting policies and applied them consistently
- Made judgements and estimates that are reasonable and prudent
- Prepared the financial statements on the going concern basis (unless it is inappropriate to presume that the charity will continue in operation)

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and 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 detection and prevention of fraud and other irregularities.

So far as each of the Trustees is aware at the time the report is approved:

- There is no relevant audit information of which the Charity's auditors are unaware, and
- The Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the auditors are aware of that information.

This report was approved by the Trustees on ..... and signed on its behalf, by:



Stephen Field  
Treasurer of KASBAH

# INDEPENDENT AUDITORS' REPORT TO MEMBERS FOR THE YEAR ENDED 31 MARCH 2021

## OPINION

We have audited the financial statements of Kent Association for Spina Bifida and Hydrocephalus ("KASBAH") for the year ended 31 March 2021 which comprise the Statement of financial activities, the Balance sheet, the Statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), including the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

## BASIS FOR OPINION

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

## CONCLUSIONS RELATING TO GOING CONCERN

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

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

## OTHER INFORMATION

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

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

material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### OPINIONS ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT 2006

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

- the information given in the trustees' report, which includes the directors' report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the directors' report included within the trustees' report has been prepared in accordance with applicable legal requirements.

### MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report included within the trustees' report

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

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

### RESPONSIBILITIES OF TRUSTEES

As explained more fully in the trustees' responsibilities statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

### AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will

always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below:

- We obtained an understanding of the legal and regulatory framework applying to the charity, and the procedures that management adopt to ensure compliance, including those relating to the Charities SORP FRS 102;
- We assessed the susceptibility of the charity's financial statements to material misstatement, including considering how fraud might occur;
- We obtained the Board of Trustees' assessment of fraud risk and enquired as to any known or suspected instances of fraud in the year; and,
- We designed and performed audit procedures to obtain sufficient and appropriate audit evidence regarding compliance with laws and regulations, including enquiry of the Board, review of correspondence, and review of the accuracy and completeness of disclosures made in the financial statements.

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

### USE OF OUR REPORT

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and, the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Jonathan Healey FCA  
Senior Statutory Auditor

For and on behalf of:  
**Lindeyer Francis Ferguson Limited**  
Statutory Auditors Chartered Accountants

Date: .....

North House 198 High Street Tonbridge  
Kent TN9 1BE

## STATEMENT OF FINANCIAL ACTIVITIES (INCLUDING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
<b>Income from:</b>					
Donations & legacies		4,331	–	4,331	7,280
Charitable activities	3	1,500,488	29,975	1,530,463	1,419,862
Other trading activities	5	28	–	28	6,429
Investments					
Bank interest		316	–	316	930
<b>Total income</b>		<b>1,505,163</b>	<b>29,975</b>	<b>1,535,138</b>	<b>1,434,501</b>
<b>Expenditure on:</b>					
Raising funds	6	10,983	–	10,983	10,917
Charitable activities	4	1,295,125	40,884	1,336,009	1,269,183
<b>Total expenditure</b>		<b>1,306,108</b>	<b>40,884</b>	<b>1,346,992</b>	<b>1,280,100</b>
<b>Net income</b>	8	<b>199,055</b>	<b>(10,909)</b>	<b>188,146</b>	<b>154,401</b>
Transfers between funds		(10,909)	10,909	–	–
Other recognised gains / losses:					
Gains on revaluation of fixed assets		161,323	–	161,323	–
<b>Net movement in funds</b>		<b>349,469</b>	<b>–</b>	<b>349,469</b>	<b>154,401</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		1,510,949	–	1,510,949	1,356,548
<b>Total funds carried forward</b>		<b>1,860,418</b>	<b>–</b>	<b>1,860,418</b>	<b>1,510,949</b>

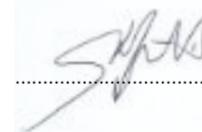
The statement of financial activities includes all gains and losses recognised in the period.

All income and expenditure derives from continuing activities.

## BALANCE SHEET AS AT 31 MARCH 2021

	Note	2021 £	£	2020 £
<b>Fixed assets</b>				
Tangible assets	10	1,761,044		1,581,947
<b>Current assets</b>				
Debtors	11	174,343	155,017	
Cash at bank and in hand		477,889	382,800	
		<u>652,232</u>	<u>537,817</u>	
<b>Current liabilities</b>				
Creditors: amounts falling due within one year	12	(81,816)	(56,316)	
			<u>570,416</u>	<u>481,501</u>
<b>Net current assets</b>				
Creditors: amounts falling due after more than one year	13	(471,042)		(552,499)
<b>Total net assets</b>		<u>1,860,418</u>		<u>1,510,949</u>
<b>The funds of the charity</b>				
Unrestricted funds				
Revaluation reserve		279,213		117,890
Other funds		1,581,205		1,393,059
	15	<u>1,860,418</u>		<u>1,510,949</u>

Approved by the board of trustees on ..... 2021 and signed on its behalf by:



Stephen Field  
Treasurer of KASBAH

Company number: 06465666

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	Note	£	2021 £	£	2020 £
<b>Cash flows from operating activities</b>					
Net cash provided by operating activities	A		202,234		116,065
<b>Cash flows from investing activities</b>					
Interest received		316		930	
Purchase of tangible fixed assets		(23,891)		-	
Net cash flows from investing activities			(23,575)		930
<b>Cash flows from financing activities</b>					
Repayments of borrowings		(83,570)		(27,070)	
Net cash flows from financing activities			(83,570)		(27,070)
<b>Change in cash and cash equivalents</b>			<u>95,089</u>		<u>89,925</u>
Cash and cash equivalents brought forward			382,800		292,875
<b>Cash and cash equivalents carried forward</b>			<u>477,889</u>		<u>382,800</u>
<b>A. Reconciliation of net income to net cash flow from operating activities</b>					
Net income for the reporting period As per the statement of financial activities			188,146		154,401
Adjustments for:					
Depreciation		6,116		4,122	
Interest received		(316)		(930)	
(Decrease) in debtors		(19,326)		(27,511)	
(Increase) in creditors		27,614		(14,017)	
			<u>14,088</u>		<u>(38,336)</u>
Net cash provided by operating activities			<u>202,234</u>		<u>116,065</u>

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2021

### 1 STATUS

Kent Association for Spina Bifida and Hydrocephalus is a charitable company limited by guarantee incorporated in England and Wales. In the event of the company being wound up, the liability in respect of the guarantee is limited to £10 per member of the charity. The address of the registered office is 7 The Hive, Northfleet, Kent, DA11 9DE.

### 2 ACCOUNTING POLICIES

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### 2.1 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 applicable in the UK and Republic of Ireland (FRS 102)" (effective 1 January 2019) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

Kent Association for Spina Bifida and Hydrocephalus meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy note(s).

The financial statements are presented in pounds sterling and rounded to the nearest pound.

#### 2.2 Going concern

Since the end of the financial year, the global pandemic Covid-19 has inevitably impacted the operation of the charity. However, KASBAH has not seen a reduction in the number of service users during this period and funding from Local Authorities has been maintained. The trustees are continuing to review government guidelines and respond to updates where necessary. The Trustees believe that the charity therefore has not been adversely impacted in such a way that would cast doubt over the going concern status, so the going concern basis of accounting therefore continues to be adopted.

#### 2.3 Income

Income from donations and grants is recognised when the charity is entitled to the funds, the receipt is probable and the amount can be measured reliably. For donations, this is usually on receipt. For grants, this is usually when a formal offer is made in writing, unless the grant contains terms and conditions outside of the charity's control which must be met before the charity is entitled to the funds. Where grants are received in response to a proposal including a budgeted timescale, such that the timescale for the expenditure is implicit in the grant agreement, the income is recognised in accordance with that timescale.

Income from charitable activities is recognised over the period to which the income relates. Charges for services are recognised when the services are provided. Income received in advance is accounted for as deferred income.

#### 2.4 Expenditure

Expenditure is recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably.

Expenditure has been classified under headings that aggregate all costs related to the category.

**2 ACCOUNTING POLICIES continued**

Staff costs are allocated on the basis of staff time.

Support costs, which are those costs relating to functions which assist the work of the charity but do not directly relate to its activities, have been allocated to the activities undertaken by the charity on the basis of the usage of those costs by the activities.

**2.5 Taxation**

The charity is exempt from corporation tax on its income and gains to the extent that these are applied to its charitable objects.

**2.6 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 the 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.

**2.7 Tangible fixed assets and depreciation**

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated realisable value of each asset over its expected useful life, as follows:

- Fixtures, fittings and equipment 25% straight line
- Motor vehicles 25% straight line

Freehold properties can be measured reliably based on market value. These properties are therefore measured at fair value at each reporting date with changes in fair value recognised in the statement of financial activities.

**2.8 Debtors**

Trade and other debtors are recognised at the settlement amount due. Prepayments are recognised at the invoiced cost prepaid.

**2.9 Creditors**

Creditors are recognised when a present legal or constructive obligation exists at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefits will be required to settle the obligation, and the amount can be estimated reliably. Creditors are recognised at the settlement amount.

**2.10 Financial instruments**

The charity only has financial instruments of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

**2.11 Pensions**

The charity operates a defined contribution scheme for the benefit of its employees. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost in the financial statements represents the contributions payable by the charity during the year.

**2.12 Operating leases**

Rentals payable under operating leases are charged to the statement of financial activities on a straight line basis over the lease term.

**3 INCOME FROM CHARITABLE ACTIVITIES**

	Advice & Information 2021 £	Independent Skills Training 2021 £	Short Breaks 2021 £	Total 2021 £	Total 2020 £
Kent County Council:					
Independent Skills Training	–	993,703	–	993,703	967,470
Information, Advice & Guidance	15,309	–	–	15,309	15,706
DIAL	15,309	–	–	15,309	15,706
Medway Unitary Authority	–	90,023	(643)	89,380	102,935
Dartford Borough Council	–	106,244	–	106,244	97,420
Gravesham Borough Council	–	184,417	–	184,417	188,031
Other sponsors and donors	64	126,037	–	126,101	32,594
	<u>30,682</u>	<u>1,500,424</u>	<u>(643)</u>	<u>1,530,463</u>	<u>1,419,862</u>

The comparative figures include £42,081 of restricted income.

**4 EXPENDITURE ON CHARITABLE ACTIVITIES**

	Advice & Information 2021 £	Independent Skills Training 2021 £	Short Breaks 2021 £	Total 2021 £	Total 2020 £
Direct activity costs	1,148	251,388	77	252,613	239,120
Direct staff costs	32,144	766,736	227	799,107	753,080
Support costs allocated (note 7)	7,288	277,001	–	284,289	276,983
	<u>40,580</u>	<u>1,295,125</u>	<u>304</u>	<u>1,336,009</u>	<u>1,269,183</u>
Surplus / (deficit) for the year	<u>(9,898)</u>	<u>205,299</u>	<u>( 947)</u>	<u>194,454</u>	<u>150,679</u>

The comparative figures include £55,708 of restricted expenditure.

**5 INCOME FROM OTHER TRADING ACTIVITIES**

	2021 £	2020 £
Charity shop income	28	5,541
Fundraising events	–	888
	<u>28</u>	<u>6,429</u>

**6 EXPENDITURE ON RAISING FUNDS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Charity shop costs	3,694	3,815
Support costs allocated (note 7)	7,289	7,102
	<u>10,983</u>	<u>10,917</u>

**7 SUPPORT COSTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Staff costs	175,835	158,729
Premises costs	33,401	23,761
Staff training and travel	8,787	18,476
Printing, postage and stationery	4,358	7,490
Telephone	3,770	4,129
IT Support and maintenance	9,938	10,348
Repairs and maintenance	3,524	7,565
Equipment hire	2,495	2,234
Subscriptions	609	473
Professional fees	14,076	5,509
Website design and public relations	675	6,716
Small grants scheme	200	125
Motor running costs	715	4,173
Bank charges	707	777
Bad debt expense	-	460
Depreciation of fixed assets	6,117	4,122
Governance costs:		
Audit and accountancy	4,375	4,200
Legal and consultancy fees	13,523	12,887
Trustee and Board expenses	493	774
Trustee indemnity insurance	222	647
	<u>291,578</u>	<u>284,085</u>

	<b>2021</b>	<b>2020</b>
	<b>%</b>	<b>£</b>
Allocation based on estimated usage:		
Raising funds	2.5%	7,289
Charitable activities:		
Advisor / DIAL	2.5%	7,288
Independent Skills Training	95.0%	277,001
	<u>100.0%</u>	<u>291,578</u>

**8 NET INCOME**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Net income is stated after charging:		
Operating lease payments	94,229	85,512
Auditors' remuneration for audit services	1,975	1,800
Auditors' remuneration for accountancy services	2,400	2,400
Depreciation	6,117	4,122
	<u>104,721</u>	<u>93,834</u>

**9 STAFF COSTS**

	<b>2021</b>	<b>2020</b>
	<b>£</b>	<b>£</b>
Wages and salaries	892,362	835,329
Employer's national insurance	63,818	59,325
Employer's pension contributions	18,763	17,155
	<u>974,943</u>	<u>911,809</u>

The average number of employees during the year is as follows:

	<b>2021</b>	<b>2020</b>
	<b>No</b>	<b>No</b>
DIAL	1	1
Independent Skills Training	48	49
Short Breaks/Playscheme	-	5
	<u>49</u>	<u>55</u>

One (2020: one) employee received emoluments in excess of £60,000.

**10 TANGIBLE FIXED ASSETS**

	Freehold property £	Motor vehicles £	Fixtures, fittings & equipment £	Total £
<b>Cost or valuation</b>				
At 1 April 2020	1,569,580	16,000	65,899	1,651,479
Additions	-	-	23,891	23,891
Revaluation	161,323	-	-	161,323
At 31 March 2021	<u>1,730,903</u>	<u>16,000</u>	<u>89,790</u>	<u>1,836,693</u>
<b>Depreciation</b>				
At 1 April 2020	-	16,000	53,532	69,532
Charge for the year	-	-	6,117	6,117
At 31 March 2021	<u>-</u>	<u>16,000</u>	<u>59,649</u>	<u>75,649</u>
<b>Net book value</b>				
At 31 March 2021	<u>1,730,903</u>	<u>-</u>	<u>30,141</u>	<u>1,761,044</u>
At 31 March 2020	<u>1,569,580</u>	<u>-</u>	<u>12,367</u>	<u>1,581,947</u>

The freehold property was revalued as at 31 March 2017 by Tower Estate Agents. The trustees have reviewed the valuation as at 31 March 2021 and confirmed a fair value increase of £161,323 (2020: £nil). The carrying amount of freehold property under the historical cost model would be £1,451,690 (2020: £1,451,690).

**11 DEBTORS**

	2021 £	2020 £
Support costs receivable	146,619	106,989
Prepayments and accrued income	24,934	46,544
Other debtors	2,790	1,484
	<u>174,343</u>	<u>155,017</u>

**12 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2021 £	2020 £
Bank loans	19,276	21,390
Trade creditors	16,877	3,956
Social security and other tax	23,080	15,084
Accruals and deferred income	17,742	12,253
Other creditors	4,841	3,633
	<u>81,816</u>	<u>56,316</u>

**12 CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR CONTINUED**

	2021 £	2020 £
Deferred income included above :		
Brought forward	-	15,397
Released in year	-	(15,397)
New deferrals	1,078	-
Carried forward	<u>1,078</u>	<u>-</u>

Deferred income relates to KCC and Medway residents' charges invoiced in advance of the period being covered by the invoice. As KASBAH tends to invoice in arrears for services provided from 2020 onwards, deferred income is minimal.

**13 CREDITORS: AMOUNTS FALLING DUE AFTER MORE THAN ONE YEAR**

	2021 £	2020 £
Bank loans	<u>471,042</u>	<u>552,499</u>
Amounts repayable after more than five years:		
By instalments	<u>385,664</u>	<u>407,079</u>

The bank loans are secured by way of a legal mortgage charge, dated 12 February 2015 and 28 November 2018, over the properties at Gingerbread House and Shortbread House, Northfleet, respectively.

**14 FINANCIAL COMMITMENTS**

At 31 March 2021 the charity was committed to future minimum lease payments under non-cancellable operating leases as follows:

	2021 £	2020 £
Land and buildings		
Due within one year	48,578	41,378
In two to five years	12,000	15,000
More than five years	4,750	10,313
	<u>65,328</u>	<u>66,691</u>

**15 MOVEMENT ON FUNDS continued**

	At 1 April 2019 £	Income £	Expenditure £	Transfers £	At 31 March 2020 £
<b>Unrestricted funds</b>					
Revaluation reserve					
Rochester Road	112,937	-	-	-	112,937
Gingerbread House	4,953	-	-	-	4,953
	117,890	-	-	-	117,890
General funds	1,198,658	1,401,143	(1,224,392)	17,650	1,393,059
Designated funds:					
27 East Kent Avenue	40,000	-	-	(40,000)	-
	1,238,658	1,401,143	(1,224,392)	(22,350)	1,393,059
<b>Restricted funds</b>					
Information, advice & guidance	-	15,706	(29,279)	13,573	-
DIAL	-	15,706	(15,706)	-	-
Medway Unitary Authority	-	1,946	(10,723)	8,777	-
	-	33,358	(55,708)	22,350	-
	1,356,548	1,434,501	(1,280,100)	-	1,510,949

The restricted funds arise from grants and donations to fund particular projects or items of expenditure, and unused income is carried forward to cover future expenditure on those areas. Details of restricted funds active during the year are as follows:

**Information, advice & guidance**

This grant is a Kent County Council service level agreement for the provision of information, advice and guidance to disabled people, families and Carers in the County of Kent. Sufficient resources are held to meet the expectations of this grant.

**DIAL**

This grant is a Kent County Council service level agreement for the provision of a disability helpline and volunteer led disability support and advice for people in North West Kent. All funding was spent during the year.

**Medway Council**

This is a contract funded by Medway Council to provide daily living training sessions to young adults in Medway aged 14+ through monthly sessions and social activities (funding is provided for up to 18th birthday, thereafter is through direct payments).

**16 ANALYSIS OF NET ASSETS BETWEEN FUNDS**

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £
Tangible fixed assets	1,761,044	-	1,761,044
Net current assets	570,416	-	570,416
Long term liabilities	(471,042)	-	(471,042)
	1,860,418	-	1,860,418

	2020 Unrestricted funds £	2020 Restricted funds £	2020 Total funds £
Tangible fixed assets	1,581,947	-	1,581,947
Net current assets	481,501	-	481,501
Long term liabilities	(552,499)	-	(552,499)
	1,510,949	-	1,510,949

**17 RELATED PARTY TRANSACTIONS**

The Board of Trustees and the Chief Executive Officer are considered to be the charity's key management personnel. There was no trustees' remuneration nor other benefits during the current or prior period.

No trustees were reimbursed expenses in the year (2020: one trustee reimbursed £114 for travel and subsistence). In addition, board-related and training costs amounting to £nil (2020: £835) were met by the charity on behalf of the Board of Trustees.

During the year, the Board of Trustees were awarded Christmas gifts totalling £493 (2020: £nil).

The total amount of employee benefits (including employer's pension contributions) received by key management personnel during the year was £84,581 (2020: £73,777).

