

**Charity Registration No. 1025967**  
**Company Registration No. 02818814 (England and Wales)**

**EACH Counselling and Support**  
**(A COMPANY LIMITED BY GUARANTEE)**  
**TRUSTEES' ANNUAL REPORT AND ACCOUNTS**  
**FOR THE YEAR ENDED 31 MARCH 2021**

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

LEGAL AND ADMINISTRATIVE INFORMATION

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<b>Trustees</b>	Stephen Eckles Dr Zenobia Nadirshaw (MBE) Shaheen Dar Dr Oluwaseun Adebambo Renoop Purewal Richard Jan Rutkowski Ricardo Scipio	- Chair - Vice Chair - Treasurer - Trustee - Trustee - Trustee - Trustee
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<b>Chief Executive and Company Secretary</b>	Lakhvir Randhawa
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<b>Charity number:</b>	1025967 (England and Wales)
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<b>Company number</b>	02818814 (England and Wales)
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<b>Principal address and Registered Office</b>	Vine House 1 & 2 Factory Yard Hanwell London W7 3UG
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<b>Auditors</b>	HW Fisher LLP Acre House 11-15 William Road London NW1 3ER
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<b>Bankers</b>	National Westminster Bank Plc 275-277 High Street Hounslow Middlesex TW3 1ZA
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	Bank of Scotland Pentland House 8 Lochside Avenue Edinburgh EH12 9DJ
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<b>Solicitors</b>	Russell-Cooke 2 Putney Hill Putney London SW15 6AB
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# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report, which also contains the Directors' report as required by company law, and accounts for year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Companies Act 2006 and the requirements 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).

### **OVERVIEW**

EACH recognises that a range of services and approaches are essential to engage individuals and families who are affected by problems arising from substance misuse, domestic violence and mental health issues, particularly those individuals and groups who are vulnerable, marginalised and hard to reach.

EACH's services are offered within a holistic approach that is culturally sensitive and person centred to reflect the individual, multiple and diverse needs of our service users.

The main services that are undertaken to further our charitable purpose for the public benefit, accessible to individuals of all ages and all communities are the following:

#### ***Substance misuse services in the community***

Structured therapeutic interventions, both brief and long term which follow a client-centred and goal-oriented approach to enable individuals to address their substance misuse and mental health issues, are provided through our Life Therapies social enterprise, Project Jasmine for women, and young people's services. Counselling is delivered in a number of community languages, including Hindi, Urdu, Gujarati, Punjabi, and Tamil and helps service users work towards their goals.

Abstinence based programmes are undertaken for those individuals wishing to maintain and achieve abstinence. Structured psycho-educational groups on relapse prevention, managing emotions, and better health are provided to assist those contemplating change and to help individuals in their recovery.

Volunteering opportunities to enable service users to build their confidence and skills through voluntary work placements in the organisation and through a Peer Volunteer support programme. This helps service users make positive life style changes and sustain their commitment to change and reintegrate back into the community.

Generic and specialist family support, mental health, and substance misuse floating support services provide support to people at risk of losing their homes and to help maintain their tenancies. This work is undertaken through a combination of home-visits by staff who support service users with life skills such as budgeting, cooking, understanding benefits, helping them access treatment and employment, education and training including other community-based provision, and through accommodation-based support such as hostels and women's refuges.

#### ***Mental health services***

Support to people in recovery is provided through targeted counselling and support services to the BME communities, including through trauma-based support for the Tamil community in Hillingdon, through a user-led resource centre in Hounslow, a specialist ETE project for BMEs, and an out of hospital floating support service in Ealing and support for people with dual diagnosis. A peer led mental health service in Ealing (STEPs) provides signposting within the community and space for people with lived experience to promote wellbeing.

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### **Services for women**

EACH's women-only services have continued to be provided within a holistic approach to address their multiple and interconnected issues relating to mental health, substance misuse and domestic violence and abuse. Services include a specialist domestic violence counselling and support service for victims and survivors, and for women with multiple needs and women-only support groups. Support is provided to women in 3 refuges, including one for Asian women, helping them to deal with the impact of domestic abuse and develop move on strategies. A women and families floating support service in Brent provides specific support to women in the community impacted by abuse and violence.

### **Services for young people and families**

For young people from the age of 11 years a range of interventions are provided. These include motivational support, cognitive behaviour therapy, counselling, advice and information on harm reduction and the associated risks of substance misuse and gang involvement, as well as group-based activities and workshops on anger management, offending behaviour, and knife and gun crime.

Support is provided to parents to develop more positive relationships with their children as well as their own resilience. Activities are delivered as part of Brent Council's children and family's provision, as well as within the wider community and in collaboration with other young people's services and professionals.

### **Crisis prevention support and resettlement**

A specialist floating support service provides support to families and women who may be experiencing challenges to sustain their tenancies or who are moving on from women only accommodation. Resettlement support is provided to women as part of a wider partnership (Project Casa).

### **Structure, governance and management**

#### **Board of Trustees (Directors)**

The Board of Trustees comprises of 7 members, who give their time voluntarily and are responsible for the governance, performance monitoring and strategic direction of the organisation. The Board meets 6 times a year to review and monitor the work. The Trustees are members of EACH. Board members come from diverse professional backgrounds and have expertise at a senior level in relevant areas such as financial management and accountancy, business strategy and organisational development, health and social care, clinical governance, housing and communications. If there have been any changes in trustees since the end of the year, these should also be reflected in the list presented.

The day to day running of the charity rests with the Chief Executive who is supported by members of the Executive Management Team. Responsibility to review the management accounts and annual accounts and resources of the organisation is delegated to the Finance and Resource Subcommittee which reports to the Board. There are three additional sub-committees covering Quality Governance, Policy & HR and a Service User sub- committee.

The Trustees who served during the year and up to the date of signing of the accounts were:

Stephen Eckles	Chair
Dr Zenobia Nadirshaw (MBE)	Vice Chair
Shaheen Dar	Treasurer
Dr Oluwaseun Adebambo	Trustee
Renoop Purewal	Trustee
Richard Jan Rutkowski	Trustee -Resigned 24/11/2021
Ricardo Scipio	Trustee

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### **Recruitment and Appointment of the Board of Trustees**

The Trustees are also Directors of the Charity for the purposes of company law and under the company's Articles are known as members of the Management Committee. Under the requirements of the Memorandum and Articles of Association the Trustees are elected to serve for a period of three years after which they must stand down and have the option of being re-elected at the Annual General Meeting. They receive no benefits from the charity.

Due to the nature of work that the organisation is involved in and the communities that it serves, the Board seeks to ensure that the experiences and needs of its service users are appropriately reflected through the diversity, experience and skills of its board members.

The organisation operates an open recruitment process advertising in the Guardian newspaper. Prospective candidates are asked to provide their CV and a letter expressing interest. An information pack outlining the organisation's Strategic Plan, roles and responsibilities of board members and a copy of the annual report is provided to ensure full understanding of the organisation's work. An interview panel comprising of three board members including the Chairperson selects prospective candidates. They are invited to attend a full board meeting as an observer before they make a commitment.

### **Changes to the Board of Trustees**

None to record.

### **Induction and Training of Trustees**

Board members are inducted and familiarised with the aims and objectives of the Charity through a comprehensive induction which covers the following areas:

- Role and responsibilities of Trustees.
- Operational framework for the Charity including the Memorandum and Articles.
- Risk Management.
- The current financial position of the Charity as set out in the latest published accounts.
- Future plans and objectives as set out in the 3-year Strategic Plan.

In addition, members participate in open days, project launches and training events covering a number of topics related to EACH's work and its operational functions. Along with the Senior Management Team, Board members meet once a year for a separate strategic planning and review day.

### **Evaluation and performance monitoring**

Trustees are responsible for ensuring that EACH meets its overall strategic aims and objectives as set out in the three-year Strategic Plan; reviewing annual performance and effectiveness; assessing, reviewing and monitoring risk, ensuring quality standards and meeting requirements of Company Law, Charities Commission regulations and other legal obligations.

There are four sub-committees – Finance and Resource, Quality Governance, Policy & HR and a Service User sub-committee. The Finance and Resource sub-committee sets and reviews the annual budget, reviews monthly management accounts, oversees risk management issues, allocates and oversees resources and meets all financial requirements as per the financial policy and procedures. The Quality Governance sub-committee reviews quality standards to ensure compliance with best practice, clinical governance, health and safety, and oversees regular audits. The Policy and HR sub-committee is responsible for reviewing policies and

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procedures, work force development, and staffing. The Service User sub-committee was reviewed and closer work with EACH's peer-led projects initiated to attract service user involvement and representation within governance structures. All committees make recommendations to the board and implement work plans as delegated by the Board.

### **Senior Management Team**

The Senior Management Team (SMT) comprise the Chief Executive, Deputy Chief Executive and Finance & Resources Director. The SMT are responsible for delivering the three-year Strategic Plan and priorities which underpin and inform the key operational activities of EACH. The Operational Management Team consists of the Operations Manager, Services Manager, Clinical lead (under recruitment) and Project Manager/Co-ordinators, meeting bi-monthly to ensure the effective delivery and provision of all services as per the requirements of funders and commissioners. The Strategic Plan is reviewed annually by the Trustees and the Senior Management Team.

The charity operates from the head office in Ealing and three other branches in Harrow, Brent, and Hounslow and additionally through satellite provision.

### **Staff**

EACH has a diverse workforce employing 47.5 full time equivalent staff members, with a range of experience, knowledge and skills. The organisation is committed to ensuring that staff have the opportunity to develop their skills and competencies through training, peer support and access to other learning opportunities such as through attending conferences, workshops and participating in forums in their areas of work.

The charity is grateful to its staff for their hard work and commitment towards the excellent service that was provided over the year during challenging circumstances posed by the coronavirus pandemic.

### **Volunteers**

The organisation supported 45 volunteers. Volunteers contributed 5,220 hours to the charity over the last year through counselling 4,680 hours, 540 hours key working, admin and peer support. Volunteers' contribution is equivalent of £62,199 to the charity based on £12.05/hour counselling hours and £10.75/hour for admin, key working and peer supports.

The charity would also like to extend special thanks to all volunteers who have contributed significantly throughout the year.

### **Key Management Personnel**

1. Lakhvir Randhawa – Chief Executive
2. Clarissa Stoneman – Deputy Chief Executive
3. Femi Adebajo - Finance & Resources Director

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## **Objectives and activities**

Our charity's purposes as set out in the objects contained in the company's memorandum of association are to:

- Relieve mental or physical stress, or illness from alcohol related or other problems of individuals and their families, in particular those from ethnic minorities, through the provision of education, advice and counselling

Our aim which is carried out for the public benefit is:

To be the leader in the development and provision of inclusive services that empower and meet the needs of individuals and families from diverse communities affected by drugs and alcohol misuse, mental health and domestic violence concerns.

## **Public Benefit**

The trustees confirm they have referred to the Charity Commission guidance on public benefit.

Our activities deliver public benefits by:

- Providing quality and effective treatment to enhance positive outcomes for service users
- Developing services targeting socially excluded groups, particularly BMER (Black, Asian, Minority Ethnic and Refugee) communities, young people and women
- Promoting and highlighting best practice
- Empowering service users to realise their potential and maximise the opportunities available to them to do so
- Developing a skilled and competent workforce

Ensuring a robust organisation able to grow and change to meet the challenges of the future.

## **Criteria for measuring success**

The following are the criteria used by the charity to measure success of projects or any activity engaged in during the year:

1. The Key performance indicators (KPIs)-
  - KPIs established at the commencement of the project between the funder and EACH (quantity, quality, scope, time frame and safety standards etc).
  - Data monitoring system deployed to gather quantitative and qualitative data that can be used for continuous improvements and future funding applications.
2. Acceptability and satisfaction –
  - Clients' satisfaction measured through service users' consultations and feedback. The feedback gathered can be used to help shape future policy shifts or influence securing future funding for the same or related projects.
  - Staff satisfaction and good team working measured from responses from staff during appraisals and management supervisions.
  - Implication of the project on EACH's reputation.
3. Sustainability – Assessed based on ability to deliver within set budgets.
4. Organisational objectives –
  - Alignment of the project with the charity's business plan and values.



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- How the project can reaffirm EACH's unique selling point (USP).

### **Risk Identification**

Risk Management is conducted at a strategic and operational level. The Board reviews EACH's Risk Management document annually to identify, prevent or reduce the impact and likelihood of identified risks as reported by the Finance and Resource sub-committee. Where risks have been identified, contingency plans are in place to mitigate them. "The Risk Management document", which incorporates the key areas that have to be addressed which includes organisational risks (dealing with vulnerable clients), financial risks (contracts, economic climate, organisational sustainability, commissioning and funding changes), employer's risks (health and safety for staff, service users and the public), meeting legal and other statutory requirements; reputational risks (complaints, organisational effectiveness, service delivery).

The organisation adheres to the NICE Clinical guidelines which provide a robust framework to meet clinical standards as the basis of our work. The continuing review of policies and operating procedures, implementation of the Drugs and Alcohol National Occupational Standards (DANOS), adoption of the QuADS (Quality Assurance for Drugs and Alcohol) and the QAF (Quality Assurance Framework), BACP requirements ensure a consistent quality of delivery for all operational aspects of the charity.

### **Achievements and Performance in 2020 – 2021**

#### ***Service Users Engaged in EACH's Counselling and Support Services***

During the year EACH supported a total of 1,759 service users, this being 188 fewer than the previous year due to increased utilisation of services with a significant number of clients supported with longer sessions and more frequently in a week. 34% of clients in our services were male, with women comprising 64% (the remaining 2% chose not to say)- 1,126 women were seen in both our specialist services and generic provision. 71% compared to 73% the previous year were from BME (Black, Asian and Minority Ethnic) communities, reflecting the organisation's reach and USP. Within the BME groups, people of mixed heritage represented a fifth, with Black Caribbean represented 16%, Indian 15%, Black African nearly 12%, and Middle Eastern 5% highlighting the wide reach of services. Overall, people from SE Asian communities (India, Pakistan, Bangladesh, Sri Lanka, Other) comprised 42%, Black British/African/Caribbean 34% and people of mixed heritage 20%.

Of the total number of 601 men, the most significant presentation at 38% was to our Floating support services in Brent, Ealing and Harrow to support their housing tenancy needs, 150 men (25%) presented with mental health as the primary issue, and 20% with substance misuse, accessing our specialist service Create Wellness in Ealing and young people's services in Brent. 92 men accessed our ETE project, increase from 55 in previous year, delivered in this year – IPS Works which supports adults from the BME with mental health to help them develop work related skills and the confidence to take up work opportunities.

Of the 1,126 women who accessed our services, a significant proportion (59%) did so due to domestic violence and abuse and related issues, including as part of our specialist provision for women fleeing violence and to address inter-related, complex needs of substance misuse, mental health and domestic violence. This was an increase by 29% from the previous year. 18% accessed our support to address housing related needs through our generic, women and families and mental health floating support, and 4% to gain ETE skills. 128 women were supported within substance misuse services, with 63 as part of our Youth Offending Service, with the majority being parents or relatives of young people in that service.

6190 counselling sessions and 28,150 key working support sessions were delivered to service users, both an increase from previous year. 465 group sessions, including workshops, were delivered, this a decrease due to the pandemic and having to shift work online, and 342 community outreach sessions to inform, educate and engage service users provided – this also a decrease due to limitations of social distancing.

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427 clients were seen at satellites within the wider community, and 63 within supported housing. The majority of clients, 49%, seen were aged 30 to 49, with 15% also aged between 50 and 59; young people aged 17 or under were mainly supported as part of our young people's services in Brent, addressing substance misuse and mental health with 11% of all service users being seen in these.

### ***Drugs & Alcohol services***

#### ***Abstinence based Create Wellness and Life Therapies Structured Day Programme and counselling***

The abstinence-based programme and counselling delivered as part of our Create Wellness Social Enterprise (Life Therapies from November 2019 onwards) was delivered in Ealing through a mixture of spot purchasing by local authorities, self-funding by individuals and block purchasing by other organisations. This was accessed by 44 people seeking to address their alcohol and drug issues, domestic abuse and mental health concerns.

#### ***Young people – Brent***

EACH's work with young people expanded in this year through Pathfinder, which aims to provide support to young people at risk due to adverse childhood experiences and with their mental health impacted by Covid-19. This expanded the young people's portfolio in Brent, also comprising of the YOT service, Accelerated Support and RealTalk. 227 referrals were received, with 219 supported through one to one individual support, including key-working and structured counselling, and group work. The majority were from BME communities (75%) and males represented 63% of all seen.

#### ***Floating support services – Substance Misuse, Mental Health, Women and Families, Offender Management and Generic***

The Floating Support Services in Brent, Harrow and Ealing supported a total of 470 clients across mental health, generic, women and families, and substance misuse/offender management; this was less than previous year, however most clients were supported more frequently and held longer through 16,247 keyworking sessions.

### ***Services for Women***

#### ***Ascent Project - pan London VAWG services***

EACH has continued to deliver its specialist VAWG services under Ascent, a project of the London VAWG (Violence against Women and Girls) consortium established in April 2013. The latter is made up of approx.. 30 organisations, funded by London Councils to deliver a range of services for survivors of domestic and sexual violence. EACH delivered counselling and group work under the Advice and Counselling strand of Ascent in 8 boroughs – Brent, Hounslow, Harrow, Hillingdon, Kingston, Richmond, Merton and Wandsworth. Over the year, across the 8 boroughs, 246 women and young girls affected by sexual violence and abuse were provided with specialist counselling and support and 257 women-only support group sessions were delivered. Out of 196 women and young girls, **85% reported an increased level of understanding to make safe choices and 83% an increased knowledge of safe choices.**

#### ***Project Jasmine – complex needs service in Ealing***

Funding from the Henry Smith trust supported provision of counselling and keyworking to women with multiple, inter-connected needs related to domestic abuse, mental health and substance misuse. 96 women were supported through a combination of counselling, keyworking and group session; 57% were BME women.

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## **Specialist Refuge and Housing Support – Brent**

EACH provided extensive support to women both in crisis and in need of safe, emergency accommodation as well as to support women and their children in the community. 39 women and their children were supported within 3 refuges, including one specifically for Asian women, and 30 women in the specialist women and families floating support. 79% of the women supported in the refuges were BME.

## **Mental Health services**

### **Tamil mental health project – Hillingdon**

EACH provided a specialist mental health counselling service to the Tamil Community in Hillingdon. Support was provided in mother tongue to help 16 people recover from the emotional and physical impact of the conflict in Sri Lanka (PTSD), domestic violence and alcohol.

### **Mental Health – Project 10 @ Star Centre, Hounslow**

The mental health service (Project no 10 @ the Star Centre) has continued to operate with a reduced level of funding by L.B Hounslow; it supported 94 service users through drop in sessions, 65% being male. The service provides a 'safe space' for service users who are in contact with statutory services to help re-ablement through social activities, e.g. gardening, as well as enable people to come together and access support and have a hot meal, including over Christmas and New Year. This year. Most of the support was delivered remotely.

### **STEPS- Peer led Mental Health Awareness and Signposting**

Funded by L.B Ealing, STEPS delivered 180 workshops and 498 peer support hours, helping people to address social isolation, develop self-care and identify appropriate services for themselves.

## **Employment, Training and Education – North-West London**

IPS Works continued to do well as part of a partnership with Twining Enterprises; it operates across NW London, primarily on an outreach basis, to access and engage members of the BME community with a mental health issue and who are seeking or thinking about taking up employment. It received 226 referrals, all of whom were assessed for suitability for the programme, with 118 being taken on. There were 166 clients supported to develop motivation and move into more structured employment related activities, such as job clubs. 46% of clients seen were from mixed heritage and 55% of clients were male.

## **2020-21 AT A GLANCE**

This year continued to be a challenging one for the organisation with the need to develop and maximise sources of income to not only mitigate against previous years' loss of funding, but also to operate and deliver services during a pandemic. EACH focussed on building upon its expertise of working with marginalised groups on mental health, substance misuse, and domestic violence, which coupled with its long-standing presence in NW London, provided a platform to seek and obtain funding for initiatives to support people through the pandemic and crisis whilst sustaining current work. The challenge has been service delivery through multiple projects which are funded through grants, with this requiring greater co-ordination, onboarding of staff, reporting and management, and short-term funding to respond to immediate needs posed by the pandemic.

## **New Developments**

### **Brent Young People's Services**

EACH has a well-established record of supporting young people with a substance misuse problem and/or mental health in Brent. During this year it built upon its work within the Youth Offending Service and the Accelerated Support Team based within Brent Council to initiate support for young people adversely affected

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by Covid-19. This was as part of Brent Council's BME Covid-19 Pathfinder project funded by the Youth Justice Board.

### **Women's Services**

EACH built upon its long-standing work supporting women affected or experiencing domestic abuse to attract funding to support women and their children in various ways. Emergency funding was obtained from London Emergency Fund and MOPAC to support women (and their children) experiencing domestic abuse through an emotional support helpline and counselling (Project Awaaz) and enhanced infrastructure and support within the refuges, e.g. installation of wifi and provision of emergency packs.

Funding from LB Brent, via EACH's partnership with DePaul, enabled EACH to deliver the development of complex needs support for women in safe accommodation, to facilitate move on within 3-4 months and EACH was successful in a bid to MHCLG for funding to support women within the refuges in Brent, including through counselling and welcome packs, helping to increase capacity and facilitate move on.

EACH was approached by LB Hounslow to consider a bid to support BME women through a specialist IDVA – which was successful, resulting in EACH delivering essential support to women to stay safe through advice and advocacy. Forward Steps, also funded by LB Hounslow Thriving Communities grant, enabled EACH deliver a structured programme of recovery support to women to address substance misuse, domestic abuse and mental health.

EACH continued to support women as part of a London-wide partnership with EACH extending this work with funding to provide additional counselling for women in Wandsworth. It was also commissioned within the partnership to provide counselling for women in crisis accommodation during the pandemic.

### **Mental Health Services**

EACH was successful in several bids to develop new initiatives for people in recovery from mental health difficulties. City Bridges approved funding for EACH's Connect & Change project to support refugees and asylum seekers in Brent; due to the pandemic, the funder re-directed the funding to support EACH's core costs.

A bid to Ealing Council's NCIL grant programme was successful – it will provide employment related coaching and counselling to BMEs in key wards and help to address digital literacy issues.

Funding for counselling for refugees and asylum seekers is approved as part of Together Hounslow partnership with Groundworks.

A successful bid to Harrow Giving Fund enabled EACH to deliver Bereavement counselling and support to BME families impacted by grief and loss due to the pandemic, whilst in Brent an out of hospital project to support in-patients at mental health wards at Central Middlesex Hospital as part of their discharge and within the community commenced with funding from CNWLNHS.

### **Substance Misuse**

Funding for Rough Sleepers Programme in Ealing was approved for partnership comprising local treatment services, with EACH to offer counselling.

### **Consortium Development**

EACH received grant funding from LB Ealing to develop and lead on a community-based consortium to undertake awareness and engagement on Covid-19 within targeted community groups and areas.

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### **Partnerships**

EACH has continued its successful partnership with Ascent Project (pan London Violence against Women and Girls (VAWG) service) to provide counselling in 8 London boroughs, as well as with Thames Reach, DePaul, and Twining enterprise.

### **Quality Governance**

- Internal audits have informed the work of the Quality Sub-committee to ensure that service improvements are undertaken and to provide oversight of clinical governance
- A number of key clinical and organisational policies were reviewed and adapted.
- Staff benefited from a range of internal and external trainings
- Service users have been represented on the Board, played a key role in promoting the organisation and have participated in our employee recruitment process.
- EACH retained its ISO 9001 quality management certification during the year and will endeavour to sustain the quality mark.
- EACH retained its Investors in People accreditation status during the year.

### **Summary of Impact of Covid-19 Pandemic**

At the end of the year in Mid-March 2020, the Coronavirus 19 pandemic resulted in a national lockdown to contain the spread of the deadly virus and limit its impact on the NHS.

As a consequence, EACH closed its centres and moved our service delivery to remote based support through the use of mobile phones and digital technology.

The impact of the pandemic on EACH's service users was considerable, with the lockdowns making it difficult to provide face to face support. That many other services were not available had significant impact on the demand for our services. The reduction and often the non-availability of mental health services was particularly acute, and many service users who might have presented in crisis to A&E pre-pandemic chose to present to EACH's services, requiring considerable input from staff to stabilise and use assertive advocacy to refer on to appropriate support.

EACH incurred additional costs related to remote working, e.g. mobiles, laptops, website development and IT; EACH was able to secure funding towards these from short term, Covid-19 related funding. Due to the pandemic, a funder re-purposed its funding to core and another extended its contract by another year, thus providing stability.

EACH remained open throughout the pandemic working on the principle of the need to be available and accessible to vulnerable people whilst ensuring the wellbeing of our staff. Both a higher volume of referrals and higher retention rates was experienced due to service users':

- Needs being more complex, in particular due to other services non-availability
- Safeguarding issues being higher, and accordingly need for increased management and other measures, e.g. daily welfare checks
- Increased waiting times
- Loss of employment and diminished support networks

As a response to the pandemic and the challenges it posed, EACH implemented the following measures to a) keep staff, service users and members of the public safe, b) sustain support to service users, current and new, and c) that the organisation can continue in operation.

- Face to face contact was withdrawn and moved to phone and/or digital based support; during the easing of lockdowns, staff access offices on a rota basis and were able to see clients in person by practising social distancing measures, e.g. by seeing them in open spaces such as parks

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- Staff were provided with the IT and means to work from home
- Standard Operating Procedures were revised and issued to all staff
- Risk assessments were undertaken of all staff and service users in relation to Covid-19 and vulnerabilities and these were refreshed over the course of the year
- Our refuge accommodation (19 units) was closed to new admissions, with limited on-site presence to ensure that women newly admitted were settled in and that all the residents understood the Covid-19 safety requirements (many of the women do not have English as first language); these restrictions were eased when lockdown lifted and staff provided fuller, daily cover
- Information on Covid-19 was added to our website, including a link to information in various languages
- Contact was made with partnerships and funders to help them understand the impact of the pandemic and the need for local emergency mobilisation, as well as for us to understand their constraints

To mitigate against the impact of the pandemic on service delivery and sustain the business, EACH has responded in the following ways:

- Daily check ins with staff to support them to work remotely and pick up any issues
- Introduced regular staff wellbeing sessions
- Updated safeguarding logs for all service users and adapted support plans according to risk assessment
- Ensured inductions, training, team meetings and supervisions continue as normal but delivered over digital platforms
- Held organisational wide meetings with staff to both check in, sustain connections across EACH, and to discuss and consult on any planned changes
- Managed limited on-site operations on our sites to ensure safety of service users more vulnerable and at risk due to the impact of Covid-19 on their physical and mental health
- Staff were allocated to work on site as part of a rota limiting number of people in the offices whilst enabling team working as part of defined bubbles
- We Identified and continued to access funding, in particular emergency funding to help service users with basic essentials and to provide additional capacity and services to respond to emerging needs
- Increased capacity and developed new services to meet additional demand and needs
- Identified and reduced running costs, whilst increasing capacity of online digital channels
- Adapted service responses and the way support is delivered by a) re-purposing support to provide befriending or to deliver emergency provisions through door-stopping, and b) introducing a blended model of face-to-face/on-site support and remote based support which can be stepped up or stepped down depending on need or appropriateness
- Made premises Covid-19 safe through deep cleans, cleaning stations, a rota to limit cross over of staff and numbers on site, and by securing and distributing PPE to staff
- On-going assessment of changes in Government guidance and revising and communicating our protocols to staff to manage the risk of Covid-19 accordingly

In conclusion, EACH has sustained its services by adapting its modes of delivery and ensuring staff are able to work effectively, primarily remotely, whilst ensuring that duty of care is sustained for clients. It has also responded to new demands and needs by developing new services by drawing down funding from local authorities and trusts. EACH is in a strong position financially and operationally to respond to the uncertainties and challenges caused by the pandemic; going forward, we will be seeking to utilise our specialism and expertise of work with BME communities and women to influence local developments and realise funding opportunities.

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

TRUSTEES' ANNUAL REPORT  
FOR THE YEAR ENDED 31 MARCH 2021

### **FINANCIAL REVIEW**

The year end account show an increase in the net assets of the Charity by £96,533 to £263,056 as at 31 March 2021 from £166,523 at 31<sup>st</sup> March 2020 representing an increase of 57.97%. Mainly due to funding for new the projects, the revenue of the charity increased by 29.46% (£348,198) to £1,530,056 in 2020/21 from £1,181,858 in 2019/20 during the financial year.

#### **Reserves policy**

The trustees of EACH have examined the Charity's requirements for reserves in light of the main risks to the organisation and have accordingly established a policy whereby unrestricted funds of a minimum £120,000 are set aside as reserves to meet at least one month's recurrent expenditure and liabilities which is currently about £106,000. The unrestricted reserves for the charity were £219,838. An amount of £34,274 is earmarked as designated funds for the purposes of staffing (£25,000), office improvement and office relocation (£9,274).

#### **Plans for the future**

In 2021-22 EACH will:

- Continue to build non-statutory income streams to provide key services that support service user's recovery and health and well-being
- Continue to build financial reserves
- Recruit additional, new members to the Board of Trustees and provide relevant induction and training
- Enhance our social enterprise model by incorporating it into our funding and business development plan, including through spot purchasing by statutory and non-statutory services
- Prioritise funding and development to sustain our current community engagement and counselling and support services to BME communities, women and girls and young people affected by substance misuse, mental health and domestic violence.
- Develop our offer to young people and families
- Continue to build and sustain strategic alliances and partnerships
- Work towards implementing a competency-based framework
- Draw out learning and impact of our work, in particular through pilot projects delivered with emergency/Covid-related funding
- Focus on further service user and volunteer involvement within the organisation
- Identify alternative premises to locate Ealing services due to entering the final year of the lease

#### **Disclosure of information to auditors**

Each of the Trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditors are aware of such information.

On behalf of the Board of Trustees

**Stephen Eckles**

Chair

Date: *Steve Eckles*

20 Jan 2022

## **EACH Counselling and Support (A COMPANY LIMITED BY GUARANTEE)**

STATEMENT OF TRUSTEES' RESPONSIBILITIES  
FOR THE YEAR ENDED 31 MARCH 2021

The Charity's trustees (who are also the directors of EACH Counselling and Support for the purposes of company law) are responsible for preparing a trustees' annual report and accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice) including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (Statement of Recommended Practice);
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK accounting standards have been followed, subject to any material departures disclosed and explained in the accounts;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and to enable them to ensure that the accounts comply with the Companies Act 2006. 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.



# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF EACH COUNSELLING AND SUPPORT FOR THE YEAR ENDED 31 MARCH 2021

### **Opinion**

We have audited the accounts of EACH Counselling and Support (the 'charity') for the year ended 31 March 2021 which comprise the Statement of Financial Activities, the Balance Sheet, the Statement of cash flows and the notes to the accounts, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the accounts:

- 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, including its income and expenditure, 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 accounts section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of accounts 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**

In auditing the accounts, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the accounts is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity's ability to continue as a going concern for a period of at least twelve months from when the accounts are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

### **Other information**

The other information comprises the information included in the Trustees' Annual Report, other than the accounts and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the accounts 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. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the accounts or our knowledge obtained in the course of 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 this gives rise to a material misstatement in the accounts themselves. 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.

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF EACH COUNSELLING AND SUPPORT FOR THE YEAR ENDED 31 MARCH 2021

### **Opinions on other matters prescribed by the Companies Act 2006**

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

- the information given in the Trustees' Annual Report, which includes the Directors' Report prepared for the purposes of company law, for the financial year for which the accounts are prepared is consistent with the accounts; and
- the Directors' Report included within the Trustees' Annual 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 charity and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' Report included within the Trustees' Annual 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 accounts 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 accounts in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the Trustees' Annual Report and from the requirement to prepare a Strategic Report.

### **Responsibilities of Trustees**

As explained more fully in the Statement of Trustees' Responsibilities, the Trustees, who are also the directors of the charity for the purpose of company law, are responsible for the preparation of the accounts 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 accounts that are free from material misstatement, whether due to fraud or error. In preparing the accounts, the Trustees are responsible for assessing the Charity'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 accounts**

Our objectives are to obtain reasonable assurance about whether the accounts as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 accounts.

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.

# **EACH Counselling and Support (A COMPANY LIMITED BY GUARANTEE)**

## **INDEPENDENT AUDITOR'S REPORT**

**TO THE MEMBERS OF EACH COUNSELLING AND SUPPORT FOR THE YEAR ENDED 31 MARCH 2021**

As part of our planning process:

- We enquired of management the systems and controls the charity has in place, the areas of the accounts that are most susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud. The charity did not inform us of any known, suspected or alleged fraud.
- We obtained an understanding of the legal and regulatory frameworks applicable to the charity. We determined that the following were most relevant: the Charity SORP, FRS 102, Charities Act 2011, Companies Act 2006.
- We considered the incentives and opportunities that exist in the charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetuated, and tailored our risk assessment accordingly.
- Using our knowledge of the charity, together with the discussions held with the charity at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

- Identifying and testing journal entries and the overall accounting records, in particular those that were significant and unusual.
- Obtaining third party confirmation of bank balances.
- Reviewing the accounts disclosures and determining whether accounting policies have been appropriately applied.
- Documenting and verifying related party transactions.
- Assessing the extent of compliance, or lack of, with the relevant laws and regulations.
- Reviewing documentation such as the charity board minutes for discussions of irregularities including fraud.

A further description of our responsibilities is available on the Financial Reporting Council's website at: <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditors' 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 auditors' 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.

*HW Fisher LLP*  
**Sailesh Mehta (Senior Statutory Auditor)**

For and behalf of HW Fisher LLP

Chartered Accountants

Statutory Auditor

Acre House

11-15 William Road

London, NW1 3ER

Date: *20 January 2022*

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

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

	Note	Unrestricted funds	Designated funds	Restricted funds	Total funds 2021	Total funds 2020
		£	£	£	£	£
<b>Income</b>						
Voluntary Income	3	65,189	-	554,583	619,772	374,035
Charitable activities	4	73,867	-	836,140	910,007	805,847
Investment Income		277	-	-	277	1,976
<b>Total income</b>		<b>139,333</b>	<b>-</b>	<b>1,390,723</b>	<b>1,530,056</b>	<b>1,181,858</b>
<b>Expenditure on:</b>						
<i>Charitable activities:</i>						
General advocacy and support	5	41,483	-	1,392,040	1,433,523	1,262,521
<b>Total expenditure</b>		<b>41,483</b>	<b>-</b>	<b>1,392,040</b>	<b>1,433,523</b>	<b>1,262,521</b>
<b>Net Income/ (expenditure) before transfers</b>		<b>97,850</b>	<b>-</b>	<b>(1,317)</b>	<b>96,533</b>	<b>(80,663)</b>
Gross transfers between funds	17	-	-	-	-	-
<b>Net Income/ (expenditure) for the year</b>		<b>97,850</b>	<b>-</b>	<b>(1,317)</b>	<b>96,533</b>	<b>(80,663)</b>
<b>Reconciliation of funds:</b>						
Total funds brought forward		121,988	34,274	10,261	166,523	247,186
<b>Total funds carried forward</b>		<b>219,838</b>	<b>34,274</b>	<b>8,944</b>	<b>263,056</b>	<b>166,523</b>

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

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

### Prior year figures

	Note	Unrestricted funds	Designated funds	Restricted funds	Total funds 2020
		£	£	£	£
<b>Income</b>					
Voluntary Income	3	16,568	-	357,467	374,035
Charitable activities	4	18,143	-	787,704	805,847
Investment Income		1,976	-	-	1,976
<b>Total income</b>		<b>36,687</b>	<b>-</b>	<b>1,145,171</b>	<b>1,181,858</b>
<b>Expenditure on:</b>					
<i>Charitable activities:</i> General advocacy and support	5	102,611	25,000	1,134,910	1,262,521
<b>Total expenditure</b>		<b>102,611</b>	<b>25,000</b>	<b>1,134,910</b>	<b>1,262,521</b>
<b>Net income/(expenditure) before transfers</b>		<b>(65,924)</b>	<b>(25,000)</b>	<b>10,261</b>	<b>(80,663)</b>
Gross transfers between funds	17	29,849	(29,849)	-	-
<b>Net income/(expenditure) for the year</b>		<b>(36,075)</b>	<b>(54,849)</b>	<b>10,261</b>	<b>(80,663)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		158,063	89,123	-	247,186
<b>Total funds carried forward</b>		<b>121,988</b>	<b>34,274</b>	<b>10,261</b>	<b>166,523</b>

**EACH Counselling and Support**  
**(A COMPANY LIMITED BY GUARANTEE)**

Company registration number: 02818814

BALANCE SHEET AS AT 31 March 2021

	Note	2021		2020	
		£	£	£	£
<b>Fixed assets:</b>					
Tangible assets	13		4,351		3,972
<b>Current assets:</b>					
Debtors	14	89,733		76,848	
Cash at bank and in hand		<u>423,866</u>		<u>119,942</u>	
<b>Total Current assets</b>		513,599		196,790	
<b>Liabilities:</b>					
Creditors: Amounts falling due within one year	15	<u>(254,894)</u>		<u>(34,239)</u>	
<i>Net current assets</i>			258,705		162,551
<i>Total assets less current liabilities</i>			<u>263,056</u>		<u>166,523</u>
<b>Total net assets</b>			<u>263,056</u>		<u>166,523</u>
<b>The funds of the Charity:</b>					
Restricted fund	16		8,944		10,261
Designated funds	17		34,274		34,274
Other charitable funds			<u>219,838</u>		<u>121,988</u>
<i>Total unrestricted funds</i>			254,112		156,262
<b>Total funds</b>	18		<u>263,056</u>		<u>166,523</u>

The notes at pages 21 to 37 form part of these accounts.

These accounts were approved by the Board of Trustee on

and signed on its behalf by:

**Stephen Eckles**  
Chair

**Shaheen Dar**  
Treasurer

*Steve Eckles*

*Shaheen Dar*

20 Jan 2022

**EACH Counselling and Support**  
**(A COMPANY LIMITED BY GUARANTEE)**  
STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2021

	<b>Note</b>	<b>Total Funds 2021 £</b>	Total Funds 2020 £
Cash flows from operating activities:			
Net cash used in operating activities	<b>19</b>	<b>308,291</b>	(95,285)
<hr/>			
Cash flows from investing activities:			
Purchase of tangible fixed assets		<b>(4,367)</b>	(4,319)
<hr/>			
Change in cash and cash equivalents in the reporting period		<b>303,924</b>	(99,604)
<hr/>			
Cash and cash equivalents at the beginning of the reporting period		<b>119,942</b>	219,546
<hr/>			
Cash and cash equivalents at the end of the reporting period		<b>423,866</b>	119,942
<hr/>			

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### **I. Accounting Policies**

- a) EACH Counselling and Support is a private company limited by guarantee incorporated in England and Wales. The registered office is Vine House, 1 & 2 Factory Yard, Hanwell, London, W7 3UG.

The principal accounting policies adopted preparation of the accounts are as follows:

#### **b) Basis of preparation**

The accounts have been prepared in accordance with the Companies Act 2006 and the requirements 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).

The Charity 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.

The accounts are prepared in sterling, which is the functional currency of the charitable company. Monetary amounts in these accounts are rounded to the nearest £.

#### **c) Preparation of the accounts on a going concern basis**

The COVID-19 pandemic has caused little disruption to the charity's operations to date, as the counselling and key working services have been provided using online platforms. We had to close our offices, but we continued our services with online and by telephone. Income has continued to be received from the existing multi-year contracts and new ones during the period while our staff and volunteers have worked from home and attended online meetings. Our keyworkers provide check ups on the highly vulnerable clients. The trustees consider it unlikely that the continuing effect of the pandemic will cause significant disruption. All our funders were particularly supportive during the lockdown periods. Accordingly, at the time of approving the accounts, the trustees have a reasonable expectation that the company has adequate resources to continue in operation for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts

#### **d) Income**

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

Voluntary resources are included in the statement of financial activities when the Charity is entitled to the income and the amount can be quantified with reasonable accuracy.

The value of services provided by volunteers has not been included in these accounts.

Investment income is included when receivable.

Unrestricted income is deferred when this is received and relates to a period following the year end. Restricted income is deferred only when this relates wholly to a future period, as specified by the funder.



# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### **Accounting Policies (Continued)**

#### **e) Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the Charity.

Designated funds have been allocated by the trustees to specific projects being undertaken by the Charity.

Restricted funds are donations which the donor has specified are to be solely used for particular areas of the Charity's work or for specific projects being undertaken by the Charity.

#### **f) Expenditure and irrecoverable VAT**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of attracting voluntary income and the costs of fundraising.
- Expenditure on charitable activities includes the costs of the delivery of its activities and services for its beneficiaries.
- Other expenditure represents those items not falling into any other heading.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Rental costs under operating leases are charged against income on a straight line basis over the term of the lease.

#### **g) Allocation of support costs**

All support costs are allocated activities based on the time spent on those by staff.

#### **h) Tangible fixed assets**

All assets costing more than £500 are capitalised.

Tangible fixed assets are stated at cost less depreciation. A full year depreciation is charged in the year of acquisition of fixed assets. Depreciation is provided at rates calculated to write off the cost of each asset over its expected useful life, which in all cases is estimated at 3 years.

All fixed assets acquired specifically for projects under restricted funds, are written off in the year of purchase.

The policy with respect to impairment reviews of fixed assets is that these assets are inspected regularly for any impairment and any defect remedied so as to maintain the current value. In some cases a provision for impairment would be required.

#### **i) Pensions**

The charity operates a defined contributions pension scheme. Contributions are charged in the accounts as they become payable in accordance with the rules of the scheme.

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### **I Accounting Policies (Continued)**

#### **j) Debtors**

Trade and other debtors are recognised at the settlement amount due after any trade discount offered and provision for bad and doubtful debts.

Prepayments are valued at the amount prepaid net of any trade discounts due.

#### **k) Cash at bank and in hand**

Cash at bank and cash in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

#### **l) Creditors and provisions**

Creditors and provisions are recognised where the Charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

#### **m) Financial instruments**

The Charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues of FRS 102 to all its financial instruments.

The Charity only has financial assets and financial liabilities 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 with the exception of financing items which are subsequently measured at amortised cost using the effective interest method.

## **2. Critical accounting estimates and judgements**

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

The Trustees do not consider there to be any estimates or judgements that are critical to the accounts

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 3 Voluntary Income

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total funds</b>
	<b>2021</b>	<b>2021</b>	<b>2021</b>	<b>2020</b>	<b>2020</b>	<b>2020</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Grants	60,968	554,583	<b>615,551</b>	12,484	357,467	<b>369,951</b>
Gifts in Kind	4,221	-	<b>4,221</b>	4,084	-	<b>4,084</b>
	<b>65,189</b>	<b>554,583</b>	<b>619,772</b>	<b>16,568</b>	<b>357,467</b>	<b>374,035</b>

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 4. Voluntary Income (Continued)

#### Grants (unrestricted):

	2021	2020
	£	£
Grant: CASA Project	8,968	4,484
CNWL	18,000	-
Ealing Test & Trace	30,000	-
LCF Wave 1	4,000	-
MHCLG	-	8,000
	<b>60,968</b>	<b>12,484</b>

#### Grants (restricted):

	2021	2020
	£	£
<b>Others</b>		
London Councils (Ascent)	95,294	90,489
Henry Smith Foundation	59,500	56,900
Big Lottery/ESF BBO IPS	110,370	101,429
LCF Wave 2	41,824	-
MOJ	50,585	-
City Bridges Trust	57,300	47,743
MHCLG	55,650	-
<b>London Borough of Harrow</b>		
Bereavement	8,508	-
<b>London Borough of Hounslow</b>		
Hounslow IDVA	28,924	-
Connections	6,650	-
<b>London Borough of Hillingdon</b>		
Hillingdon DV	-	30,000
<b>London Borough of Ealing</b>		
Voluntary Sector Mental Health Grant	-	30,906
Ealing Covid Response	10,000	-
Steps MH	29,978	-
	<b>554,583</b>	<b>357,467</b>

Gifts in kind include £- (2020: £-) for legal assistance and £4,221 (2020: £4,084) for general advocacy.

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 4 Income from charitable activities

	Unrestricted funds	Restricted funds	Total funds	Unrestricted funds	Restricted funds	Total funds
	2021	2021	2021	2020	2020	2020
	£	£	£	£	£	£
Advice, Information & Counselling	-	836,140	836,140	-	787,704	787,704
Other Income	73,867	-	73,867	18,143	-	18,143
	<b>73,867</b>	<b>836,140</b>	<b>910,007</b>	<b>18,143</b>	<b>787,704</b>	<b>805,847</b>

### Contracts (Restricted income):

	2021	2020
	£	£
Brent Youth Offending Service (MOPAC)	75,672	75,892
Brent Mental Health	33,256	12,471
LB Brent –Generic Floating Support	160,528	160,528
LB Brent –DV & Families Floating Support	92,872	92,872
LB Brent – Complex Needs	18,888	-
LB Brent – Emotional Health Wkr	11,996	-
LB Ealing Supporting people	186,217	186,217
LB Harrow Housing Services	158,511	160,948
LB Hounslow Mental Health User-led	39,900	40,476
Greater London Authority	49,971	49,971
NHS Hillingdon	8,329	8,329
	<b>836,140</b>	<b>787,704</b>

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 5 Analysis of expenditure relating to general advocacy and support

	Note	2021 £	2020 £
Staff costs		1,038,306	998,928
Recruitment		16,500	7,000
Travel		64	3,189
Volunteer expenses		622	3,610
Partners Share of contract		24,963	
Training & development		61,263	20,806
Share of Support	6	282,205	221,305
Share of governance cost	6	9,600	7,683
		<b>1,433,523</b>	<b>1,262,521</b>

Expenditure was £1,433,523 (2020: £1,262,521) of which £41,483 was unrestricted (2020: £102,611), £1,392,040 was restricted (2020: £1,134,910) and nil was designated (2020: £25,000).

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 6 Analysis of support costs and governance costs

Support costs	Support Cost 2021 £	Governance 2021 £	Total 2021 £	Support Cost 2020 £	Governance 2020 £	Total 2020 £
Premises	183,606	-	183,606	132,714	-	132,714
Communications	37,159	-	37,159	36,594	-	36,594
General office & finance staff	51,465	-	51,465	41,312	-	41,312
Legal & Professional	4,769	-	4,769	5,704	-	5,704
Depreciation	3,988	-	3,988	3,285	-	3,285
Bank Charges	1,218	-	1,218	1,696	-	1,696
Audit fees	-	9,600	9,600	-	7,200	7,200
Board meetings	-	-	-	-	327	327
Annual report/AGM	-	-	-	-	156	156
	<b>282,205</b>	<b>9,600</b>	<b>291,805</b>	<b>221,305</b>	<b>7,683</b>	<b>228,988</b>

### 7 Net (expenditure) for the year

This is stated after charging:

	2021 £	2020 £
Depreciation	3,988	3,285
Auditor's remuneration	9,600	7,200
Operating lease rentals	-	2,817

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 8 Analysis of staff costs, trustee remuneration and expenses, and the cost of key management personnel

	2021	2020
	£	£
Wages and salaries	909,401	840,635
Social security costs	76,828	67,166
Sessional Fees	17,465	57,310
Pension	34,612	33,817
	<b>1,038,306</b>	<b>998,928</b>

The key management personnel of the Charity comprise the Chief Executive, Deputy Chief Executive and Finance & Resources Director. No employee earned in excess of £60,000 (2019: nil). Remuneration of key management personnel was £180,544 (2019: £171,118).

### 9 Staff Numbers

The average monthly head count was 56 staff (2020: 40) and the average monthly number of full time equivalent employees (including casual and part time staff) during the year was as follows:

	2021	2020
	Number	Number
Charitable activities	39.5	32
Support	8	8
Total	<b>47.5</b>	<b>40</b>

### 10 Pension and other post-retirement benefit commitments

The Charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the Charity in an independently administered fund. The pension cost charge represents contributions payable by the charity to the fund.

	2021	2020
	£	£
Contributions payable by the company for the year	<b>34,612</b>	33,817

The expense has been allocated to unrestricted expenditure on the same basis as wages and salaries.



# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 11 Related party transactions

None of the trustees (or any persons connected with them) received any remuneration during the year, (2020: nil). No Trustees were reimbursed expenses in the year, (2020: nil). There were no other related party transactions in the year.

### 12 Corporation tax

As a charity, EACH Counselling and Support is exempt from UK tax on income and gains to the extent that these are applied to its charitable objects. No UK tax charges have arisen in the Charity, during the year or the previous year.

### 13 Tangible fixed assets

	<b>Office Equipment £</b>
<b>Cost:</b>	
As at 1 April 2020	23,654
Additions	4,367
Disposals	(3,648)
<b>As at 31 March 2021</b>	<b>24,373</b>
<b>Depreciation:</b>	
As at 1 April 2020	19,682
Disposals	(3,648)
Charge for year	3,988
<b>As at 31 March 2021</b>	<b>20,022</b>
<b>Net book value</b>	<b>4,351</b>
<b>As 31 March 2021</b>	<b>4,351</b>
As at 31 March 2020	3,972

All assets are used for charitable purposes.

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 14 Debtors

	2021	2020
	£	£
Trade debtors	65,919	45,920
Other debtors	1,864	3,637
Prepayments and accrued income	21,950	27,291
	<b>89,733</b>	<b>76,848</b>

### 15 Creditors: amounts falling due within one year

	2021	2020
	£	£
Trade creditors	23,305	1,491
Taxation and Social Security	19,426	15,881
Accruals and deferred income	212,163	16,867
	<b>254,894</b>	<b>34,239</b>

	2021	2020
	£	£
Deferred income brought forward	9,667	24,494
Released in the year	(9,667)	(24,494)
Deferred in the year		
- LB Hounslow -IDVA	21,155	-
- LB Brent -Families & DV	37,261	-
- Greater London Authority	-	9,667
- LB Hounslow -Connection Fund	3,325	-
-LB Ealing Test & Trace	37,500	-
-CNWL -Hospital Discharges	28,666	-
-London Council -Ascent	6,006	-
- LB Brent -Floating Support	750	-
	<b>134,663</b>	<b>9,667</b>

# EACH Counselling and Support (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

## 16 Analysis of movements in restricted funds

	Balance as at 1 April 2019	Incoming resources	Resources expended	Balance as at March 31 2020	Incoming resources	Resources expended	Balance as at 31 March 2021
LB Brent YOS (MOPAC) (a)	-	75,892	75,892	-	75,672	75,672	-
City Bridges Trust (b)	-	47,743	47,743	-	57,300	57,300	-
London Councils (Ascent) (c)	-	90,489	90,489	-	95,294	95,294	-
LB Hounslow MH User-led (d)	-	40,476	40,476	-	39,900	39,900	-
LB Hounslow IDVA (e)	-	-	-	-	28,924	28,924	-
LB Harrow Housing Related Serv. (f)	-	160,948	160,948	-	158,511	158,511	-
NHS Hillingdon Tamil (g)	-	8,329	8,329	-	8,329	8,329	-
LB Ealing Generic FSS (h)	-	186,217	186,217	-	186,217	186,217	-
Henry Smith Foundation (i)	-	56,900	56,900	-	56,900	56,900	-
LB Brent Floating Support (j)	-	160,528	160,528	-	160,528	160,528	-
LB Brent – DV & Families FSS (k)	-	92,872	92,872	-	92,872	92,872	-
LB Hillingdon (l)	-	30,000	30,000	-	-	-	-
Big Lottery/ESF – Twinings (m)	-	101,429	101,429	-	110,370	110,370	-
Greater London Authority (n)	-	49,971	39,710	10,261	49,971	51,288	8,944
LB Ealing Voluntary Sector MH (o)	-	30,906	30,906	-	29,978	29,978	-
LB Brent Mental Health (p)	-	12,471	12,471	-	33,256	33,256	-
LB Hounslow Connection Grants (q)	-	-	-	-	6,660	6,650	-
Brent Complex Needs (r)	-	-	-	-	18,888	18,888	-
LB Brent Emotional Wrk (s)	-	-	-	-	11,996	11,996	-
LB Harrow Bereavement (t)	-	-	-	-	8,508	8,508	-
LB Ealing Covid Response (u)	-	-	-	-	10,000	10,000	-
LCF Wave 2 (v)	-	-	-	-	41,824	41,824	-
MHCLG (w)	-	-	-	-	55,650	55,650	-
MOJ (x)	-	-	-	-	50,585	50,585	-
	-	<b>1,145,171</b>	<b>1,134,910</b>	<b>10,261</b>	<b>1,390,723</b>	<b>1,392,040</b>	<b>8,944</b>

## **EACH Counselling and Support**

### **(A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

All the above restricted funds were utilised for the purposes for which they were intended as follows:

- a) To provide counselling and support to young offenders within the criminal justice system.
- b) To provide Mental Health counselling and group support for BME communities in Brent.
- c) To deliver the Ascent Project as one of the partners of VAWG Consortium providing counselling and support groups for women and girls, experiencing domestic and sexual violence and abuse in eight outer London Boroughs of Hounslow, Harrow, Hillingdon, Brent, Merton, Wandsworth, Kingston and Richmond Upon Thames funded by the London Council
- d) To provide User-led Mental Health Services for mental health service users in the London Borough of Hounslow.
- e) To provide BAME Domestic Abuse Specialist Advocacy to residents of London Borough of Hounslow.
- f) To provide Housing Related Support and Preventative Support Services generic (lot 2) and Supported Housing for offenders, ex-offenders and individuals with drug and alcohol misuse and dependency issues (lot 3) in LB Harrow
- g) To provide counselling and support to the Tamil community affected by mental health issues in Hillingdon.
- h) Provision of generic, mental health and substance misuse/offender floating support services in the London Borough of Ealing.
- i) To provide group support and counselling for women with complex needs who reside in the London borough of Ealing.
- j) Provision of generic floating support services in the London Borough of Brent in partnership with Thames Reach Charity.
- k) Provision of women (Domestic Violence) and families floating support services in the London Borough of Brent in partnership with DePaul UK.
- l) To provide counselling and support services for BME women experiencing domestic violence and abuse in the London Borough of Hillingdon.
- m) Providing support to people in 9 North West London boroughs with common mental health issues within the BME communities to build their motivation and capabilities to enter employment in partnership with Twining Enterprise.

# **EACH Counselling and Support**

## **(A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### **16. Analysis of movements in restricted funds (Continued)**

- n) Provision of support services to children and young people to fulfil their potentials, particularly those at risk of getting caught in crime in London Borough of Brent.
- o) To provide a peer-led mental health signposting and awareness service, STEPS to residents of London Borough of Ealing.
- p) To offer psycho-education and CBT to young people to de-escalate a crisis as part of the Accelerated Support Team based within Brent Council.
- q) To empower and enable BME women 16 + with complex needs in London Borough of Hounslow to connect with others (peers) and with main stream services through a cohesive weekly group programme.
- r) To provide support to women with complex needs in the London Borough of Brent fleeing domestic abuse and living in short-term accommodation, to enable them to move on successfully through intensive case work.
- s) To provide support to young people aged 11-17 in London Borough of Brent on their mental health through targeted mental health assessment and therapeutic support.
- t) To provide bereavement counselling to families of those affected by Covid-19 in the London Borough of Harrow.
- u) To provide Covid 19 Test and Trace Community Engagement Project in the London Borough of Ealing.
- v) To provide CPR (Coordinated Personalised Response) to address emerging, existing and escalating issues of DV as relates to safety/safeguarding for 75 women as part of Covid-19 response funding of London Community Fund.
- w) To provide staffing and management capacity to sustain consistent and quality support to the women and their children at EACH's refuges are within LB Brent as part of MHCLG Covid-19 response.
- x) To Develop capability including staffing, IT infrastructure to support women survivors in different ways as part of COVID-19 Extraordinary Ministry of Justice Funding for Domestic and Sexual Violence and Abuse Support Services.

## **EACH Counselling and Support (A COMPANY LIMITED BY GUARANTEE)**

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### **17 Analysis of movement in designated funds**

	<b>Balance as at 1 April 2019</b>	<b>Resources expended</b>	<b>Transfers</b>	<b>Balance as at 31 March 2020</b>	<b>Incoming resources</b>	<b>Funds as at 31 March 2021</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Staffing contingency	25,000	-	-	25,000	-	<b>25,000</b>
Office improvements/ relocation	9,274	-	-	9,274	-	<b>9,274</b>
Quality standards	13,412	-	(13,412)	-	-	-
New projects development	41,437	25,000	(16,437)	-	-	-
	<b>89,123</b>	<b>25,000</b>	<b>(29,849)</b>	<b>34,274</b>	-	<b>34,274</b>

The designated funds which are to be utilised within 3 years have been set-aside as follows:

#### ***Staffing Contingency***

The staffing contingency fund represents the potential cost of providing locum cover in the case of maternity or long-term sick leave.

#### ***Office Improvements***

This fund represents the potential cost of relocation and/or refurbishment of our existing offices and associated capital expenditure.

#### ***New Projects & Strategic Development***

This fund has been set aside for new project development, research and to fund core strategic developments

#### ***Quality Standards***

This fund represents expenditure earmarked for meeting the charity's legal and statutory responsibilities and maintaining quality standards and for training and professional development.

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 18 Analysis of net assets between funds

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Funds as at 31 March 2021 are represented by:				
Tangible fixed assets	4,351	-	-	4,351
Current assets/(liabilities)	215,487	34,274	8,944	258,705
	<u>219,838</u>	<u>34,274</u>	<u>8,944</u>	<u>263,056</u>

	Unrestricted funds £	Designated funds £	Restricted funds £	Total £
Funds as at 31 March 2020 are represented by:				
Tangible fixed assets	3,972	-	-	3,972
Current assets/(liabilities)	118,016	34,274	10,261	162,551
	<u>121,988</u>	<u>34,274</u>	<u>10,261</u>	<u>166,523</u>

### 19 Reconciliation of net movement in funds to net cash flow from operating activities

	2021 £	2020 £
Net movement in funds	96,533	(80,663)
Add back depreciation charge	3,988	3,285
Decrease/(increase) in debtors	(12,885)	6,141
(Decrease)/ increase in creditors	220,655	(24,048)
<b>Net cash used in operating activities</b>	<u><b>308,291</b></u>	<u><b>(95,285)</b></u>

### 20 Commitments under operating leases

	2021 £	2020 £
Within one year - property	2,000	2,000
Between two and five years - property	131,276	189,609
	<u><b>133,276</b></u>	<u><b>191,609</b></u>

# EACH Counselling and Support

## (A COMPANY LIMITED BY GUARANTEE)

NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31 MARCH 2021

### 21. SECTION 37 STATEMENT: LONDON COUNCILS GRANT

Under the terms of our grant from London Councils and Section 37 of The Local Government and Housing Act 1989 we are required to present the following information:

Grant-aid of £95,294 received in 2020-2021 (£90,489 received in 2019-2020) from the London Councils Grants to deliver the Ascent Project as one of the partners of VAWG Consortium providing counselling and group work for women and girls, experiencing domestic violence and abuse in eight outer London boroughs of Hounslow, Harrow, Hillingdon, Brent, Merton, Wandsworth, Kingston and Richmond upon Thames.

	2021		2020	
	Grants(£)	Spent(£)	Grants(£)	Spent(£)
Salary Costs	<b>83,732</b>	83,732	<b>79,682</b>	79,648
Training/Group (inc Volunteers)	<b>2,914</b>	2,914	<b>2,880</b>	2,914
Running Costs	<b>8,648</b>	8,648	<b>7,927</b>	7,927
Total	<b>95,294</b>	95,294	<b>90,489</b>	90,489

### 22. Analysis of changes in net (debt)/funds

The charity had no debt during the year.