



The Renewal Programme

Company number: 1327924

Charity number: 275796

Newham Community Renewal Programme Limited

Report and financial statements

For the year ended 31 March 2017



Newham Community Renewal Programme

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Reference and administrative information

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Status The organisation is a charitable company limited by guarantee, incorporated on 31 August 1977 and registered as a charity on 5 June 1978.

Governing document The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Company number 1327924

Charity number 275796

Registered office and operational address 395 High Street North
Manor Park
LONDON, E12 6PG

Country of registration England & Wales

Country of incorporation United Kingdom

Board of Management

David Bryant	(Resigned 6 March 2017)
Mark Spencer Ellis	Chair (Resigned 3 April 2017)
Jonathan Griffiths	Treasurer
Annette Pascall	
Arnold Ridout	
Jackie Withnall	
Christopher Lindsey	
Revd Elis Matthews	
Martha Foley	Chair (Appointed 6 March 2017)
James Beckles	(Appointed 6 March 2017, Resigned 10 April 2017)

Secretary Ruth Bravery Chief Executive Officer

Senior Management Team

Ruth Bravery	Chief Executive Officer
Shirley Barber	Director, Newham Carer's Network
Louise Vera	Director of Youth and Training

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Reference and administrative information

For the year ended 31 March 2017

Bankers	The Co-operative Bank PLC 9 Prescot Street LONDON, E1 8BE
Solicitors	IBB Solicitors Capital Court, 30 Windsor Street Uxbridge, MIDDLESEX, UB8 1AB
Auditors	Sayer Vincent LLP Chartered Accountants and Statutory Auditors Invicta House, 108-114 Golden Lane LONDON, EC1Y 0TL

Newham Community Renewal Programme

Trustees' annual report

For the year ended 31 March 2017

The Trustees (known as the Board of Management) present their report and the audited financial statements for the year ended 31 March 2017.

Reference and administrative information set out on page 1 forms part of this report. The financial statements comply with current statutory requirements, the memorandum and articles of association and the Statement of Recommended Practice – Accounting and Reporting by Charities: SORP applicable to charities preparing their accounts in accordance with FRS 102.

Objectives and activities

Purposes and aims

1.1 The Renewal Programme was established in 1971 'to promote any charitable purposes for the benefit of the Community within the boundaries of Greater London with preference being given to the London Borough of Newham (LBN) and in particular the advancement of Christian education'.

1.2 During the year we agreed to seek to amend the charity's objects to remove the specific words "the advancement of Christian education" and this has been approved by the Charity Commission on 19th April 2017. The trustees have always interpreted "the advancement of Christian education" in its widest sense, but felt that the phrase has become anachronistic. Whilst the trustees remain committed that the charity should continue working in accordance with the Christian principles of loving our neighbour, particularly in relation to the destitute and vulnerable, our services have been and will continue to be offered according to need rather than faith.

1.3 During the year, we also worked with staff, volunteers, trustees and supporters to update and refresh our Mission, Vision and Values. Previously, The Renewal Programme has described our mission as "to stand alongside those who are displaced or marginalised so that they are enabled to take their place in the mainstream of society".

1.4 We have always believed that empowered people create stronger communities, and the charity was founded in response to a breakdown in the community in Newham in the 1970's. Our focus is to support and empower people to change their lives. Through being involved in the lives of local individuals and families, we hope to support the growth of a strong and resilient community in Newham. We identified that being deeply rooted in the local community and working with each individual in a personal way is what sets us apart.

[Our Vision](#)

Changing lives in our community

[Our Mission](#)

We work with the community in Newham and beyond to transform and inspire lives. We empower people to change their lives through advocacy, education, temporary accommodation and a wide range of positive activities.

1.5 Our strategy remains supporting and empowering young people and adults through this range of services so that we inspire, empower and enable people to make confident, informed life choices.

Who we are here for

2.1 The Renewal Programme places a high value on supporting people without passing judgement on them. Although we do adopt referral criteria for our services in order to ensure resources are deployed to the most marginalised or disadvantaged, we provide our services without making a judgement as to how or why the beneficiary got to a difficult point in their life to start with. Our focus is on giving assistance and helping people achieve the tools to be more resilient in future.

2.2 Our services primarily support people in the London Borough of Newham.

ABOUT NEWHAM

Newham is the second most deprived area in England and so faces serious social and economic challenges. Poverty in the borough remains high and lower than the average life expectancy for the whole of London. It is also estimated that the overcrowding in Newham is more acute than the rest of London with many people facing the roulette of temporary accommodation. Newham has the highest level of unemployment in London.

Newham also has a very transient population. There are estimates that of the 12,000 people who arrive in Newham each year, only 40% remain a year later. The borough has seen over 10 years of steady population growth and is thought to be the second most diverse borough in the UK. The population growth is expected to continue.

As a consequence of population change, the borough is also very young, with 30% of the borough's population aged under 20. Despite the levels of deprivation, poverty and transition, academic results are improving, as is the level of reported crime.

Newham remains a place where people aspire to live and settle down, bring up and educate their families, enjoy the parks and local community. However, the high level of population churn, poverty and deprivation are all the usual ingredients of community breakdown, just the kind of mix that caused tension in the community in the 1970's.

We believe at The Renewal Programme that we can make a vital difference by working to change the lives of people, many of whom will be shying away from statutory services. Our legacy will be that we have empowered people to change their own lives, and those people go on to create their own stronger community.

Sources: (i) Momentum, Short History of Newham. (ii) LBN, Newham Local Economic Assessment. (iii) The Write Pass Journal, Dec 2016)

2.3 Our beneficiaries include:

- People who have migrated to the UK through a whole range of routes and reasons, where their immigration status is either unclear, undocumented or not yet finalised. Our Refugee and Migrant Project (RAMP) supports people who are in this situation and who are destitute or facing destitution. Often the individuals and families we support are homeless or in unsuitable accommodation, have serious health issues and may be suffering from the trauma of being trafficked or sexually abused or exploited. People in this situation are often very scared and do not know how to navigate or engage with statutory requirements. In the year to March 2016 we saw new clients from as far afield as Afghanistan, Albania, Bangladesh, Bosnia & Herzegovina, Bulgaria, Congo (DRC), Cote d'Ivoire, Egypt, Eritrea, Ethiopia, Ghana, India, Iran, Iraq, Kenya, Kosovo, Liberia, Lithuania, Nigeria, Pakistan, Philippines, Romania, Sierra Leone, Somalia, Sri Lanka, Sudan, Syria, Uganda, Zambia and Zimbabwe.



'I volunteer because I just wanted to reach out to people and to be able to contribute to my community. RAMP have helped me through a lot so I think my way of giving back is to volunteer. When you volunteer you get to meet a lot of people, you get to see people facing different challenges. I would encourage others to volunteer. It's not difficult to do & it's not something scary. It's just something to do, you know, that comes willingly.'

Once you start it, you just do, it like its part of you.

AISHA

Renewal Programme - Refugee & Migrant Project

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- People who are caring for a loved one, friend, family member or neighbour and who are unpaid for the care they provide. Many people do not recognise themselves as a “carer” because they are “only doing what they need to do for the person they love.” However, taking the step of recognising themselves as a carer helps them enormously because they can then access the statutory funding that is available, identify tools and techniques to help themselves to keep healthy in the face of the physical and mental burden of caring for someone, and help overcome the isolation that can occur when someone is trapped at home due to caring responsibilities. There are over 24,000 carers in Newham according to the 2011 census.
- Young people who would otherwise be roaming the streets on evenings and weekends, often citing difficult relationships at home or unsatisfactory housing conditions as the reason for staying out. Many of the young people have recently migrated to the UK and are still finding their feet, others find it difficult to engage fully with a formal academic education but can find fulfilling activities in areas such as sport and music. Such young people are vulnerable to exploitation by gangs and criminals, and other poor commercial practices such as purchasing dangerous skin care products on line. It’s well known that young people often live in fear of moving from one post code area to another, so being able to access appropriate activities in a place they regard as “safe” is vital.
- Adults who have no or little English, or very low level of Maths and IT skills (often combined with not having English as a first language), who need to overcome this barrier in order to find employment or enter training, or simply to be able to support their family (such as helping children with homework or being able to engage with UK banking or statutory services.) We are particularly proud that we support people who may have lived in Newham for up to 40 years without speaking English but with our support and encouragement find the courage to take the step to start to learn. London Borough of Newham communicates solely in English, so it is vital that Newham residents have an understanding of English if they want to fully engage with the borough.
- People who have been homeless and who need some support to address the issues they are grappling with before they can manage to successfully live independently in the community. This includes people with drug or alcohol addiction, low levels of mental ill health or mild learning disabilities, people who have experienced domestic violence or trafficking, and people coming out of the criminal justice or care systems. We support people to gain the professional services they need alongside day to day living skills such as managing their finances and being able to cook for themselves.

What we do

3.1 The Renewal Programme provides a range of services aimed at providing people with the tools to achieve change in their lives.

The Renewal Programme Refugee and Migrant Project (RAMP) offers crisis support for migrants, refugees and asylum seekers and their dependents. We provide fresh and dry food,

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clothing, a range of workshops and advocacy. We also encourage and enable people with common interests to set up and run self-help groups which make the use of our scarce resources more effective and efficient. RAMP supported 486 individual advocacy clients in 2016 –17, of whom 69% were women and 66% had children. Counting the children and partners of our clients, we supported a total number of 1,325 people during the year. Of these 30% wanted support with their immigration status and therefore no recourse to public funds or other means of income. We provided 544 advocacy sessions and referred 98 new families on to our food bank and 60 families were supported to access individual welfare grants. 57 people were assisted to access initial pro bono legal advice, of which the vast majority wanted assistance with regularising their immigration status.



Figure 1 RAMP day out provided by Beaconsfield Team Ministry

Newham Carers Network (NCN) provides advocacy, advice and support to unpaid carers and works to raise awareness of the needs of all carers, funded by London Borough of Newham. We also provide a range of Lottery funded health activities supporting carers to improve their physical and mental wellbeing. NCN raises the awareness of the rights of carers and the support available through high profile community events such as Carers' Week and Carers' Rights Day. Our service is widely regarded by the London Borough of Newham with whom we work in partnership by means of co-production and engagement and volunteer Carer Champions who ensure that the needs of carers are included in the commissioning of all services. During 2016–17 we supported 2,965 carers with advocacy support and 239 carers took part in our Big Lottery funded carers' health and wellbeing activities. We also supported 35 young carers and through our outreach work identified 504 new carers. The Carers Rights service is accredited by Advice Quality Standards (AQS).

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Since 2012, one of the services offered by Newham Carers Network is a male carers group. PT and his wife care full time for their two daughters who have severe learning difficulties. He said, "It's important that we have somewhere we can go and talk about our problems. I like to keep active and share with other carers the knowledge and experience I've gained over the years. So many people don't know what support is available or even where to look for it."

AS cared for his wife until 2009 and now cares for his mother, as well as working part-time. "The group has been so supportive and helpful. It allows us to come together and talk about our problems in an open way. Everyone is so friendly and we like to have fun. The activities provided are a break from the same daily routines."

Retired bus driver HP now drives children with special needs to and from school and looks after his neighbours who are in the 90s and have no family. He said, "Carers play an important role supporting vulnerable people, enabling those cared for to stay in their own homes and community. It's important that this is recognised."

JE has been caring for his wife, and joined the group after receiving information via his GP. "I feel lucky to have met everyone here. I like to keep active and the group has helped me to do this, whether it's meeting up socially or playing badminton, tennis or swimming. The group helps me maintain my positive outlook on life."

- Renewal Programme Children and Young People's Services help to prepare young people for life in today's world, divert them from anti-social behaviour and have fun through the provision of youth club activities. We work on four different sites in Newham, with other voluntary sector organisations and with local police and statutory services to secure the best possible outcomes for our young people. During the year we were successful in bidding for a new 2-year contract from London Borough of Newham in conjunction with a number of other local voluntary sector providers through the Youth Providers Partnership. In the year to 31 March 2017, 415 young people had participated in at least two of our activities, and we counted 3,493 instances of a young person joining one of our activities, coming from a very wide range of ethnic and cultural backgrounds. We also work with another local voluntary sector organisation to deliver a programme called East Ham Active aimed at encouraging people who do not usually engage in exercise to get active and run a summer programme funded through East End Community Foundation.
- Renewal Programme Training and Education is for people for whom a large college situation might be daunting; our primary aim is to enable people to achieve recognised qualifications and to progress to further or higher education and employment. During the year we ran 48 courses and enrolled 742 learners over the academic year. Courses provided include ESOL, Maths, IT and Office Professional. 87% of our learners achieved a qualification and we are very proud of their achievements. As set out in our previous annual report, we agreed to hand back the lease of The Woodgrange Learning Centre to the landlord, London Borough of Newham, on 30 August 2016, as part of changes to respond to reduced levels of statutory funding.

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- Renewal Programme Supported Housing Service provides specialised support at our hostel for 31 homeless people with alcohol and substance misuse issues and housing management for a further 11 younger people with low levels of support need in another hostel. Our aim is to equip tenants with the skills and confidence needed for independent living and then to support them in finding suitable accommodation. The provision of supported housing is funded through a contract with London Borough of Newham on a rolling three-monthly basis. London Borough of Newham have advised us that they expect to run a competitive tender process for this activity at some point in the future, but there is no fixed date for this yet. In the year to 31 March 2017, 15 people achieved planned move on compared to our annual target of 11.
- In addition to our core services we provide space for Hire as Community Facilities at our main building at 395 High St North and have been successful in continuing to grow the use of the facility by community groups during 2016–17.

The impact we have – supporting people to change their lives

4.1 Our services taken together mean we provide a rich mix and wide range of types of support, but specifically focusing on people living in and around Newham. Very often when a person and their family is facing a crisis, the issues they are facing can be multiple. The Renewal Programme's breadth of knowledge and expertise means we can draw on our internal resources to offer someone the most personal and tailored support possible to address their needs in the round.

4.2 Our success is where we have supported a beneficiary to go a journey where they can overcome their current challenges and become more resilient to facing the challenges that life throws at them in the future.

This is the story told to us by one of our service users, and how we supported them to turn their life around:

"I am 21 years of age, from East Africa. I walked from my country in December 2013, to Ethiopia, and from, Ethiopia to Sudan then I travelled by a cargo truck to Libya, and to the United Kingdom. Because of the problems that are happening in my country, there were political uncertainties, which citizens of my country are not free to live in their own country, you can't speak freely in my country as the Government will arrest you and lock you up in the prison, without trial. So I took a lot of risk to travel to United Kingdom.

When I first arrived I didn't know anybody, and I barely speak English, I sought for asylum, and I was put in a five bedroom shared accommodation with five other people, who have the same situation like me, but they are from different countries who are also asylum seekers.

The day I was granted refugee status, I was asked to leave the house, just after I got my resident permit. I became homeless, sleeping rough, which was hard to bear with as a young person without any family connection or social network in the UK. I always sneaked in at night from building to building, to sleep, and when it gets dark in the night, I got panic and anxiety, because I don't know what would happen to me.

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I went back to the refugee council, and after that they referred me to Renewal Programme Housing, I was assessed and they give me accommodation, however, I was supported to enrol to study English language by referring me to the Renewal Programme college. I also have a regular face to face support to discuss any issues that I'm going through in my life, which I'm pleased with the support; because it helps me to get what I need especially positive guidance from my keyworker. Another positive gain was, I was supported by my keyworker to obtain my travelling document from the Home office, which I was very happy the day, I received my first passport, with my picture in it, this has given me freedom as a person. Basically after all these problems I had suffered, I finally got the support I needed at last, from the Renewal Programme Housing to turn my life around—thank you. In future I will like to have my own home and have qualification in computer, furthermore to have my own car, a good job, so that I can help myself and my future family as I will like to have a great family in the United Kingdom.”

4.3 Our services have been facing increased demand and are heavily oversubscribed:

- We have continued to see a significant increase in referrals for our Newham Carers Network casework support since the service move to 395 High St North in August 2015, reflecting the unmet needs of the local community. At the beginning of April 2016 we were involved in up to 70 individual in-depth casework clients a quarter, however this doubled by summer/autumn 2016, and has risen to 184 clients a quarter in the current period.
- Our training services had 77 learners who had been accepted onto a course but who could not be allocated a place because of the high level of demand for our courses.
- We receive more referrals than we have places at our supported housing service.
- The number of young people we supported through our Youth service was 763.
- We have huge demand for our ladies keep fit group, senior dance group and older ladies' beginners English group funded by City Bridge Trust.



Figure 2 Ladies concentrating on their English in our volunteer-led classes funded by City Bridge Trust

Overall achievements and performance of the charity

5.1 The charity has seen significant change in recent years, and during 2016/17 we finished the last of our major structural changes by handing back the lease of Woodgrange Learning Centre to London Borough of Newham in August 2016. Since then we have focused on consolidating our range of services at our three remaining premises – our main office at 395 High St North, and our two hostels. We also pursued a number of major changes to reduce our costs and increase our efficiency, such as changing our IT and phone services. Our focus has turned to working to maintain our current contracts through demonstrating our quality and effectiveness, and looking to grow our income through fundraising and developing collaborative approaches to tendering.

Monitoring our performance

5.2 From April 2016 the charity has developed and implemented a number of Key Success Indicators so that the charity is better able to explicitly measure and report on performance. The Key Success Indicators cover:

- Numbers of beneficiaries supported in each of our services
- Our ability to recover rental income from tenants and move tenants onto their future housing
- The level of our staff sickness
- Our ability to keep to budget, including monitoring our applications for grant funding

We are starting to use Outcomes Star™ to measure the progress our clients make and will report on this more next year.

Fundraising

5.3 In terms of fundraising, this continues to be challenging, but we feel we are beginning to make some important changes.

- As set out in last year's report, trustees signed off proposals for the format of the RAMP service at the joint away day with senior managers in October 2015. The new proposal was set in a framework of partnership working with other organisations that can help us achieve greater scale of service offer, with a single front door for migrants and refugees in Newham, but working collaboratively to achieve more with the same or less resources. We were successful in securing partnership agreements with two local charities Aston–Mansfield and RAMFEL, as well as an arrangement for pro bono support from Citywide Solicitors and a good working relationship with a local mosque, Minhaj Ul Quaran. Subsequent to the year end we are also developing a relationship with Fadiga and Co who are also offering to provide pro bono legal sessions. We developed a new database for the service which now enables us to keep a good track of the clients we are supporting and the services they are taking up. This will help with future grant applications.
- We were successful in securing grant funding from City Bridge Trust to start beginners' English classes for older ladies. We are delighted to be supporting local ladies, some of whom have lived in the local community for many years but never learned English before. The classes are led by volunteers, many of whom have themselves benefited from Renewal Programme services and using their grown confidence and expertise, now wish to give something back to the community and the charity.

This is the story of one of the ladies who attend our City Bridge Trust funded class: NT arrived in the UK five years ago as a Asylum Seeker and now has full Refugee status. She is 61 and has 7 children, 2 of whom are still living with her. NT told us that she had never been to school in her country of origin and is illiterate in her first language. She was brought to the ESOL project, in September 2016 by one of her children who was insistent that she join: she was extremely reluctant. NT had never even held a pen before so was placed in the absolute beginners' class where the teacher did several lessons on "tracing the shapes and letters". NT has attended almost every class and is now able to write her name, address and telephone number. At the start of the project she was able to understand and reply to a few personal questions but was reluctant to speak. Now she is able to hold basic conversations with others in her class. The volunteers have told me that she is a very popular member of the Friday class as she has a great sense of humour which "appeared" as the year progressed! She says she now has the confidence to tell people that she has never been to school in Afghanistan. NT said that before she came to the project, she had felt embarrassed by her lack of literacy and had tried to conceal it, even from her children. She now practices her reading and writing at home and is starting to try to read simple books with her grandchildren. NT said that she felt closer to her grandchildren and felt that she could become more involved in their lives. She has made new friends within the class and now has the confidence to start speaking with her neighbour who has lived next door for 3 years. NT loves the fact that the class is for women only, especially as they are all in the same position as her. She told us that it made her feel much better to know that she wasn't the only person who was struggling with literacy and that coming to the class had changed her life completely.



Figure 3 Ladies participating in English class funded by City Bridge Trust, making a real difference to chances to engage in life in Newham whether it is reading signs at the Supermarket or helping children with homework

Our Strengths

5.4 The charity has a wide portfolio of services. As a result, our financial resilience is strengthened as we are not dependent on a single source of income. For our clients, our breadth of services means we can easily cross refer between services, as set out in the story above of our 21 year-old East African client who has received support from both our supported housing and our training services. We have also been able to help many of our housing and refugee and migrant beneficiaries to take up our adult education classes in an environment they feel comfortable and familiar with. We draw strength from our long history of serving the people of Newham for over 45 years where we have gained a close connection to the local community and are a trusted source of help and advice which is served without judgement.

Involving Volunteers and Supporters

5.5 The Renewal Programme's work is enriched by the contribution of our volunteers:



'I volunteer because always want to give something back to the community. I have actually got free time now, so I thought why not! I love being able to give back to the community, helping somebody less-fortunate and somebody who is probably is in need of assistance. It could be anything from a gentle talking to a listening ear. I would encourage others to volunteer, it opens new opportunities for people.'

It's not hard. I am not doing abseiling or doing cross-country, it's just giving my time to others.'

MANUELA
Renewal Programme - Youth

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- 10 served as trustees on the Board of Management during the year;
- 14 carers volunteered as Carer Champions during the year
- 4 people who have benefitted from our RAMP service help refugees who need emergency supplies of food and clothing and provide friendship and moral support;
- 2 volunteers assisted in administrative roles to help with our education work
- 1 volunteer assisted us at an executive level with developing our fundraising, marketing and profile.
- 4 volunteers supported our City Bridge Trust older ladies English classes
- 8 volunteers (a mixture of adults and young people) assisted with our youth service
- 6 volunteers were involved in our Supported Housing work, including our Women's Group at our supported housing
- Teams of corporate volunteers do re-decoration which has been achieved through the partnership with East London Business Alliance.

Public Benefit

6.1 The trustees review the aims, objectives and activities of the charity each year. This report looks at what the charity has achieved and the outcomes of its work in the reporting period. The trustees report the success of each key activity and the benefits the charity has brought to those groups of people that it is set up to help. The review also helps the trustees ensure the charity's aims, objectives and activities remained focused on its stated purposes.

6.2 The trustees have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the charity's aims and objectives and in planning its future activities. In particular, the trustees consider how planned activities will contribute to the aims and objectives that have been set.

6.3 The Renewal Programme is achieving public benefit through the delivery of services to those in need in the London Borough of Newham and the surrounding boroughs; its work provides support to some of the neediest people of society, particularly those who are unlikely to find support from other statutory or third sector provision.

Financial review

7.1 Incoming resources were £1,473,960 (2015-16: £1,745,641). Resources expended were £1,527,408 (2015-16: £1,896,389). Total funds at 31 March 2017 were £704,387 (2015-16: £757,835) with an overall deficit for the year of £53,448 (2015-16: £150,748). The Renewal Programme's unrestricted reserves decreased to £693,106 from £734,820. Restricted reserves at 31 March 2017 were £11,281.

7.2 The trustees anticipated making a loss during 2016-17 as we work to complete changes in the charity to put us on a more resilient financial footing going forwards, but have succeeded through tight cost controls to achieve a smaller loss than anticipated. In particular, there are some one-off costs this year that arise from those changes, which contribute towards the loss for the year:

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- Two months' costs of running Woodgrange Learning Centre whilst the building was emptied and closed down, without the benefit of hall hire income for those two months
- Redundancy costs during the year of £3,044 relating to reconfiguring and reducing the staff level in the Youth Service as part of delivering our new 2-year contract with London Borough of Newham which started in December 2016.

7.3 The charity has continued to find itself in a position in some instances where contracts or grants are finishing, staff have been consulted with and redundancy arrangements made, but then very late in the day news comes that funding is to start again. This lack of clarity and extended periods of uncertainty continue to give rise to staff uncertainty and redundancy costs which could be avoided if funding news were received earlier.

7.4 Significant changes to the charity's finances during the year were as follows:

- Just prior to the start of the year we recruited a new Funding and Activities Manager for our Refugee and Migrant Service. The aim of the role was to increase fundraising income for the service. There was mixed success during the year with good progress in some areas (such as developing improved data collection and partnership working) but less success in growing grant funding income.
- Our Carers Rights Service contract with London Borough of Newham ended on 31 March 2017. After an agonising period of uncertainty, London Borough of Newham eventually decided in April 2017 to extend the contract for a further year whilst they explore their preferences for the shape of the contract in future.
- Our Youth contract with London Borough of Newham finished on 30 September 2016 and eventually in October 2016 we heard that we had been successful in our share of the bid to provide youth services as part of the Youth Provide Partnership. The new 2-year contract started in December 2016.

7.5 Throughout the period, the charity's operations continued to be reviewed with the aim of generating income, controlling expenditure, and managing cash flow effectively. Financial procedures and reports were also implemented to monitor the performance of key operations.

7.6 The cash reserves built by the sale of Palmerston Road in the previous year mean that the charity is able to continue as a going concern despite making operating losses in the last 3 years.

7.7 The charity does not have liabilities arising from and does not operate a defined benefit pension scheme for its staff.

7.8 The charity does not currently have an investment strategy, other than to hold surplus funds in a deposit account with a High Street bank.

Principal risks and uncertainties

8.1 The Board of Management (trustees) and Senior Management Team have undertaken a thorough assessment of the risks faced by the organisation and, explored mitigation of the risks identified. Our priority risk remains managing financially, along with a focus on health and safety

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and welfare of our service users, staff and volunteers. Elsewhere, the trustees have been satisfied that systems and procedures to manage risks have been adopted. The risk register is reviewed at least bi-annually. The trustees have also participated in facilitated away days as part of the assessment process.

8.2 Specific risks the trustees have considered and concluded are high-risk areas:

- Having sufficient income and keeping costs low. This has been a prime focus during the period and the Trustees are satisfied the charity has been making the tough but necessary decisions to achieve this change. Having previously focused on cost cutting, the Trustees have turned to focus on specific investments to improve future income, such as website and social media.
- Health and Safety of service users, staff and volunteers as well as the general public using our facilities. Although some of the older and more challenging of the charity's properties have now been disposed of, the focus on maintaining our buildings and keeping our staff and service users safe continues to draw significantly on our resources. The involvement of Park City as our HR and Health and Safety advisers has been extremely positive and useful.
- Reliance on London Borough of Newham as a funder and managing uncertainties around contracts and interest in buildings. The Chief Executive has continued to seek to build relationships with senior figures at the Council, sharing a speaking platform with the Council's Chief Executive and Chief Operating Office, as well as building a positive relationship with the head of Children and Young People's services.
- Seeking ways to make RAMP financially sustainable. As set out above, the trustees have made a clear decision to support RAMP because of the importance of the service to the people of Newham, and have agreed to a new model of service delivery but the funding for this remains challenging.

Reserves policy and going concern

9.1 The Board aims to hold three to six months' expenditure equivalent to between £400,000 and £800,000 as current assets within unrestricted reserves, in accordance with the charity's Reserves Policy. At the year-end there were unrestricted reserves of £693,106.

9.2 The reserve held is required to meet potential entitlements to severance pay if that were to crystallise at the current time, plus the cost of fulfilling contracts for utilities, rent etc. during the notice period required at the charity's properties. Ensuring there are sufficient funds to cover severance pay is essential due to the risk that contracts could come to an end and not be renewed, plus allowing the time to manage an orderly consultation period and exit for staff. The Board has continued with its strategy of funding RAMP from reserves as there is insufficient income to fully cover the cost of the service, but the Board believes it is an important service for the people of Newham.

9.3 The Board aims to maintain unrestricted reserves at the current time to improve resilience in the event of crystallisation of risks with abnormal impact, such as loss of a major contract for services.

Plans for the future

10.1 Our current strategy includes the following:

- Now we have reshaped and refocused the charity at a lower level of turnover and activity, our focus is on preserving and maintaining current income streams for our advice and advocacy work, training and housing services. We have not therefore pursued income for services which are outside our current range of services.
- Grow our income base for our existing services where possible, in particular growing our income from grant and local fundraising. We have had some success in this area, in particular the City Bridge Trust funding for our older ladies English class.
- We continue to ensure our back office and overhead costs are streamlined to reflect more reasonably the reduced size of the organisation.
- Grow our fundraising income, particularly from community fundraising and grant income.

10.2 The Board do not expect the charity to grow its overall scale, but expect the income and service capacity of the charity to settle at current levels, where our focus will be on ensuring we generate enough income to cover our costs going forward. The Board believes this provides a sustainable capacity for which funding can be sought in future and provides resilience against the risk of further reductions in funding for major contracts for services, particularly those held with London Borough of Newham. This approach allows the focus to be on sustaining the existing services and ensuring that the services are of the best quality.



Figure 4 Our Youth services summer programme is delivered through a grant from East End Community Foundation

Newham Community Renewal Programme

Trustees' annual report

For the year ended 31 March 2017

12.3 The strategy for improving resilience and growing income has the following features:

- The charity's income from contracts with London Borough of Newham, excluding housing benefit income, was 44% of the charity's income for the year to 31 March 2017. The trustees feel this provides the charity with some mitigation of being reliant on a single funder.
- The Renewal Programme Chief Executive has been collaborating with other charity chief executives in Newham to develop a format for charities to make joint bids for tenders and grants. Considerable progress has been made over the year and at the time of this report, a formal structure is being put in place based on a successful model used in a nearby Borough.
- The charity has been successful in securing a grant for a new website which is under development subsequent to the year end. Although the ongoing running costs of the new website are high, the website offers a considerable number of features which should assist with growing community fundraising, and in particular offers the charity its first opportunity to receive online donations.
- The charity appointed a Digital Apprentice in April 2017 who is already making good inroads in growing the charity's social media presence. This is a key part of the charity's strategy to grow awareness and community fundraising income.
- We are excited to be approached by Nationwide Building Society subsequent to the year end to develop a funding and volunteering partnership with their local branches.

12.4 We developed a vision for 2020 as part of our work on Mission, Vision and Values, the three key areas of focus are

Our Vision for 2020

1. To make a measurable impact on the lives of more people in Newham
2. To do more with less by improving our effectiveness
3. To achieve a balanced budget by 2019–2020, with diverse funding sources.

Structure, governance and management

Newham Community Renewal Programme ("The Renewal Programme") is a company limited by guarantee and a registered charity. The company was incorporated on 31 August 1977 and registered as a charity on 5 June 1978. The objects of the Renewal Programme are set out in its governing instrument, the Memorandum and Articles of Association, as modified by the Companies Act 2006.

The governing body of the Renewal Programme are the trustees, known as the Board of Management (Board); members of the Board are non-executive and unpaid. The Board meets ten times a year and retains full and effective control over the company; it monitors the performance of senior management and reviews the quality, effectiveness and timeliness of information

Newham Community Renewal Programme

Trustees' annual report

For the year ended 31 March 2017

provided by the senior management. It takes the lead in major strategic decisions and has ultimate responsibility for the conduct and financial stability of the Renewal Programme. For the purposes of the Companies Act, the Board of Management is considered to be the Board of Directors of Newham Community Renewal Programme Ltd. Members of the Board are considered to be the Directors.

The Board may consist of not more than 20 members. Members are appointed for a term of 3 years. Every year, the longest serving one third of members must retire but are eligible for re-election.

Trustees may reasonable claim out of pocket expenses incurred such as for travel or training courses.

The Board is responsible for:

- Defining the ethos and direction of the Renewal Programme;
- Setting and monitoring Renewal Programme policies;
- Employing all staff, including recruitment and staff development;
- Leasing or purchasing all premises used by the Programme;
- Applying for grants and holding funds, holding of contracts;
- Approving budgets and work plans for each area of work; and
- Appointing and monitoring the work of each of its sub-committees.

The Board delegates the management of the company to the Senior Management Team which comprises the Chief Executive – Ruth Bravery and the Directors – Louise Vera and Shirley Barber (The titles of senior managers may include the word ‘director’ although these individuals are not Directors of the Renewal Programme under the Companies Act).



Figure 5 Young people enjoying table tennis at our Katherine Road youth session

Appointment of trustees

New trustees are recruited either by word of mouth, advertisement or via East London Business Alliance which is an organisation engaged in matching business volunteers with charities in the area. All prospective trustees are invited to attend a meeting of the Board as observers, spend some time with the Chief Executive and are taken on a tour of the Renewal Programme before being formally asked to become members of the organisation and of the Board.

In April 2017 we were very sorry to say goodbye of our long standing trustee and Chair Mark Spencer Ellis, whose tireless commitment and dedication to The Renewal Programme through thick and thin has been remarkable. A calming, steadfast hand on the tiller, Mark consistently reminded us why we are here and the purpose we are to serve, and took great pleasure in seeing lives transformed. We thank Mark enormously for his sterling service, and for helping to ensure The Renewal Programme is still here today.

Following a successful formal recruitment exercise, we are delighted to welcome Martha Foley to become a trustee and join our Board as Chair. A one-time local resident, Martha is bringing us a wealth of business leadership experience combined with a sense of fun. We are grateful to Martha for taking up the responsibility of the Chair role. We were also delighted to welcome James Beckles as a new trustee to the Board and were thrilled he agreed to join us, but sadly James decided to step down to pursue his political ambitions, with a General Election being called.

Trustee induction and training

Trustees are kept regularly informed of suitable training offered from a range of organisations including Sayer Vincent, BWB legal firm and NCVO amongst others, covering a wide range of subjects such as legal, finance and trustee responsibilities. Trustees are able to recover their cost of travel and the course fee.

Related parties and relationships with other organisations

The charity does not have any related or subsidiary undertakings. The charity is a member of the Youth Provider Partnership Community Interest Company through which the charity operates in partnership with 5 other local charities to deliver the contract for youth services across the London Borough of Newham.

Remuneration policy for key management personnel

The charity operates according to a pay scale that was implemented in 2011-12. The charity implemented a 1% rise in April 2017 for staff. The charity also aspires to be a London Living Wage employer and has planned to make this change over a 2-year period. The first step, to make a minimum pay rate of £9.00 an hour was also implemented on 1st April 2017, and our lowest paid staff had their pay moved up to this level. The charity does not operate any kind of performance

pay arrangement. The salary of the Chief Executive on appointment was set at £70,000 by the Board having reviewed salaries for Chief Executives in similar organisations.

Employee information

During the year staff were individually consulted about changes to their role where there was a risk that the change may result in redundancy. Where possible, staff were found alternative roles elsewhere in the charity, and this was possible on some occasions.

All staff were invited to workshops to discuss the charity's Mission, Vision and Values in October 2016. The workshops were very positive, full of energy and revealed a deep alignment in people's view on what the charity is here for. We identified the values by which we want to work and act with each other and the people we serve:

Our Values

Understanding the uniqueness of the people we support, keeping them central to our focus
Treating each other with fairness, dignity and respect, without discriminating, judging or blaming
To be professional, confidential and objective when working with our service users
To be kind, empathetic, compassionate and empower people, but avoid creating dependency
To work as a team within the organisation, and partner with others, so we can provide support to the best of our abilities
Taking responsibility and being accountable for our actions

Funds held as custodian trustee on behalf of others

There are no funds held as a custodian on behalf of others. The charity does support our beneficiaries to make applications for personal welfare grants to other organisations. If these are paid to The Renewal Programme bank account, they are paid directly and immediately to the beneficiaries in question.

Fundraising Governance

The Renewal Programme does not have a fundraising department or any staff dedicated to fundraising activity. Rather, the task of fundraising sits with each senior manager as part of their overall responsibility for delivering and funding their services. In past years, the focus has been on securing contracts or grants from the local authority and grant funding bodies. The charity has been fortunate to have long standing support from a number of churches both in Newham and much further afield, who have freely given financial support to the charity for many years.

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As part of the charity's future plans, a greater focus on community fundraising is now required in order to ensure the charity has a sustainable flow of income from a variety of sources. As the focus on fundraising is growing, the charity has looked to ensure that governance is in place support this future growth of activity.

To this end, in the summer of 2017, the charity has registered with the new Fundraising Regulator and has reviewed or developed policies around Donations, Complaints, Data Protection and Trustee Recruitment. The initial focus of the charity's fundraising efforts will be through the new website under development and social media. The priority governance focus at this stage is Data Protection to meet the requirements of both the Fundraising Regulator and the EU legislation that will apply from 2018.

The charity has not worked with a third party fundraising and has not received any fundraising complaints during the period.

Statement of responsibilities of the trustees

The Board members (who are also trustees and directors of Newham Community Renewal Programme for the purposes of company law) are responsible for preparing the report of the Board of Management and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation

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

In so far as the Board of Management are aware:

- There is no relevant audit information of which the charitable company's auditors are unaware

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- The Board members 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

The Board members are responsible for the maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2017 was 9 (2016: 12). The trustees are members of the charity but this entitles them only to voting rights. The trustees have no beneficial interest in the charity.

Auditors

Sayer Vincent LLP were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Board of Management on 6th November 2017 and signed on its behalf by

Martha Foley
Chair

Jonathan Griffiths
Treasurer

Independent auditors' report

To the members of

Newham Community Renewal Programme

Independent auditor's report to the members of Newham Community Renewal Programme.

Opinion

We have audited the financial statements of Newham Community Renewal Programme (the 'charitable company') for the year ended 31 March 2017 which comprise the statement of financial activities, balance sheet, statement of cash flows and notes to the financial statements, including a summary of 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 financial statements:

- Give a true and fair view of the state of the charitable company's affairs as at 31 March 2017 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
- 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 where:

- 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 trustees' annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for

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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' annual report for the financial year for which the financial statements are prepared is consistent with the financial statements
- 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 charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in 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 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 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 set out in the trustees' annual report, 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

Independent auditors' report

To the members of

Newham Community Renewal Programme

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

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.

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.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw

Independent auditors' report

To the members of

Newham Community Renewal Programme

attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Joanna Pittman (Senior statutory auditor)

7 November 2017

for and on behalf of Sayer Vincent LLP, Statutory Auditor

Invicta House, 108-114 Golden Lane, LONDON, EC1Y 0TL

Newham Community Renewal Programme Ltd

Statement of Financial Activities (incorporating an income and expenditure account)

For the year ended 31st March 2017

	Note	Restricted revenue funds £	Unrestricted funds £	2017 Total £	2016 Total £
Income					
<i>Income from generated funds</i>					
Donations and Legacies		-	14,167	14,167	13,292
Other Trading Activities		-	2,562	2,562	1,599
<i>Income from charitable activities</i>					
RP Training and Education	2	16,154	265,369	281,523	312,974
RAMP		55,320	6,574	61,894	93,192
RP Housing Services		-	599,197	599,197	720,881
Newham Carers' Network		103,601	195,457	299,058	301,297
RP Youth Services		27,214	96,744	123,958	134,919
Community Facilities		-	91,601	91,601	153,171
<i>Other Income - Surplus on disposal / write down of fixed assets</i>		-	-	-	14,316
Total income		202,289	1,271,671	1,473,960	1,745,641
Expenditure					
<i>Expenditure on raising funds</i>					
		-	1,691	1,691	3,185
<i>Expenditure on charitable activities</i>					
RP Training and Education		14,771	211,506	226,277	344,292
RAMP		55,320	43,384	98,704	108,635
RP Housing Services		-	646,758	646,758	730,610
Newham Carers' Network		112,462	194,636	307,098	328,403
RP Youth Services		31,470	110,912	142,382	126,344
Community Facilities			104,498	104,498	254,920
Total expenditure	3	214,023	1,313,385	1,527,408	1,896,389
Net (expenditure) before transfers between	6	(11,734)	(41,714)	(53,448)	(150,748)
Transfers between funds		-	-	-	-
Net (expenditure)		(11,734)	(41,714)	(53,448)	(150,748)
Funds at 1 April 2016		<u>23,015</u>	<u>734,820</u>	757,835	908,583
Funds at 31 March 2017	12	11,281	693,106	704,387	757,835

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the financial statements.

Balance sheet

As at 31st March 2017

	Note	2017 £	2016 £
Fixed assets			
Tangible fixed assets	9	8,228	3,377
		<u>8,228</u>	<u>3,377</u>
Current assets			
Debtors	10	162,854	226,803
Cash at bank and in hand		751,000	835,527
		<u>913,854</u>	<u>1,062,330</u>
Creditors: amounts due within one year	11	(217,695)	(307,872)
Net current assets		<u>696,159</u>	<u>754,458</u>
Net assets		<u>704,387</u>	<u>757,835</u>
Funds			
Restricted funds		11,281	23,015
Unrestricted funds			
General		693,106	734,820
		<u>704,387</u>	<u>757,835</u>
Total funds	12,13	<u>704,387</u>	<u>757,835</u>

Approved by the Board of Management on 6 November 2017 and signed on its behalf by

Martha Foley
Chair

Jonathan Griffiths
Treasurer

Newham Community Renewal Programme Ltd
Company no. 1327924
Statement of Cashflows

For the year ended 31st March 2017

	2017 £	£	2016 £	£
Cash flows from operating activities:				
Net income/(expenditure) for the year	(53,448)		(150,748)	
Adjustments for:				
Depreciation charges	3,524		32,261	
Loss/(profit) on sale of fixed assets	-		(385,464)	
Loss on write down of fixed assets	-		371,148	
(Increase)/decrease in debtors	63,949		164,235	
Increase/(decrease) in creditors	(90,177)		55,166	
Net cash provided by (used in) operating activities		(76,152)		86,598
Cash flows from investing activities:				
Proceeds from the sale of property, plant and equipment	-		595,744	
Purchase of tangible fixed assets	(8,375)		-	
Net cash provided by (used in) investing activities		(8,375)		595,744
Change in cash and cash equivalents in the year		(84,527)		682,342
Cash and cash equivalents at the beginning of the year		835,527		153,185
Cash and cash equivalents at the end of the year		751,000		835,527

1. Accounting policies

a) Convention

These financial statements have been prepared in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102). The Charity is a public benefit entity for the purposes of FRS 102 and therefore has also prepared the financial statements in accordance with the 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 (The FRS 102 Charities SORP 2015), the Charities Act 2011 and the Companies Act 2006.

The trustees have assessed whether the use of the going concern basis is appropriate and have considered possible events or conditions that might cast significant doubt on the ability of the Charity to continue as a going concern. The trustees have made this assessment for a period of at least one year from the date of approval of the financial statements. In particular the trustees have considered the Charity's forecasts and projections. After making enquiries the trustees have concluded that there is a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. The Charity therefore continues to adopt the going concern basis in preparing its financial statements.

b) Donations and Legacies

Donations, legacies and gifts are included in full in the statement of financial activities when receivable. Volunteer time is not included in the financial statements.

c) Grants and Commissioned Services income recognition

Income from grants and commissioned services is recognised in full in the statement of financial activities in the year in which the income is receivable.

d) Rental income recognition

Rental income is included in full in the statement of financial activities when receivable. Contractual and fee income is recognised in the financial statements to the extent that entitlement had been earned at the year end through performance of the contract.

e) Deferred income

Where unconditional entitlement to income receivable is dependent upon fulfilment of conditions within the charity's control, the incoming resources are recognised when there is sufficient evidence that conditions will be met. Where there is uncertainty as to whether the charity can meet such conditions the incoming resource is deferred.

f) Expenditure

Expenditure is recognised in the period in which it is incurred. Expenditure includes attributable VAT which cannot be recovered.

Expenditure is allocated to the particular activity where the cost relates directly to that activity. Support costs include the salary and overhead costs not directly related to the charitable activity and Governance costs are the costs associated with the governance arrangements of the charity. These costs are associated with constitutional and statutory requirements and include any costs associated with the strategic management of the charity's activities. Support costs and Governance costs are allocated to the charitable activities in proportion to direct staff costs as follows:

	2017
RP Training and Education	17%
395	8%
RAMP	6%
RP Housing Services	31%
Newham Carers' Network	27%
RP Youth Services	11%
	<u>100%</u>

Expenditure on raising funds relate to the costs incurred by the charitable company in raising funds for the charitable work.

1. Accounting policies (continued)

g) Depreciation

Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Furniture, fixtures and fittings	20% straight line
Office equipment	25% straight line
Freehold property	2% straight line
Leasehold property	over the life of the lease

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

h) Restricted funds

Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.

i) Unrestricted funds

Unrestricted funds are donations and other income receivable or generated for the objects of the charity.

j) Reserve transfers

Transfers from general to restricted funds are made to cover funding shortfalls on restricted activities.

k) Leased assets

Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities on a straight line basis over the length of the lease.

l) Pension scheme

The charitable company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charitable company in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charitable company to the fund. The charitable company has no liability under the scheme other than for the payment of those contributions.

m) Donated goods

Donated goods represent assets donated for distribution or use by the charity. Assets given for distribution are recognised as incoming resources only when distributed. Assets given for use by the charity are recognised when receivable. Donated goods are valued at the amount actually realised from the disposal of the assets or at the price the charity would otherwise have paid for the assets.

n) Financial Instruments

Financial assets such as cash and debtors are measured at their present value of the amounts receivable, less an allowance for the expected level of doubtful receivables. Financial liabilities such as trade creditors, loans and finance leases are measured at the present value of the obligation. An equity instrument is any contract that evidences a residual interest in the assets of the charity after deducting all of its liabilities.

1. Accounting policies (continued)

o) Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered.

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

p) 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. Cash balances exclude any funds held on behalf of service users.

q) 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.

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 bank loans which are subsequently measured at amortised cost using the effective interest method.

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

2. Income from charitable activities

Restricted income

	RAMP	Newham Carers' Network	RP Youth Services	RP Training and Education	2017	2016
	£	£	£	£	£	£
Albert Hunt Trust	3,000	-	-	-	3,000	72,819
Big Lottery Fund	-	87,896	-	-	87,896	-
Bonny Downs	-	-	-	-	-	18,570
95.8 Capital FM Help a Capital Child Carers' Trust	-	-	15,489	-	15,489	-
City Bridge Trust	-	15,705	-	-	15,705	-
East End Community Foundation	-	-	10,600	-	10,600	8,300
GlassPool Charitable Trust	-	-	-	-	-	570
Jack Petchey Foundation	-	-	1,125	-	1,125	1,500
London Catalyst	-	-	-	14,550	14,550	5,000
London Over the Border Council	10,000	-	-	1,604	11,604	13,300
Mary Curtis Maternity Charity	-	-	-	-	-	600
Society of the Sacred Heart	30,000	-	-	-	30,000	30,000
Seedbed Christian (Transform Newham)	-	-	-	-	-	7,500
South West Ham Child Society	5,700	-	-	-	5,700	19,620
Souter Charitable Trust	3,000	-	-	-	3,000	-
The Church Welfare Association	-	-	-	-	-	3,000
The Methodist Church	620	-	-	-	620	800
St Anthony Padua	-	-	-	-	-	2,800
Other (Welfare Grants below £500)	3,000	-	-	-	3,000	7,918
Total restricted income	55,320	103,601	27,214	16,154	202,289	212,487

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

2. Income from charitable activities (continued)

Unrestricted income

	RAMP £	Newham Carers' Network £	RP Youth Services £	RP Training and Education £	RP Housing £	Community Facilities £	2017 £	2016 £
London Borough of Newham	-	185,657	96,744	229,890	141,521	-	653,812	753,662
Fee Income & Other Income	4,040	9,800	-	29,882	457,676	84,121	585,519	730,590
Chapter 1	-	-	-	-	-	-	-	19,445
Donations - Individuals and organisations	2,534	-	-	1,200	-	7,480	11,214	250
Other	-	-	-	4,397	-	-	4,397	-
Total unrestricted income from charitable activities	6,574	195,457	96,744	265,369	599,197	91,601	1,254,942	1,503,947
Voluntary Income							14,167	13,292
Fee income							2,562	1,599
Profit / (loss) on sale and write down of fixed assets							-	14,316
Total unrestricted income from raising funds							16,729	29,207
Total unrestricted income							1,271,671	1,533,154

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

3. Total Expenditure

	Cost of Raising funds £	Corporate services £	RP Training and Education £	RAMP £	RP Housing Services £	Newham Carers' Network £	RP Youth Services £	Community Facilities £	2017 £	2016 £
Staff costs (note 4)	1,691	117,673	117,354	39,031	220,002	192,710	81,440	57,676	827,577	934,698
Project costs										
Activities & other	-	2,010	13,582	22,611	210,414	12,725	12,282	3,421	277,045	314,787
Consultancy & outsource costs	-	45,480	-	-	-	450	467	-	46,397	61,766
Bad debt expense	-	-	-	-	57,302	-	-	-	57,302	38,122
Maintenance & repairs	-	-	864	-	1,150	125	-	-	2,139	58
Publicity & subscriptions	-	2,851	1,247	-	-	1,511	167	1,725	7,501	2,680
Nursery costs	-	-	-	-	14	-	-	-	14	-
Overheads										
Office costs	-	81,944	1,099	293	1,979	2,801	1,624	1,580	91,320	149,781
Premises cost	-	25,248	43,774	21,000	66,536	18,815	13,500	16,795	205,668	349,041
Depreciation	-	2,112	946	-	360	106	-	-	3,524	32,261
Legal expenses	-	-	-	-	121	-	-	-	121	3,593
Audit fees	-	8,800	-	-	-	-	-	-	8,800	9,600
	1,691	286,118	178,866	82,935	557,878	229,243	109,480	81,197	1,527,408	1,896,389
Allocation*	-	(286,118)	47,411	15,769	88,880	77,855	32,902	23,301	-	-
Expenditure	1,691	-	226,277	98,704	646,758	307,098	142,382	104,498	1,527,408	1,896,389

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

4. Staff costs

The average number of employees calculated during the year was:

	2017 No.	2016 No.
RP Training and Education	9	10
RAMP	1	1
RP Housing Services	12	11
Newham Carers' Network	8	7
RP Youth Services	10	11
Community Facilities	7	9
Corporate Services	2	5
	<u>49</u>	<u>54</u>

Staff costs in respect of the above employees were as follows:

	2017 £	2016 £
Salaries and wages	678,784	761,461
Social security costs	36,815	56,740
Pension contributions	20,691	26,142
Agency & temporary staff costs	51,716	38,753
Recruitment costs	1,232	699
Redundancy costs	2,147	36,755
Staff training and welfare	16,479	5,078
HR Support	16,591	5,885
Volunteer expenses	3,122	3,185
	<u>827,577</u>	<u>934,698</u>

One employee earned between £60,000 - £70,000 during the year (2016 – one).
The employer pension contributions for this employee were £1,750 (2016 - £1,750).

The key management personnel of the Charity comprise the Chief Executive and the directors. The total employee benefits of the key management personnel of the Charity were £169,121 (2016: £164,204)

5. Board of Management expenses

One board member received reimbursement of expenses related to training of £145 during the year (2016: NIL)

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

6. Net outgoing resources for the year

This is stated after charging:

	2017 £	2016 £
Profit on disposal of fixed assets	-	385,463
Loss on Write Down	-	(371,147)
Depreciation	3,524	32,261
Auditors' remuneration (net of VAT)		
▪ for audit work	8,000	8,000
Operating lease rental:		
▪ property	52,500	66,400
▪ other	31,210	11,795
	31,210	11,795

7. Pension costs

The charity operates a defined contribution pension scheme. The scheme and its assets are held by independent managers. The pension charge represents contributions due from the charity and amounted to £20,691 (2016: £26,142). The charity has no liability other than to pay over contributions.

8. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes

9. Fixed assets

	Leasehold property £	Office Equip & Fixtures and Fittings £	Total £
Cost			
At 1 April 2016	660,212	90,776	750,988
Additions in year	-	8,375	8,375
At 31 March 2017	660,212	99,151	759,363
Depreciation			
At 1 April 2016	660,212	87,399	747,611
Charge for the year	-	3,524	3,524
At 31 March 2017	660,212	90,923	751,135
Net book value			
At 31 March 2017	-	8,228	8,228
At 31 March 2016	-	3,377	3,377

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

10. Debtors

	2017 £	2016 £
Supported housing rent arrears	50,991	55,289
Trade debtors	21,062	18,300
Other debtors	658	657
Prepaid expenses	31,681	98,049
Accrued income	58,462	54,508
	<u>162,854</u>	<u>226,803</u>

11. Creditors: amounts due within 1 year

	2017 £	2016 £
Trade creditors	66,890	126,919
Accrued expenses	85,398	114,991
Deferred income	28,622	13,636
Taxation and social security	13,521	16,115
VAT	3,723	21,849
Other creditors	19,541	14,362
	<u>217,695</u>	<u>307,872</u>

12. Movements in funds

2017	1 April 2016 £	Income £	Expenditure £	31st March 2017 £
Restricted funds				
Revenue funds:				
RAMP	-	55,320	(55,320)	-
Newham Carers' Network	10,827	103,601	(112,462)	1,966
RP Youth Services	12,188	27,214	(31,470)	7,932
RP Training and Education	-	16,154	(14,771)	1,383
RP Housing	-	-	-	-
Total restricted funds	<u>23,015</u>	<u>202,289</u>	<u>(214,023)</u>	<u>11,281</u>
Unrestricted funds				
General funds	734,820	1,271,671	(1,313,385)	693,106
Total unrestricted funds	<u>734,820</u>	<u>1,271,671</u>	<u>(1,313,385)</u>	<u>693,106</u>
Total funds	<u>757,835</u>	<u>1,473,960</u>	<u>(1,527,408)</u>	<u>704,387</u>

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

12. Movements in funds (continued)

2016	1 April 2015	Income	Expenditure	Transfer	31st March 2016
	£	£	£		£
Restricted funds					
Capital funds:					
Property fund	611,386	-	(29,735)	(581,651)	-
NCN Big Lottery capital	222	-	(222)	-	-
Revenue funds:					
RAMP	1,644	83,308	(84,952)	-	-
Newham Carers' Network	6,427	93,009	(88,609)	-	10,827
RP Youth Services	15,043	28,370	(31,225)	-	12,188
RP Training and Education		4,800	(4,800)	-	-
RP Housing	-	3,000	(3,000)	-	-
Total restricted funds	634,722	212,487	(242,543)	(581,651)	23,015
Unrestricted funds					
General funds	273,861	1,533,154	(1,653,846)	581,651	734,820
Total unrestricted funds	273,861	1,533,154	(1,653,846)	581,651	734,820
Total funds	908,583	1,745,641	(1,896,389)	-	757,835

12. Movements in funds (continued)

Purposes of Restricted Funds

Property

This fund in the prior year represented the net book value of tangible fixed assets purchased using restricted funding and the unspent funding received for future capital works. The property was disposed of in the prior period and there were no restrictions on the proceeds and therefore the fund balance was transferred to unrestricted funds.

Refugee & Migrant Project (RAMP)

This is a series of funds that provide advocacy and support services to refugees, asylum seekers and others. The grant from London Over The Border is to purchase fresh fruit and vegetables for families supported via our Food Bank. The grant from The Society of The Sacred Heart is to pay for salaries for our Refugee and Migrant Project.

Newham Carers' Network

Funding from Carer's Trust funds emotional support to the families of 30 young carers and funding from The Big Lottery focuses on carer's physical and mental wellbeing.

Renewal Programme Youth Services

Funding from Jack Petchy provides equipment and support for young people using our Youth Service and East End Community Foundation funded a summer programme for young people in Newham. The funding for East Ham Active in association with Bonny Downs funds activities to keep people of all ages active, focused on people who would generally not use sports facilities.

RP Training and Education

The City Bridge Trust grant is to provide informal volunteer lead classes for older ladies so that they may learn English and improve their ability to engage with the wider community.

The London Over The Border grant is to fund English for Speakers of Other Languages (ESOL) classes for members of the community through local churches.

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

13. Analysis of net assets between funds

	Restricted revenue funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	8,228	8,228
Current assets	11,281	902,573	913,854
Creditors: Amounts falling due within one year	-	<u>(217,695)</u>	<u>(217,695)</u>
Net assets at 31 March 2017	<u>11,281</u>	<u>693,106</u>	<u>704,387</u>

Prior year

	Restricted revenue funds £	Unrestricted funds £	Total funds £
Tangible fixed assets	-	3,377	3,377
Current assets	23,015	1,039,315	1,062,330
Creditors: Amounts falling due within one year	-	<u>(307,872)</u>	<u>(307,872)</u>
Net assets at 31 March 2016	<u>23,015</u>	<u>734,820</u>	<u>757,835</u>

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

14. Related party transactions

There was 1 related party transaction in the year to 31 March 2017 (2016: 1).

Trevor Bravery is married to Ruth Bravery, the CEO of the Renewal Programme. During the year payments totalling £1,251 (2016: £800) were paid to Trevor Bravery at an arms length basis for services provided.

Aggregate donations from related parties were £174 (2016: £134).

The charity is a member of the Youth Provider Partnership Community Interest Company (a company limited by guarantee) through which the charity operates in partnership with 5 other local charities to deliver the contract for youth services across the London Borough of Newham.

15. Operating lease commitments

The charity's total future minimum lease payments under non-cancellable operating leases is as

	2017	2016
	£	£
Equipment		
Less than one year	31,210	11,795
One to two years	33,697	9,040
	64,907	20,835
Property		
Less than one year	52,500	66,400
Two to four years	157,500	199,200
More than five years	183,750	359,033
	393,750	624,633
Total	458,657	645,468

Newham Community Renewal Programme Limited

Notes to the financial statements

For the year ended 31st March 2017

17. Prior Year SOFA	Restricted capital funds £	Restricted revenue funds £	Unrestricted funds £	2016 Total £
Income				
<i>Income from generated funds</i>				
Donations and Legacies	-	-	13,292	13,292
Other Trading Activities	-	-	1,599	1,599
<i>Income from charitable activities</i>				
RP Training and Education	-	4,800	308,174	312,974
RAMP	-	83,308	9,884	93,192
RP Housing Services	-	3,000	717,881	720,881
Newham Carers' Network	-	93,009	208,288	301,297
RP Youth Services	-	28,370	106,549	134,919
Community Facilities	-	-	153,171	153,171
<i>Other Income - Surplus on disposal / write down</i>	-	-	14,316	14,316
Total income	-	212,487	1,533,154	1,745,641
Expenditure				
<i>Expenditure on raising funds</i>				
	-	-	3,185	3,185
<i>Expenditure on charitable activities</i>				
RP Training and Education	26,408	4,800	313,084	344,292
RAMP	-	84,952	23,683	108,635
RP Housing Services	3,549	3,000	724,061	730,610
Newham Carers' Network	-	88,609	239,794	328,403
RP Youth Services	-	31,225	95,119	126,344
Community Facilities	-	-	254,920	254,920
Total expenditure	29,957	212,586	1,653,846	1,896,389
Net (expenditure) before transfers between funds	(29,957)	(99)	(120,692)	(150,748)
Transfers between funds	(581,651)	-	581,651	-
Movement in funds	(611,608)	(99)	460,959	(150,748)
Funds at 1 April 2015	611,608	23,114	273,861	908,583
Funds at 31 March 2016	-	23,015	734,820	757,835

Newham Community Renewal Programme Ltd

We are extremely grateful to the following organisations, groups and individuals who have supported our work during 2016-2017:

A Ridout	All Saints Church
Bancroft's School	Carers' Trust
Beaconsfield Team Ministry Outside Giving	Catholic Womens League
Mr and Mrs Brooks	Clapton Ultras Football Club
C Burley	E Wambebe
Care4Calaise	Edith Kerrison Nursery
Christ Church Chelmsford	Essex School
City of London	Forest Gate vegetable market
Compassionate Act Outreach International Ltd	Four Square Gospel
Custom House Baptist Church	Friends of Forest Gate
D B Newlands	Full Gospel Church
East End Community Foundation Newham Giving Fund	Ghurdwara Neville Road
East London Business Alliance	Glasspool Charitable Trust
WJ & M Edwards	Godwin Junior School
F Brooke	Hartley Primary School
F Harman	His Church Charity
Forest Gate Women's Institute	Jack Petchy Foundation
Fraciscan Fraternity	Kay Rowe Nursery ,Forest Gate
Mr & Mrs Godrich	Keir Hardie Primary School
J L Powell	Lakeland Plastics
J Meadway	Loyola Prep School, Buckhurst Hill
JD&JA Brown	Mary Curtis Maternity Fund
John Lewis Partnership	Memorial Church, Plaistow
Mr & Mrs Jones	Minhaj-UI-Quran Masjid and Cultral Centre
JP Foundation	Muslim Bereavement Support Service
Kensington Primary School	Newham Deanery "On The Way" fund
London Borough of Newham Let's Get The Party Started Grant	Order of Friars, Stratford
London Over the Border	P Hill
Lord and Lady Jewkes	Ranelagh School
M Sharpe	St Angelas School, Forest Gate
Methodist Church Fund for Human Need	St Anthony Padua RC Church
National Zakat Foundation	St Bartholomew's East Ham
Nelson School	St Bonaventures school,Forest Gate
Order of Friars Minor, woodford Green	St Edwards School Green Street
Philips Church Plaistow	St Joachim's School
R and M O'Driscoll	St Johns Church, Stratford
S Okin	St Pauls and St James Church
Society of Sacred Heart	St Paul's Church East Ham
Souter Charitable Trust	St Saviours Church, Forest Gate
South West Ham Child Welfare Society	St Thomas and St Edwards Church, Waltham Abbey
St Barnabas Church	The Albert Hunt Trust
St Helen's Catholic Primary School	The Cooperative Forest Gate.
St Lukes Canning Town	The Methodist Church
St Martin's Church Plaistow	Transform Newham
St Mary's Pre-school East Ham	Ursuline Sisters
St Michael's Church, Manor Park	Vicarage Primary School
St Stephen's school	Wansteads Friends, Quakers
The Acholi Fellowship, St John's Church E15	Wesley Guild Brentwood Methodist Church
The Big Lottery	Woodford Wells Ecumenial Church
Winsor School	