



Annual Report and Unaudited Financial Statements

31st March 2016

Company Registration Number 06886781 (England and Wales)
Charity Registration Number 1143513

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The Trustees present their statutory report together with the financial statements of Woman's Trust for the year ended 31 March 2016.

This report has been prepared in accordance with Part 8 of the Charities Act 2011 and constitutes a directors' report for the purposes of company legislation.

The financial statements have been prepared in accordance with the accounting policies set out on pages 35 to 37 of the attached financial statements and comply with the charity's memorandum and articles of association, applicable laws and Accounting and Reporting by Charities: Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102), effective from accounting periods commencing 1 January 2015 or later.

Reference and administrative information

Trustees (at date of approval of the financial statements)	Sally Field (Chair) Helen Hayes (Vice Chair) Sophie Tredget (Secretary) Maya Rodriguez (Treasurer) Sharon Citrone Mary Dolson Mariam Kemple Hardy Naomi Mallick Linda McHugh
Chief Executive Officer	Heidi Riedel
Principal office	West End House 37 Chapel Street London NW1 5DP
Company registration number	06886781 (England and Wales)
Charity registration number	1143513
Accountant	Buzzacott LLP 130 Wood Street London EC2V 6DL
Bankers	CAF Bank Limited 25 Kings Hill Avenue King's Hill West Malling Kent ME19 4TA

Patron's statement Year to 31 March 2016



I am very pleased to be, once again, introducing Woman's Trust, a charity I have supported for a number of years. Woman's Trust does incredible work tackling the long term effects of domestic violence. I continue to support their work because this service is needed and valued by women in London.

Woman's Trust makes an incredible difference to many women's lives, helping them recover and giving them strength to be all they can be. On behalf of all their supporters, I thank all the volunteers and staff for being there for women who seek help, and giving them hope for their future.

Caprice Bourret, CEO By Caprice Products
Patron of Woman's Trust



I am a survivor of domestic violence. I could not believe that something like that could happen to someone like me. Woman's Trust was great. They gave me the chance to attend counselling so I could find the answers I was looking for, and understand the dynamics of domestic violence.

To any woman in a violent relationship, please seek help. I know it is possible to recover, to have a life after something so atrocious. Woman's Trust is there for you.

Marianna Zappi, singer songwriter
Ambassador for Woman's Trust

I am delighted to present our latest Woman's Trust Annual Report.

2015/16 has seen some exciting developments for Woman's Trust. In June, we left our much-loved home at the Lighthouse, and moved to Westminster. Our new offices are brighter, more spacious, and we have three dedicated counselling rooms and a group room. This means we can hold more sessions, workshops, and support groups in-house without needing to rent rooms.

The highlight of the year was our success in our Big Lottery bid for East London services, which we were able to re-open in January 2016. Our service now includes up to three crisis counselling sessions for clients who are waiting for their long term counselling to start. This addition is as a direct result of feedback from clients so we know it is much needed.

The continued success of our counselling, support groups and workshops is a testament to our staff and our wonderful volunteer counsellors. We had 1,043 referrals in the year; provided 3,675 counselling sessions; delivered 27 support groups; and 17 self-development workshops. Over 96% of our users rated the overall quality of our service good, very good, or excellent. 100% rated their satisfaction with our services as excellent.

Over the year, we have again increased the resources put into fundraising. We were successful both in bids for significant core funding, and funding for new projects or existing services including grants from some new funders. This year, we are delighted to say some corporate sponsors supported us with generous donations from Parallax Volatility Advisers, Blue Mountain Capital Partners and Artemis Capital Management.

We remain a service that is entirely reliant on our funders, and on our army of volunteers who selflessly give their time and expertise to us. I would like to give special thanks to all our friends and supporters who raised money for us this year, whether by attending our Fun Run, or by individual efforts. Every pound is important to our clients and helps us to help them.

We also pay tribute to our staff, who made the move to new premises successfully; who work tirelessly to support our clients; and whose professionalism shows in all they do.

This year, charities have come under an increasing spotlight for the way in which donors are treated, and for their financial management. We aim to always act ethically, and can reassure all of you that we maintain reserves of funding to support our work if at any point we do not raise sufficient money to continue our services.

I hope you take some time to read some of our client testimonials. They provide a real insight into how lives can be changed, and the resilience and strength that it takes to turn a life around.

Sally Field

Chair

Introduction to Woman's Trust

Our Vision

A world where women have the resources to prevent domestic violence damaging their futures.

Our Mission

To help any woman in London affected by domestic violence and abuse to overcome the mental and emotional harm and rebuild her life, by providing women-only, client-led counselling and support services.

What makes Woman's Trust special

Woman's Trust was one of the first organisations to recognise the need for services to address the long-term mental health damage of domestic violence: damage that needs more than a 'quick fix' of short term counselling, and that can persist or emerge many years after the immediate danger has passed. When we were founded in 1995, we were one of the first charities to offer person-centred counselling services, specifically to enable women affected by domestic violence to rebuild their lives beyond immediate crisis intervention and practical support services. There are three principles governing Woman's Trust's work, which together make it distinctive:

- ◆ we can be most effective where we enable women to make their own choices and decisions, in their own way, in overcoming the risk and damage caused by domestic violence;
- ◆ the services we provide should be accessible to all women affected by domestic violence, regardless of race, religion, class or culture; and
- ◆ we are expert in understanding the dynamics of domestic violence and its effects on women's lives.

Woman's Trust provides exceptional breadth, in being open to all women (subject to funding being available), and exceptional focus on our specific expertise of enabling women affected by domestic violence to rebuild their lives over the long term. Where specialised support would be beneficial, for example for people from a particular minority group, we work in partnership with specialist agencies rather than try to provide the additional specialism ourselves. This focus enables us to provide a high quality, committed, dedicated service that really does help women turn their lives around.

Woman's Trust is a women-only organisation. It is led by members of the community it was developed to serve: women who live or work in and around London.

Charitable objective

Woman's Trust's charitable objective is:

To relieve women and children who are being, or have been, affected by domestic abuse, through the provision of a counselling and support service.

Children have been included in our objects since April 2013. At present our service is provided directly to women only. There is extensive literature showing how addressing the mental health of a mother can be a significant relief to the children of an abusive relationship.

Overall aims and outcomes

Domestic abuse has or will affect one in four women in the UK. The psychological and emotional consequences of abuse, unaddressed, can last a lifetime. The primary aim of our service is to enable women to rebuild their lives. But there are also wider social consequences - women also often go on to return to employment or education or become more involved in their local communities after using our services; and they may make fewer demands on the NHS and social services. Whilst these are not the primary aim of our activities, they are important by-products and are part of the reason our service has been recognised as worth funding by so many organisations.

The services that we provide

We aim to tackle the emotional and psychological damage caused by abuse, by providing appropriate mental health services: specialist person-centred one-to-one counselling, support groups, and self-development workshops.

Woman's Trust services are delivered in a variety of community, family, health and voluntary sector locations and are co-ordinated from the Woman's Trust offices.

The charity places great importance on being accessible to all women. Monitoring shows we reach all segments of the community by:

- ◆ providing choice of times;
- ◆ counsellors from different ethnic minority groups;
- ◆ counselling in other languages;
- ◆ disabled access;
- ◆ publicising our service through front-line agencies and a diversity of community organisations, giving presentations in the community to raise awareness of the mental health effects of domestic abuse;
- ◆ developing partnership projects with agencies working with specific groups; and
- ◆ funding childcare and travel costs where we can.

How clients access our services

Clients are referred to us by many different organisations, and can self-refer. These organisations include Independent Domestic Violence Advocacy services (IDVA), other health services such as GP's and Improving Access to Psychological Therapies (IAPT), Social Services and refuges.

Number of clients	East	West	All
Counselling referrals	354	466	820
Workshop referrals	40	31	71
Support Group referrals	74	78	152
Total clients in 2015/2016	468	575	1,043

Total new referrals in 2014/2015: 939

Following referral, we provide an initial assessment for suitability for up to 18 weeks of counselling. This initial assessment provides a service in itself – to signpost to a wide range of back-up services delivered by other agencies to ensure women are supported in the best possible way with their practical needs (e.g. referral to advocacy services, housing, and legal advice).

Initial Assessment	East	West	All
Provided	364	526	890
Attended	190	276	466

Percentage of initial assessment attended in 2015/16: 52%

The initial session is followed by referral to a counsellor and/or workshop or support groups depending on the women's choice.

Counselling service

This is the cornerstone of Woman's Trust's service. Women referred to counselling will receive up to 18 weekly 50-minute one-to-one person-centred counselling sessions with a professional volunteer counsellor, trained to understand the specific dynamics and issues associated with domestic abuse.

The aim of counselling is to improve women's mental and emotional health – reducing depression, anxiety, post-traumatic stress, suicidal ideation, reliance on medication or other substances, and dangerously low self-esteem. Reducing these leads to improved physical health, better ability to make the right choices and take control of one's own life, better ability to function day-to-day and improved safety. This can represent a dramatic change in a woman's life, and also in the lives of any of her family members or dependents, in particular children.

Counselling service (continued)

Counselling Sessions	East	West	All
Provided	738	2,937	3,675
Attended	581	2,177	2,758

Percentage of attended sessions 2015/16: 75%

Workshops & Support Groups

Wherever funding and resources allow, Woman's Trust aims to offer groups and workshops as well as counselling. These complement counselling by helping to tackle isolation which is a common consequence of domestic abuse, give women social networks, providing practical life skills, and develop women's listening skills so they are able to provide good support to each other outside of Woman's Trust services. They may occur after counselling, to provide a practical follow-on, or before or instead of counselling for those women who do not feel ready or able to make the major commitment required for a course of counselling.

The one-day workshops are designed to help women with the practical and emotional fallout from Domestic violence. Topics include: "Keeping Safe", "The Effect of Domestic Violence on Children" and "Self-Esteem".

Provision in 2015/16

Workshop Participants	East	West	All
Provided (Bookings)	115	237	352
Attended	66	141	207
Attendance by Unique Clients	29	39	68

Percentage of workshop attendance 2015/16: 59%

Woman's Trust provided 17 workshops offered during four months: April 2015, January, February and March 2016.

Women share experiences in peer support groups delivered in different locations and times (morning or evening) to suit clients. The Support Groups are two hours in length and are provided once a week over a block of eight sessions.

Support Group Participants	East	West	All
Provided	226	306	532
Attended	178	258	436
Attendance by Unique Clients	63	83	146

Percentage of Support Group attendance in 2015/16: 82%

User involvement

Provision of client-led services is central to Woman's Trust ethos, therefore the needs of clients is at the core of the planning and development of services. Client consultation is a synergistic part of service development and client feedback is collected on an ongoing basis. We evaluate information from service exit questionnaires, an annual stakeholder survey and multiple annual focus groups and use this to inform planning and development.

Through these mechanisms we have collected a wealth of information from women on what they feel helps them, the challenges they face and the gaps they see. Focus groups have proved key in exploring issues further and devising ways forward.

In addition to 136 exit questionnaires from women who accessed workshops, support groups and one to one counselling, the following engagement was carried out to collect user feedback:

- ◆ Annual Stakeholder Survey – responses from 35 clients and 8 referring agencies
- ◆ 6 focus groups - January 2016 (3 in east London – 11 women; 3 in west London – 17 women)
- ◆ Online survey specifically for Support Groups - January 2016 – 9 respondents

Clients/ex-clients are encouraged to be involved in Woman's Trust governance and direction by joining the Management Committee, or subgroups such as marketing or fundraising. However, we have found users reluctant to get involved, some wanting to distance themselves from reminders of the past, others unable to get involved due to their complex lives and limited capacity.

To date, users have preferred to get involved through the consultation processes, fundraising, or sharing their stories to help promote our work. We welcome women who are willing and able to act as Ambassadors for our charity. We so far have one Ambassador who speaks at events and has appeared in a promotional video. We continue to explore clients preferred routes for involvement.

At service level women are empowered by opportunities to define the support they want (Workshops – choosing future topics, one to one Counselling – determining the best pathway for their own support); or opportunities to provide peer support to others (Support Groups).

Clients can also be involved as administrative volunteers in the office, supporting the office function and the administration of support services. In addition, after an appropriate time gap, suitably qualified ex-users can be involved as counsellors, directly supporting current users.

The future- our five year long term strategic objectives

Our strategic aims for the five year period from April 2013 are:

1. To maintain sustainability, quality and effectiveness of existing services;
2. To grow through exploring productive business opportunities;
3. To respond actively to client service development needs (client focus);
4. To improve the evidence base, outcomes measurement and performance measurement;
5. To raise Woman's Trust's profile amongst potential supporters, funders, users and partners; and
6. To influence public policy on mental health aspects of domestic violence and abuse and in support of these aims, to maintain and where possible improve:
 - (i) diversification of income streams;
 - (ii) efficient management of costs and resources; and
 - (iii) further develop our communications/media/PR strategies.

For 2015/16, our specific objectives and achievements were:

Fundraising

1. Sustain and increase capacity
 - ◆ We secured significant new funding for both core costs and projects. This allowed us to sustain some of our services in East London in the interim period between the ending and restart of the Big Lottery funded project.
 - ◆ Our re-application to the Big Lottery Fund was successful, securing £499,628 for the next 5 years to provide 1:1 counselling, self-development workshops and pilot crisis-counselling provision to 300 women per year.
 - ◆ From March 2015 we started providing 2 extra evening support groups one in West and one in East London, so more working and studying women could access this support.
 - ◆ We increased our reach to corporate donors.

For 2015/16, our specific objectives and achievements were: (continued)

Marketing

2. Woman's Trust branding, re-development of website and Woman's Trust materials

- ◆ We successfully launched our new website in June 2015.
- ◆ Woman's Trust publicity materials were re-designed.
- ◆ Woman's Trust published several blogs in the Huffington Post to increase the awareness of the importance of specialist domestic violence mental health services.

Service Development

3. From our client feedback last year, we knew that clients found waiting for their counselling to start was a particularly difficult time. They wanted some crisis counselling during that intervening period.

- ◆ We were successful in securing funding in 2015/16 for a crisis counselling service in East London, which started in January 2016.

When we asked clients about what other services they need, two thirds wanted legal support to help them deal with divorce, child contact issues and financial settlements.

- ◆ We introduced this pro-bono service in 2016.

In previous surveys, women with children were concerned about the lack of services for children affected by DV. Some were able to get NHS support, but 75% of annual stakeholder survey respondents who answered this question in 2015 said they had none at all.

- ◆ We continue to explore this as a future development for Woman's Trust, subject to availability of funding.

We would like to thank all the women who gave us their time and their comments. We always use this valuable resource when we are seeking funds and planning new services.

Business Opportunities

4. New partnerships

- ◆ Woman's Trust joined the Angelou partnership which covers the three boroughs RBKC, Westminster and Hammersmith & Fulham, and consists of eight Violence Against Women and Girls (VAWG) organisations that have agreed to work together to improve services for women affected by VAWG in the area. The project was launched on 22 September 2015.
- ◆ Successful partnership application with IKWRO (Iranian and Kurdish Women's Rights Organisation), RBKC, Westminster City Council and LB Hammersmith & Fulham, to the Department for Communities and Local Government, Domestic Abuse Fund. Woman's Trust provided 15 self-development workshops as part of this project.

For 2015/16, our specific objectives and achievements were: (continued)

Quality assurance

5. Maintain BACP Accreditation

- ◆ Achieved.

6. Maintain Women's Aid Quality Mark

- ◆ Achieved.

The key findings from our routine stakeholder survey feedback were that:

- ◆ 96% of clients rated access to our services Good or better
- ◆ 96% rated our communication Good or better
- ◆ Over 93% rated the overall quality of our service good or better
- ◆ 96% expressed satisfaction with our service
- ◆ 99% rated our achievement of outcomes as Good or better

We wanted to know how we compared to other services, so we asked women whether they had accessed other services and how they would rate them. Only 69% responded that they had accessed another service. Of those who had used other services, our clients rated them:

- ◆ Accessibility of other services – 71% Good or better
- ◆ Quality of other services – 67% Good or better
- ◆ Success of other services in achieving the client's desired outcomes – 56% Good or better

By these measures, we can see that Woman's Trust clients consistently rate our services higher than other services.

Impact measurement

7. Improve evidence base

We completed two evaluations during the year:

- ◆ a 5 year internal evaluation of Big Lottery funded East London counselling project.
- ◆ a 2 year internal and external evaluation of Big Lottery funded support group project.

It is important to Woman's Trust to regularly test the effectiveness of our services, and measure the outcomes. The next pages report on our findings.

Outcomes

Counselling

Woman's Trust uses different monitoring and evaluation systems to analyse the efficacy of its clinical services. The two main evaluation systems employed by Woman's Trust are Clinical Outcomes in Routine Evaluation (CORE) and Woman's Trust own entrance and exit questionnaire.

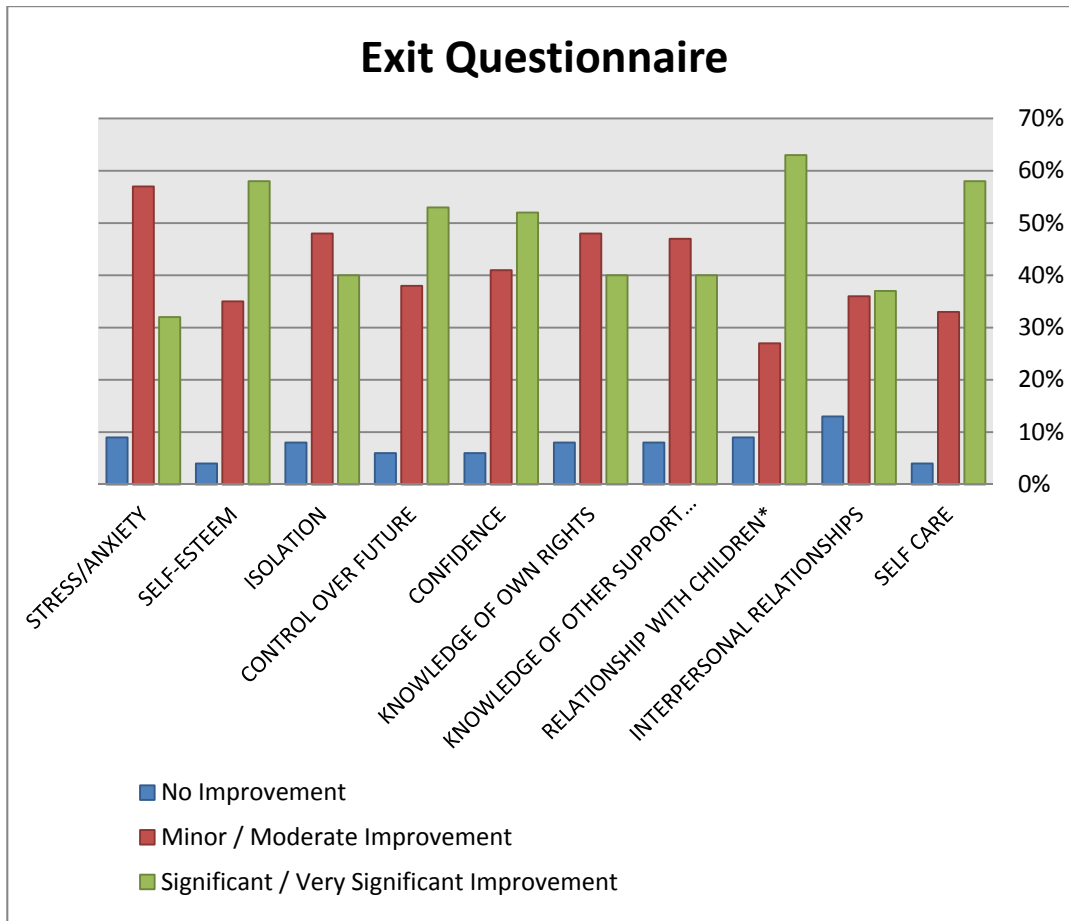
CORE is a recognised therapeutic outcome data base, widely used across NHS (primary and secondary care), student counselling, drug and alcohol services and voluntary sector counselling services. The database collates and analyses qualitative and quantitative data gathered from a four domain questionnaire, provided pre and post therapy, which assesses client's levels of functioning, problem areas, risk and well-being. CORE clinical reports provide detailed analysis of individual client's progress and identify the effectiveness of therapeutic intervention.

		Using Exit Questionnaire					Using Core 34		
		No Improvement	Minor Improvement	Moderate Improvement	Significant Improvement	Very Significant Improvement	Worse	Unchanged	Improved
Healthier	TRAUMA (PTSD)	N/A					14%	26%	60%
	STRESS/ANXIETY	9%	28%	29%	21%	11%	13%	23%	65%
	DEPRESSION	N/A					15%	23%	62%
	SELF-ESTEEM	4%	13%	22%	37%	21%	16%	26%	58%
	ISOLATION	8%	18%	30%	27%	13%	17%	22%	61%
	SUICIDAL	N/A					19%	16%	66%
	SELF HARMING	N/A					16%	8%	76%
Autonomy and Life choices	CONTROL OVER FUTURE	6%	15%	23%	35%	18%	19%	23%	58%
	CONFIDENCE	6%	12%	29%	39%	13%	17%	25%	58%
	KNOWLEDGE OF OWN RIGHTS	8%	18%	30%	27%	13%	N/A		
	KNOWLEDGE OF OTHER SUPPORT SERVICES	8%	18%	29%	27%	13%	N/A		
Ability to function	RELATIONSHIP WITH CHILDREN*	9%	7%	20%	30%	33%	N/A		
	INTERPERSONAL REALIIONSHIPS	13%	13%	23%	17%	20%	20%	24%	56%
	SELF CARE	4%	12%	21%	36%	22%	N/A		

NB * 16% of the clients who returned the form do or did not have children at the time of completion of the questionnaire. Percentages are based on the number of Women who do/did have children at the time of completion of the questionnaire.

Outcomes (continued)

Counselling (continued)



The graph demonstrates the rate of improvement for each indicator.

Impacts

We make a positive difference in women's lives. Our impact analysis shows:

Women reported having greater autonomy after the intervention:

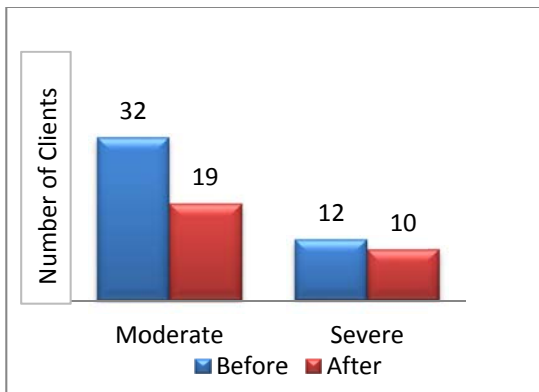
- ◆ 88% claimed better knowledge of their rights;
- ◆ 90% had better knowledge of support services;
- ◆ 93% had more confidence; and
- ◆ 91% felt they had more control over their future.

Outcomes (continued)

Impacts (continued)

Over 90% of women had a better ability to function in:

- ◆ their interactions with others and relationships with their children; and
- ◆ taking care of themselves.

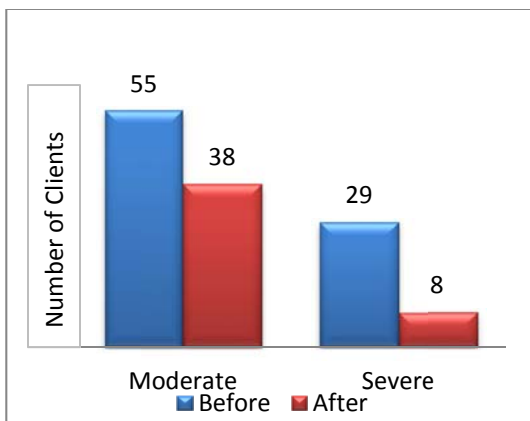


Before counselling 100% of women reported some degree of problems with relationships.

- After counselling this had improved for 60% of clients

Women were healthier- clients showed positive changes after the intervention:

- ◆ reduced levels of stress (before 152 clients with moderate and severe levels reduced to 88 after the intervention);
- ◆ improved self-esteem (from 74 with moderate and severe to 33 after);
- ◆ felt less isolated (from 44 with moderate and severe to 29 after);
- ◆ improved levels on dealing with trauma and abuse (from 125 with moderate and severe to 59); and
- ◆ decreased levels of depression (as seen on the bar chart below)



On referral to Woman's Trust, 99% of women have some degree of depression. Of around 160 clients tested before counselling:

- 93 had severe or moderate depression, compared to just 37 after counselling.
- Those with no depression increased from 0 to 13.

Outcomes (continued)

Workshops

The Department for Communities and Local Government provided funding for workshops to be held in West London. We ran 15 workshops – 233 of the places were attended. As a result of their attendance, clients experienced the following results:

- ◆ 98% felt better able to cope with their experiences of domestic violence as a result of attending the workshop.
- ◆ 98% felt that they were ready to take positive steps to change their lives.
- ◆ 99% expressed an increase in self-esteem and 99% an increase in their level of confidence.
- ◆ 99% said that attending the workshop had a positive impact on reducing their isolation and improving their interaction with others.

Support groups

At the outset of this project we sought to achieve the following for women affected by DV:

1. Reduce isolation
2. Improve mental wellbeing
3. Increase choice and availability of services so that women who needed them could access them.

We said we would determine whether we had achieved this by analysing whether women:

- ◆ Felt less isolated;
- ◆ Felt more confident;
- ◆ Had higher self-esteem;
- ◆ Were able to cope with the difficulties they face;
- ◆ Were able to play a more active role in their communities;
- ◆ Had reduced tendencies to suicidal ideation, self-harm, or misuse of prescription drugs;
- ◆ Were less present in violent or abusive relationships;
- ◆ Were more able to understand the options available to them;
- ◆ Were more able to support, safeguard, and parent their children.

The indicators show that the support group is on target and delivering sought outcomes.

Outcomes (continued)

Support groups (continued)

Support Group Outcomes (♀ represents 3 women)							
Impact of Group Sessions on:	No Improvement	Minor Improvement	Moderate Improvement	Significant Improvement	Very Significant Improvement	% all improvements	Did not Ans.
Isolation	♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	95%	8
Stress & Anxiety	♀♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	93%	13
Self-Care	♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	97%	10
Feeling good about self	♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	95%	7
Confidence	♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	95%	8
Safety	♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	96%	5
Interaction with others	♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	99%	5
Feeling of control over future	♀♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	92%	5
Relationship with children	♀♀♀♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	90%	21
Knowledge of own rights	♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	96%	4
Awareness of other services	♀♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	96%	9
Ability to attend groups	♀♀	♀♀♀♀♀♀ ♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀ ♀♀♀♀♀♀♀♀	98%	6

Our resources

Our staff

Woman's Trust maintains a small core staff, recruited for specific skills and experience, and with the potential to learn and develop themselves and the organisation. Our Chief Executive Officer, Heidi Riedel, is the only full time employee, and has been with us for over 10 years, the last five as CEO. The Therapeutic Services Manager, Maya Gagni, combines her role with Woman's Trust with academic lecturing on counselling. All other staff are part-time, making up a total full time equivalent of 10 staff.

All of our staff are women, dedicated to the ethos of Woman's Trust and determined to provide women victims in London with the service they so desperately need.

Our volunteers

Our office staff are supplemented with many similarly dedicated volunteers. Volunteers come to us for many reasons, including: for work experience; to learn about domestic abuse; to use their skills to help us help our clients; and to raise funds. We are reliant on a steady stream of these wonderful volunteers. Many go on to paid work in other charities, and some we are able to recruit into our own job vacancies. All give very positive feedback about their experience with Woman's Trust.

Counsellors

Woman's Trust's volunteer counsellors are a mix of fully qualified counsellors and part-qualified. The part qualified counsellors are at least in their second year of a Diploma course with at least one year's experience of working with clients (30-40 supervised client hours). They take a placement with Woman's Trust to gain the required number of client-contact hours to become fully qualified. Woman's Trust provides counsellors with specialist induction training in domestic violence issues, and with specialist clinical supervision throughout their placement.

Using part-qualified counsellors has the multiple benefits of supporting counsellors in achieving their qualifications, increasing the number of practising qualified counsellors who understand and have experience of domestic violence issues, and providing a high quality, closely supervised service to clients. Many of our counsellors go on to practise in areas that put this experience to good use, whether in the NHS or private practice. The high correlation between domestic violence and mental health damage in women, and the prevailing low levels of awareness, make this an important outcome in its own right.

Counsellors in placement and completing placement:

During the year, we worked with a total of 46 volunteer counsellors (18 in East London and 28 in West London), of whom 26 were undertaking placements to help gain their formal qualification. A total of 6 counsellors completed their placement and 10 counsellors achieved qualification during the year.

Public benefit statement

Woman's Trust's charitable objects are to relieve women and children who are or have been affected by domestic abuse, by providing counselling and support services.

Woman's Trust's services have the following benefits:

- ◆ improving the mental health of women affected by domestic violence, reducing the likelihood that they will suffer from depression, post-traumatic stress syndrome, suicidal ideation, or any of the other mental health conditions associated with domestic abuse;
- ◆ empowering women affected by domestic violence to function better and to make better choices, enabling them to live fuller lives through, for example, better relationships with other family members and people outside the home, improved ability to work, to control their own finances and to take an active part in society;
- ◆ contributing towards the safety and emotional health of children whose families are affected by domestic violence;
- ◆ enabling women in abusive relationships to build their knowledge of support services, social networks and personal strength so that they can mitigate risk, plan for a safer future, and understand what services are available to them.

These benefits relate directly or indirectly to several charitable purposes including the advancement of health (primarily mental health), the advancement of human rights and citizenship, the relief of poverty and of those in need. In extreme cases, this can extend to saving lives as women are empowered to overcome the danger and damage caused by domestic violence.

Woman's Trust's services are only for women who are or have been affected by domestic abuse, but are not otherwise restricted in principle. In practice, there are certain restrictions:

- ◆ beneficiaries must be able to reach our offices or points of service delivery;
- ◆ where our funding is restricted to particular local authority or other geographical areas, beneficiaries must come from those areas. This restriction varies from time to time as funders change;
- ◆ counselling is available only in certain languages (including English);
- ◆ the needs of people with childcare (or other caring) responsibilities cannot always be met;
- ◆ Woman's Trust does not have a track record of working with under-18s, and is only gradually building its capability with this age-group.

Woman's Trust seeks to overcome these restrictions where funding is available. All services are currently free to users and therefore there is no exclusion due to simple inability to pay.

All private benefits – to our staff, suppliers and volunteers –contribute directly to achieving Woman's Trust's aims.

For these reasons, the Trustees are confident that Woman's Trust meets the public benefit requirement for charities.

Governance, structure and management

Governance

Woman's Trust is constituted as a charity registered for charitable purposes with the Charity Commission (Charity Registration Number 1143513) and a company limited by guarantee (Company Registration Number 06886781).

Prior to 1 April 2013, Woman's Trust was constituted as an unincorporated charity (Charity Registration Number 1143513).

Organisational structure

Woman's Trust's ultimate decision-making body is its Trustees, working collectively as a Board. The Trustees are the Directors of the company.

Day-to-day management of Woman's Trust is delegated to an employed Chief Executive, who is in turn responsible for delegating work to staff and volunteers. The organisational structure is shown on page 20.

The Board has five sub-committees, Ethics and Practice; Finance; Human Resources; Fundraising; and Marketing and Communications. Each is chaired by a Trustee or by the Chief Executive, and membership includes Trustee, staff and volunteers. The sub-committees have some delegated authority, but mainly act as advisors to either the Chief Executive, for matters within her authority, or to the Board. Our key management personnel are our Chief Executive, our Fundraising and Development Manager, and our Therapeutic Services Manager.

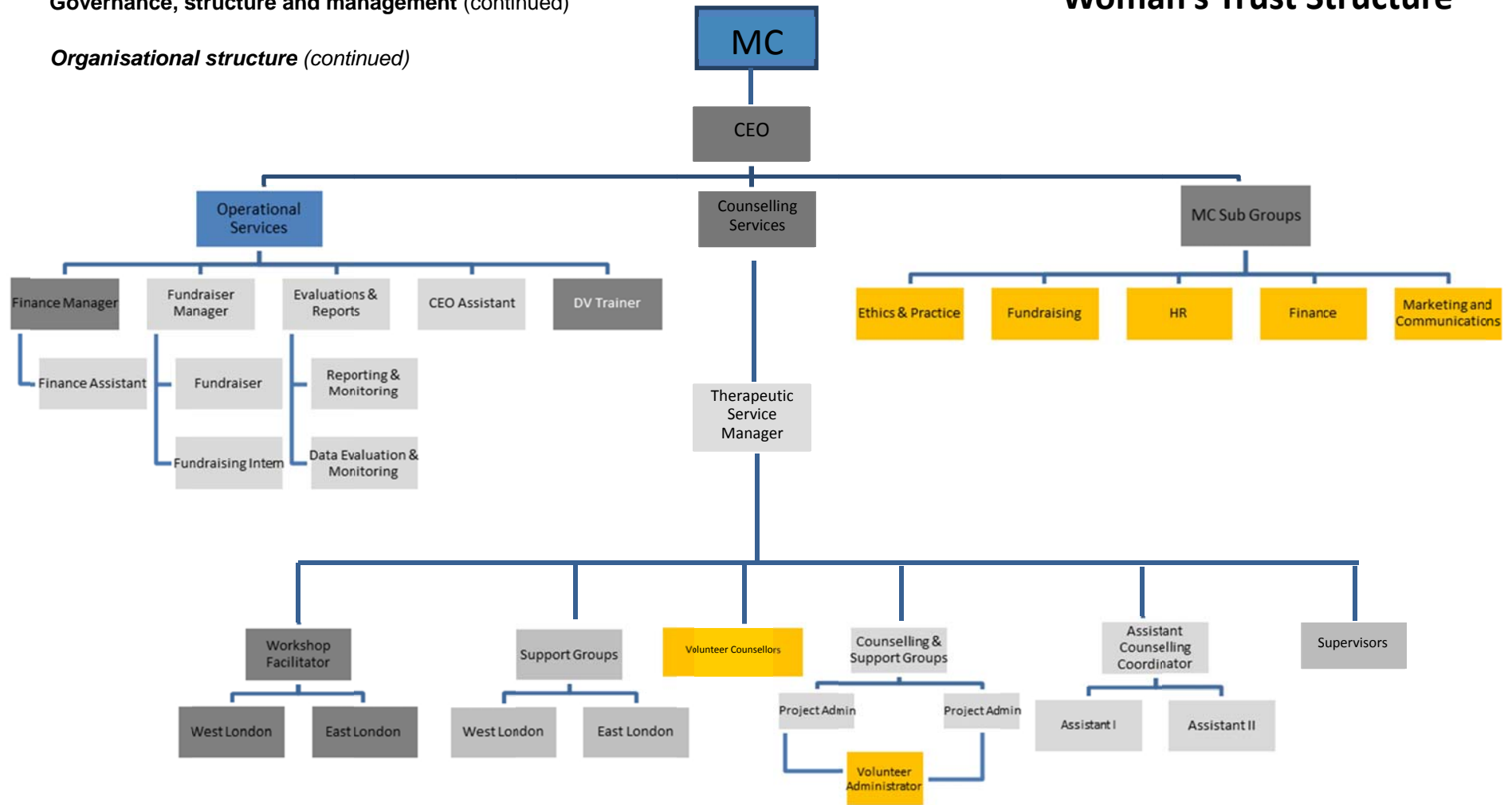
Each year, following staff appraisals, the Chief Executive makes recommendations for any proposed salary increases for any members of staff. Recommendations are considered by the Trustee members of the Human Resources sub-committee, and by Trustee members of the Finance Committee. Recruitment of new/replacement staff also provides the opportunity to review pay rates.

The pay of the Chief Executive is considered annually by the Chair of the Human Resources Committee, in conjunction with the Chair of Woman's Trust, following her annual appraisal. Any proposed change requires endorsement by the Finance Committee before recommendation to the Board. Consideration is always given to the prevailing rates of pay of similar size charities in the sector, and affordability is a key factor.

Governance, structure and management (continued)

Organisational structure (continued)

Woman's Trust Structure



- Existing posts staff
- Volunteers
- Consultants

Governance, structure and management (continued)

Trustees

The following Trustees were in office at 31 March 2016 and served throughout the year, except where shown.

Trustees	Appointed/resigned
Sally Field (Chair)	
Helen Hayes (Vice Chair)	
Sophie Tredget (Secretary)	
Maya Rodriguez (Treasurer)	
Sharon Citrone	
Mariam Kemple Hardy	
Naomi Mallick	
Linda McHugh	
Mary Dolson	Inactive from September 2015
Rachel Atkinson	Resigned October 2015

As in 2015, no Trustees received any remuneration for services as a trustee during the year nor were any Trustees reimbursed expenses during the year.

Trustees all contribute their time and expertise to Woman's Trust. Whether by attending Board or Sub-Committee meetings; undertaking public engagements and representing Woman's Trust at outside meetings and functions; organising and taking part in fundraising activities; undertaking reviews of the risk strategy; responding to public consultations; and a myriad of other tasks. Each Trustee gives 2 or 3 days a month on average to support and lead the organisation.

Brief biographical details on the Trustees are given below.

Sally Field - Chair

Sally Field has over 30 years' experience in the Civil Service, retiring in 2010. In the Department of Work and Pensions and in the Ministry of Defence, Sally specialised in public sector finance and improving performance management. At the Ministry of Justice, Sally was responsible for the modernisation of the Magistrates' Courts for four years, before spending seven years as Head of Family Law and Justice. She advised successive governments on all aspects of family law including domestic violence and setting up Specialist Domestic Violence Courts. Sally is committed to helping women victims, understanding the effect domestic violence has on the whole family and especially the risk to children and their future life chances.

Governance, structure and management (continued)

Trustees (continued)

From 2009 until 2013, Sally was the Senior Independent non-executive director of the North Middlesex University Hospital Trust, chairing board sub committees on Audit & Assurance, Remuneration, and Charitable Funds. Sally is currently a Director of a property management company, and a Director and Company Secretary of a management consultancy business.

Helen Hayes – Vice Chair

Helen Hayes is a BACP Senior Accredited Counsellor and UKCP Registered Psychotherapist, with over twenty years' experience of working therapeutically with people in distress.

Helen's counselling experience includes working with specialist counselling services for women affected by rape/sexual abuse and for women affected by the criminal justice system, as well as generic counselling services in GP surgeries and at a university. She has been a domestic violence caseworker for Victim Support, where she was responsible for volunteer recruitment, training and supervision. She also maintains a private practice and lectures and supervises at a psychotherapy training institute.

Helen is committed to promoting awareness of the psychological and emotional impact of violence against women, and to ensuring the provision of high quality specialist psychotherapeutic interventions for Woman's Trust service users.

Sophie Tredget - Secretary

Sophie Tredget is Chief Counsel of Private Sector Complex Bids at British Telecommunications plc. Sophie is a qualified solicitor with over ten years commercial experience working in both private practice and within large companies. She has extensive experience with the procurement and management of major contracts in both the public and private sector (including the NHS). In Sophie's current role she leads a team of commercial lawyers and commercial contract managers (as well as external advisers and the associated budget) to bid, negotiate, advise and provide risk aware solutions on complex bespoke transactions with BT's private sector clients. She also advises and supports on the setting, managing and adapting of commercial policy and risk profiles on which BT trades globally. Sophie holds a Bachelor of Laws and a Bachelor of English from the University of Otago in New Zealand. She qualified as a barrister and solicitor of the High Court of New Zealand in 2006 and became a British citizen in 2016.

Governance, structure and management (continued)

Trustees (continued)

Sharon Citrone

After completing a PhD in Biology, Sharon Citrone joined a Graduate management training scheme with Forte PLC. She has held several senior management and human resources roles in the private and public sector. She is currently Head of HR and Governance at the Medical Research Council Clinical Sciences Centre, and has recently completed an Executive MBA at Imperial College, combining work with study. She has extensive knowledge and experience of HR practice and policy. She believes that being a Trustee is rewarding on many levels; it allows her to contribute personally to a worthwhile cause by practising her HR and management skills in a different way from the expectations within her day-to-day working environment, and offers the opportunity to learn from other Trustees.

Linda McHugh

Linda McHugh spent over 25 years in the private sector and was, during this time, Chief Executive or equivalent of six organisations, all of them in service businesses. She then moved into the public and voluntary sectors, initially working as a Management Consultant, and spent seven years as a Member of the Parole Board for England and Wales where she served on its Management Board and was Chair of its Audit and Risk Committee. Other roles have included 12 years on the Board of Community Housing Association and long-term membership of the Board of Nacro.

Linda is currently a Parole Commissioner for Northern Ireland, a member of the audit committee of The Law Society, and a Board Member or Trustee of a number of bodies including Providence Row, the homelessness charity.

Mariam Kemple Hardy

Mariam is Head of Humanitarian Campaigning at Oxfam International. She has extensive international and national campaigning experience both professionally and as a member of local campaigning groups (particularly the London feminist movement). She previously worked for Crisis Action, an organisation that supports international coalitions calling for the protection of civilians in armed conflict, where she led a global campaign on the crises in Sudan and South Sudan.

Mariam has also worked at Mind, the UK's leading mental health charity, developing mental health services policy and running national campaigns on numerous issues, including access to psychological therapies. Before this, she worked at Help the Aged (now Age UK) and was involved in the award-winning Just Equal Treatment campaign that led to the outlawing of age discrimination in the UK. In addition, she has worked in a consultancy role at the Fawcett Society, leading a project to improve the organisation's evaluation of its campaigning and communications activity. Mariam holds an MA in Human Rights Law from the School of Oriental and African Studies and a BA in English Literature from Cambridge University and has published a number of articles in a range of publications, including the Journal of Human Rights Practice.

Governance, structure and management (continued)

Trustees (continued)

Mary Dolson

Mary is a leading IFRS technical partner in PwC, based in London since 1998. Her topical areas of focus are business combinations, consolidation, joint ventures, non-monetary assets and impairments. Industry sectors of focus are pharmaceuticals, biotech, venture capital, oil & gas, mining and power. Mary is active in PwC's networks around diversity, empowerment, coaching and wellbeing.

Mary is a non-executive member of the UK financial regulator, the FRC's, Financial Reporting Review Panel. She was admitted to partnership in PwC in 1996, works closely with the IASB and PwC network of firms on application of IFRS. She is the author of numerous publications and articles, frequent speaker at conferences and similar events.

Maya Rodriguez – Treasurer

Maya Rodriguez, managing partner of AZR Capital Ltd, has over ten years' experience of working in the asset management industry. Prior to founding AZR Capital, Maya led 36 South's global sales, marketing, branding and PR strategies. She is also a member of the Senior Management Group. Maya was instrumental in creating a leadership brand for 36 South in the volatility and tail risk hedging space.

Maya joined 36 South in August 2009 from Barclays Global investors ("BGI") where she was an investment strategist with the Client Solutions Group. Before that she was a member of the Financial Institutions Group at BGI, where she took a lead role in marketing and selling BGI's investment capabilities to wealth managers in the UK, Europe & the Middle East.

Maya holds an MSc in Banking and International Finance from CASS Business School, and B.A in Economics from the American University of Beirut. She has passed Chartered Financial Analyst (CFA) Level 1 Exam and is an affiliate member of the CFA Institute.

Naomi Mallick

Naomi is a Director at the Government Legal Department. After gaining a First Class degree in Modern Languages from the University of Oxford she trained as a lawyer and worked in a 'Magic Circle' firm in the City before moving into Government.

Naomi has extensive experience of policy development, legislation and commercial contracts, she has sat on many governance boards for major projects and she has significant experience of risk management.

Naomi has held senior roles at the Department for Work and Pensions, the Department of the Environment, Food and Rural Affairs and at the Department of Health. She has worked closely with many stakeholders including health sector and third sector bodies and commercial and professional organisations.

Governance, structure and management (continued)

Trustee induction and training

On appointment each Trustee is given a welcome pack which includes information about all Woman's Trust services, the annual financial statements, job descriptions, roles and responsibilities of Trustees, the constitution and the strategic plan.

Trustees are given an induction to the work of the service at the charity's office, spending time with members of staff who introduce the work to them.

The charity provides opportunities for Trustees to attend internal specialised domestic violence training and external training, including governance, planning, finance, roles etc.

Statement of Trustees' responsibilities

The Trustees (who are also directors of Woman's Trust for the purposes of company law) are responsible for preparing the Trustees' report and financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charitable company and of the income and expenditure of the charitable company for that period.

In preparing these financial statements, the Trustees are required to:

- ◆ select suitable accounting policies and then apply them consistently;
- ◆ observe the methods and principles in Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable to the United Kingdom and Republic of Ireland (FRS 102);
- ◆ make judgements and estimates that are reasonable and prudent;
- ◆ state whether applicable United Kingdom Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- ◆ prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the 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.

Governance, structure and management (continued)

The Trustees 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.

Risk management

The Trustees have assessed the major risks to which the charity is exposed in line with the risk management policy. The policy involves an annual risk analysis which forms part of the charity's strategic planning process and the individual risk assessments of proposed new projects or developments. Annual monitoring is supplemented by update reports throughout the financial year. Where major risks are identified, the Trustees will take the appropriate action to ensure that these are mitigated. Four of the major risks are identified below.

1. Financial risk

Over recent years Woman's Trust has increased the resources spent on fundraising, and increased the range of sources of funding, to the point where we can feel fairly confident of being able to maintain much of our service in the short-to-medium term. However, to maintain activity each year, we are dependent on raising substantial funding year-on-year. If a major funding source is not renewed, Woman's Trust has contingency plans to make the necessary service changes should this risk materialise.

- ◆ We maintain logs of all funding streams so that we know exactly when a funding stream ends;
- ◆ We understand the bidding process timetables, so bids to renew funds or obtain new funding are made well in advance;
- ◆ We build our annual budget based on secured funding and identify any funding gap which becomes our fundraising target for the year; and
- ◆ We continue to diversify funding streams, up from 23 to 28 funders this year.

Tackling these challenges remains a priority for 2016/17. Funding shortfalls represent risks to the scale and scope of our work, but not to the organisation as a whole.

2. Resource risk

Woman's Trust retains a very small paid workforce. Trustees recognise that a significant risk is the loss of one or two key staff, whom it would be difficult to replace, and replace quickly. We have introduced some longer notice periods, and have ensured that staff development opportunities have been taken. We have documented systems, Job Handbooks, meetings and plans to ensure staff and volunteers can access the knowledge they would need to undertake new tasks.

Governance, structure and management (continued)

Risk management (continued)

3. Operational risk

The nature of our service, undertaking sensitive work with vulnerable clients, means that we have to manage operational risk carefully. This year, we were successful in securing new funding for our East London counselling service. From previous experience we knew that recruiting sufficient counsellors would be a significant challenge.

- ◆ We ensured the funder was aware of the potential for a gradual build up of counsellors;
- ◆ We carefully re-introduced the service, managing the waiting lists to match the available counsellor resource; and
- ◆ We investigated an alternative source of paid counsellors should they be needed.

4. Office accommodation

At the end of 2014/15, Woman's Trust was given notice to vacate our offices in the Lighthouse. We had anticipated this development and project plans were already in place for a move to new premises. We were successful in securing a new office, and the move took place in June 2015.

Financial review

Financial position

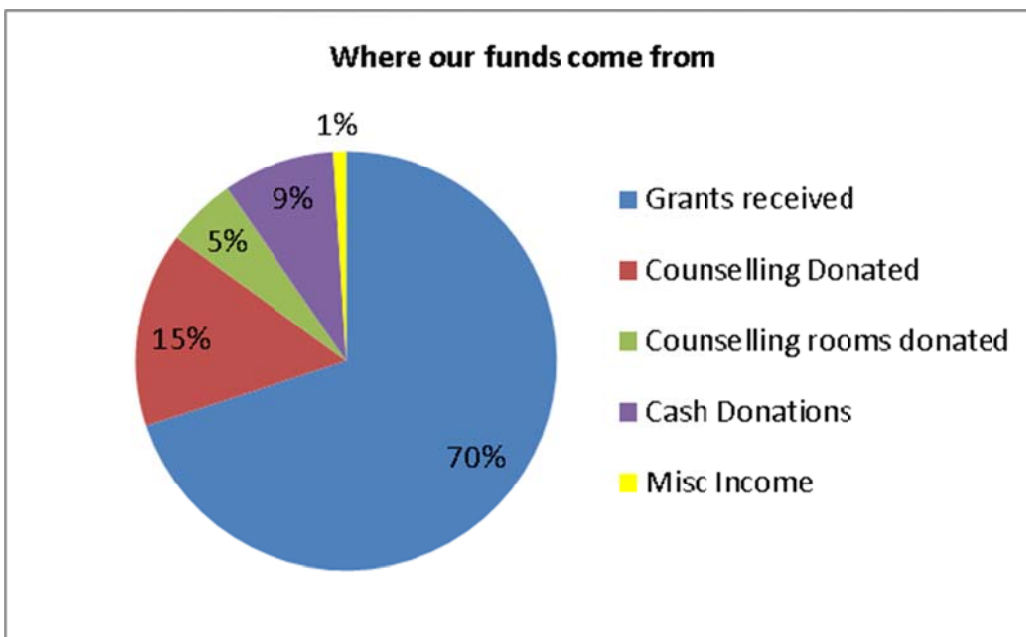
Woman's Trust's finances during 2015/16 reflect our activities:

- ◆ Lower expenditure on counselling and support services due to the funding gap in East London (now filled).
- ◆ Higher expenditure on office costs due to the change of premises.

Financial review (continued)

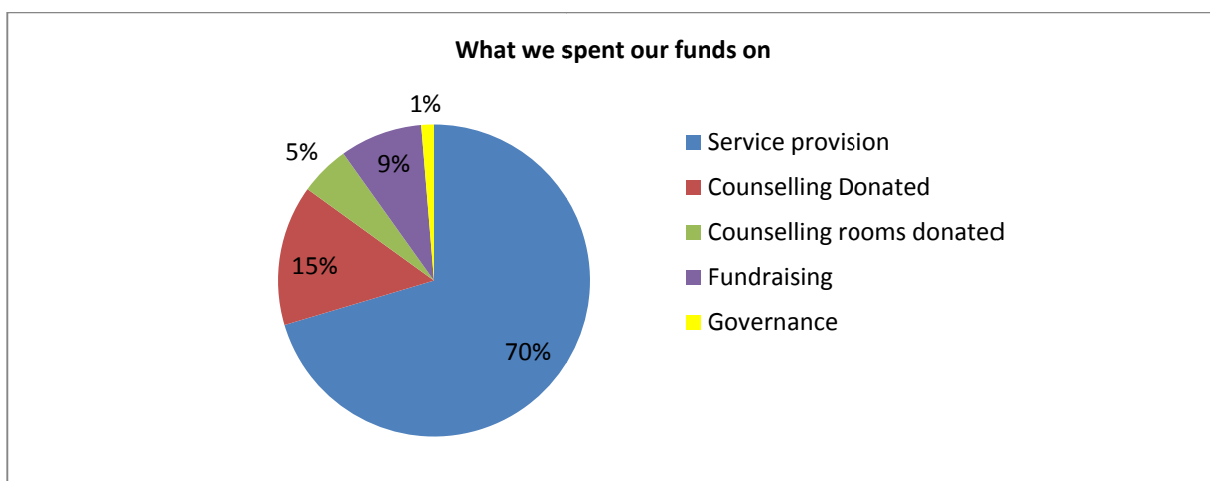
Income

Woman's Trust received around £550,000 in total income. Restricted income amounted to approximately £189,000 or 34% of Woman's Trust's total income. Unrestricted income amounted to just over £360,000, 44% of which (£160,000) arose from donations, and donations in kind (counselling services and rooms).



Expenditure

Only 10% of our expenditure is spent on fundraising and governance, and 90% on service provision. Expenditure in the year was approximately £567,000 of which around £455,000 was monetary spend, the remainder being in-kind donated counselling services and rooms. Costs of raising funds amounted to £49,000 which represents Woman's Trust fundraising activities. The cost of governance was £7,000.



Financial review (continued)

Financial position at the end of the year

The reserves position at the year end is nearly £252,000. Restricted funds carried forward were around £49,000 reflecting the fact that project funding is not aligned with financial years. The unrestricted funds stood at approximately £203,000 at the year-end but this includes designated funds of £65,000 set aside to cover project and core costs during 2016/2017. This leaves free reserves of around £129,000 (after adjusting for tangible fixed assets of approximately £9,000) or just over one quarter of our annual running cost, roughly in line with the reserves policy below.

Reserves policy

The Trustees review the reserves policy annually and the calculation of the required level of reserves is an integral part of the organisation's planning and budgeting. It takes account of the risks associated with each stream of income and expenditure being different from that budgeted, the organisation's commitments and the planned activity level.

The reserves policy requires free reserves (i.e. unrestricted and non-designated reserves) to be maintained at a level which ensures that the organisation's core activity could continue during a period of unforeseen difficulty such as:

- ◆ a funding gap, possibly whilst waiting for the result of an application;
- ◆ funding short term deficits in a cash budget, when paid in arrears;
- ◆ covering unforeseen day to day operational costs, such as paying temporary staff in the absence of permanent staff;
- ◆ covering unforeseen emergency costs.

The Trustees believe that a financial reserve equivalent to three months running costs is sufficient to meet the above obligations.

The Trustees primarily look at free reserves to calculate the level of reserves required, but if there are restricted reserves carried forward within on-going projects these may be included within the calculation. At planned levels of expenditure, the target level of free reserves for 2016/17 is between £125,000 and £150,000 (depending on our success in maintaining /growing project funding).

Going concern

The Trustees believe that the charity's financial statements should be prepared on a going concern basis for the following reasons:

- ◆ Unrestricted reserves are at the level required by our reserves policy;

Financial review (continued)

- ◆ Budget and cash flow forecasts prepared show that Woman's Trust has sufficient funds to meet its obligations for the next nine months and we have a fundraising plan, and fundraising resource, in place to raise funding beyond that time; and
- ◆ Management information systems enable timely decision making.

Future plans

Our medium-term goals remain:

- ◆ To keep the organisation on a robust and sustainable footing, by stepping up our fundraising effectiveness and maintaining our reserves to a level in line with our reserves policy;
- ◆ To play a significant part in the provision and improvement of person-centred services to women affected by domestic violence, across London;
- ◆ To raise the awareness of funders and providers of the prevalence of domestic violence, its impact on women's mental health, and the benefit of the person-centred approach in addressing that impact; and
- ◆ Recognising that domestic violence is part of a larger picture which includes sexual violence and child welfare and building on our expertise to support integrated approaches to these overlapping issues.

Our strategic objectives for the coming three to five years, described on page 9 are intended at least to maintain the current position on all these goals, and where possible to expand them. In the current financial and political climate, progress may be slower than we would like; and the risks identified earlier in this report show that there may even be some steps backwards.

Nevertheless, our achievements of the last four years show that with the hard work and commitment of our staff, volunteers, and funders, and with careful planning and responsiveness to opportunities, progress is possible.

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

Signed on behalf of the Trustees:

Sally Field

Chair

Approved by the Trustees on 14 September 2016

Independent examiner's report to the Trustees of Woman's Trust

I report on the accounts of the Woman's Trust for the year ended 31 March 2016, which are set out on pages 32 to 44.

Respective responsibilities of Trustees and examiner

The charity's Trustees are responsible for the preparation of the accounts. The charity's Trustees consider that an audit is not required for this year under section 144(2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

It is my responsibility to:

- ◆ examine the accounts under section 145 of the Charities Act 2011;
- ◆ to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- ◆ to state whether particular matters have come to my attention.

Basis of independent examiner's report

My examination was carried out in accordance with the general Directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit and consequently no opinion is given as to whether the accounts present a 'true and fair view' and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

(1) which gives me reasonable cause to believe that in any material respect the requirements:

- ◆ to keep accounting records in accordance with section 130 of the 2011 Act; and
- ◆ to prepare accounts which accord with the accounting records and comply with the accounting requirements of the 2011 Act have not been met; or

(2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Katharine Patel

21 September 2016

Buzzacott LLP
130 Wood Street
London
EC2V 6DL

Statement of financial activities Year to 31 March 2016

	Notes	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Income and expenditure					
Income from:					
Donations	1	159,511	—	159,511	225,290
Investments	2	397	—	397	283
Charitable activities					
. Grants and project funding receivable	3	195,536	188,837	384,373	407,589
Other	4	5,400	—	5,400	2,750
Total income		360,844	188,837	549,681	635,912
Expenditure on:					
Raising funds					
. Fundraising costs	5	48,664	—	48,664	36,913
Charitable activities					
. Provision of counselling and support services	6	308,136	209,936	518,072	528,427
Total expenditure		356,800	209,936	566,736	565,340
Net income (expenditure) and net movement in funds	8	4,044	(21,099)	(17,055)	70,572
Reconciliation of funds					
Fund balances brought forward at 1 April 2015		199,021	69,954	268,975	198,403
Fund balances carried forward at 31 March 2016		203,065	48,855	251,920	268,975

All of the charity's activities derived from continuing operations during the above two financial periods.

The charity has no recognised gains and losses other than those shown above and therefore no separate statement of total recognised gains and losses has been presented.

Balance sheet 31 March 2016

	Notes	2016 £	2016 £	2015 £	2015 £
Fixed assets					
Tangible assets	11		9,665		11,319
Current assets					
Debtors	12	16,401		183	
Cash at bank and in hand		282,104		303,310	
		298,505		303,493	
Creditors: amounts falling due within one year	13	(56,250)		(45,837)	
Net current assets			242,255		257,656
Total net assets			251,920		268,975
Represented by:					
Funds and reserves					
<i>Income funds</i>					
Restricted funds	14		48,855		69,954
Unrestricted funds					
. Designated funds	15		65,000		85,000
. General funds			138,065		114,021
			251,920		268,975

For the year ended 31 March 2016 the company was entitled to exemption from audit under section 477 of the Companies Act ("the Act") relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the financial year in question in accordance with section 476 of the Act.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

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

Approved by the Trustees
and signed on their behalf by:

Sally Field

Approved by the Trustees on: 14 September 2016

Company Registration Number 06886781 (England and Wales)

Statement of cash flows 31 March 2016

	Notes	2016 £	2015 £
Cash flows from operating activities:			
Net cash (used in) provided by operating activities	A	(18,429)	88,066
Cash flows from investing activities:			
Investment income		397	283
Purchase of tangible fixed assets		(3,174)	(10,640)
Net cash used in investing activities		(2,777)	(10,357)
Change in cash and cash equivalents in the year		(21,206)	77,709
Cash and cash equivalents at 1 April 2015	B	303,310	225,601
Cash and cash equivalents at 31 March 2016	B	282,104	303,310

Notes to the statement of cash flows for the year to 31 March 2016

A Reconciliation of net movement in funds to net cash provided by (used in) operating activities			
		2016 £	2015 £
Net movement in funds (as per the statement of financial activities)		(17,055)	70,572
Adjustments for:			
Depreciation charge		4,828	5,083
Investment income		(397)	(283)
(Increase) decrease in debtors		(16,218)	8,811
Increase in creditors		10,413	3,883
Net cash (used in) provided by operating activities		(18,429)	88,066
B Analysis of cash and cash equivalents			
		2016 £	2015 £
Total cash and cash equivalents: Cash at bank and in hand		282,104	303,310

Principal accounting policies 31 March 2016

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the accounts are laid out below.

Basis of preparation

These accounts have been prepared for the year to 31 March 2016.

The accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant accounting policies below or the notes to these accounts.

The accounts have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) (Charities SORP FRS 102) issued on 16 July 2014, the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The charity constitutes a public benefit entity as defined by FRS 102.

The accounts are presented in sterling and are rounded to the nearest pound.

Reconciliation with previous Generally Accepted Accounting Practice

In preparing the accounts, the Trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 a restatement of comparative items was needed. No restatements were required.

Critical accounting estimates and areas of judgement

Preparation of the accounts requires the Trustees to make significant judgements and estimates.

The items in the accounts where these judgements and estimates have been made are in estimating the useful economic life of tangible fixed assets.

Assessment of going concern

The Trustees have assessed whether the use of the going concern assumption is appropriate in preparing these accounts. The Trustees have made this assessment in respect to a period of one year from the date of approval of these accounts.

The Trustees of the charity have concluded that there are no material uncertainties related to events or conditions that may cast significant doubt on the ability of the charity to continue as a going concern. The Trustees are of the opinion that the charity will have sufficient resources to meet its liabilities as they fall due.

Income recognition

Income is recognised in the period in which the charity is entitled to receipt and the amount can be measured with reasonable certainty and it is probable that the income will be received.

Grants from government and other agencies have been included as income from charitable activities where these amount to a contract for services, but as donations where the money is given in response to an appeal or with greater freedom of use, for example monies for core funding.

Donated services comprise time donated to the charity by various counsellors, and the value of these services is estimated based on the number of sessions attended.

Donated rooms comprise rooms donated to the charity by various providers, and the value is estimated based on the number of hours the rooms are reserved to provide counselling services.

Expenditure

Expenditure is included in the statement of financial activities when incurred and includes any attributable VAT which cannot be recovered.

Charitable expenditure comprises expenditure on the charity's primary charitable purposes i.e. providing counselling and other services for women who have been subject to domestic violence.

Tangible fixed assets

All assets costing more than £500 and with an expected useful life exceeding one year are capitalised and written off over four years.

Debtors

Debtors are recognised at their settlement amount, less any provision for non-recoverability. Prepayments are valued at the amount prepaid. They have been discounted to the present value of the future cash receipt where such discounting is material.

Cash at bank and in hand

Cash at bank and in hand represents such accounts and instruments that are available on demand or have a maturity of less than three months from the date of acquisition.

Creditors and provisions

Creditors and provisions are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Creditors and provisions are recognised at the amount the charity anticipates it will pay to settle the debt. They have been discounted to the present value of the future cash payment where such discounting is material.

Fund accounting

The unrestricted general funds comprise those monies which may be used towards meeting the charitable objectives of the charity and which may be applied at the discretion of the Trustees. Within unrestricted funds, certain funds have been designated by the Trustees for specific purposes. Details of these are given in note 15 to the financial statements.

Restricted funds comprise monies raised for, or their use restricted to, a specific purpose, or contributions subject to donor imposed conditions.

Operating leases

Rentals applicable to operating leases where substantially all of the benefits and risks of ownership remain with the lessor are charged to the statement of financial activities as incurred.

Pension costs

Contributions to employees' personal pension plans and to stakeholder schemes are recognised in the statement of financial activities when payable.

Notes to the financial statements 31 March 2016

1 Donations

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Donations	47,481	—	47,481	57,356
Donated services				
. Counselling rooms	29,290	—	29,290	51,010
. Counselling services	82,740	—	82,740	116,850
. Donated goods				
.. Christmas cards	—	—	—	74
2016 Total funds	159,511	—	159,511	225,290
2015 Total funds	225,290	—	225,290	

Donated services comprise:

- ◆ time donated to the charity by various counsellors, the value estimated based on the number of sessions attended at £30 per session.
- ◆ rooms donated to the charity by various providers, the value estimated based on the number of hours for which the rooms are reserved to provide counselling services.

2 Income from investments

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
2016 Total funds	397	—	397	283
2015 Total funds	283	—	283	

Notes to the financial statements 31 March 2016

3 Grants and project funding receivable

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Ajahma Charitable Trust	—	6,000	6,000	—
Anton Jurgens Charitable Trust	—	—	—	1,500
Austin & Hope Pilkington Trust	—	1,000	1,000	—
Big Lottery Fund – Counselling	—	42,901	42,901	98,439
Big Lottery Fund – Support Groups	—	69,590	69,590	91,104
Charles S French Charitable Trust	—	2,000	2,000	—
City Bridge Trust	25,000	—	25,000	6,250
East End Community Foundation	—	8,600	8,600	—
Edward Harvist Trust	3,433	—	3,433	—
Garfield Weston Foundation	—	—	—	20,000
Hackney Parochial Charities	—	6,000	6,000	—
Hackney Small Grant	—	7,918	7,918	—
Hammersmith Fast Track Small Grant	—	—	—	5,000
Hammersmith United Charities	—	—	—	7,000
LB of Hammersmith & Fulham	—	4,000	4,000	—
Lloyds Bank Foundation, England and Wales	24,000	—	24,000	—
London Borough of Barking and Dagenham	—	—	—	6,137
London Catalyst Samaritan Grant	—	3,000	3,000	1,000
Matrix Causes Fund	—	—	—	4,260
Mercers' Charitable Foundation	—	—	—	10,000
Mrs Smith & Mount Trust	—	5,000	5,000	—
NHS West London CCG	26,103	—	26,103	26,103
Notting Hill Methodist Church	—	—	—	1,000
Peter Stebbings Memorial Charity	20,000	—	20,000	20,000
RBKC – Children and Families	26,500	—	26,500	26,869
RBKC Community Safety Action Grant	—	—	—	4,660
Santander Foundation Community Plus	—	—	—	5,000
South Hackney Parochial Charity	—	2,500	2,500	—
Strand Parishes Trust	—	5,000	5,000	—
The Albert Hunt Trust	—	—	—	2,000
The Clothworkers' Foundation	—	—	—	5,600
The Daisy Trust	—	2,160	2,160	1,000
The Everest Trust	4,000	—	4,000	—
The Henry Smith Charity	30,000	—	30,000	30,000
The Kensington & Chelsea Foundation	4,500	—	4,500	—
The Tudor Trust	30,000	—	30,000	30,000
The Wakefield and Tetley Trust	—	11,433	11,433	4,667
West Hackney Parochial Charity	—	3,500	3,500	—
Westminster Dept for Communities and Local Government	—	8,235	8,235	—
Other	2,000	—	2,000	—
2016 Total funds	195,536	188,837	384,373	407,589
2015 Total funds	166,859	240,730	407,589	

Notes to the financial statements 31 March 2016

4 Other income

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Non-refundable counsellors' deposits	850	—	850	2,550
Training Income (counselling supervision)	4,550	—	4,550	—
Other miscellaneous income	—	—	—	200
2016 Total funds	5,400	—	5,400	2,750
2015 Total funds	2,750	—	2,750	

5 Fundraising costs

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Staff costs (note 9)	46,846	—	46,846	35,627
Other costs	1,818	—	1,818	1,286
2016 Total funds	48,664	—	48,664	36,913
2015 Total funds	36,913	—	36,913	

6 Provision of counselling and support services

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Direct costs				
. Staff costs (note 9)	51,706	108,081	159,787	135,495
. Childcare and client hardship	913	4,625	5,538	3,749
. Counselling supervision and training	13,540	14,923	28,463	37,037
. Room and equipment hire	4,404	13,663	18,067	16,894
. Volunteer training and expenses	6,089	2,360	8,449	8,548
. Donated counselling services (note 1)	82,740	—	82,740	116,850
. Donated counselling rooms (note 1)	29,290	—	29,290	51,010
. Donated goods (note 1)	—	—	—	74
. Initial sessions costs	240	1,423	1,663	5,025
. Other direct costs	453	9,859	10,312	12,685
	189,375	154,934	344,309	387,367
Premises costs				
. Rent and rates	41,621	—	41,621	23,800
Administrative costs				
. Staff costs (note 9)	54,394	28,199	82,593	81,352
. Office overheads	15,345	26,803	42,148	27,541
. Governance costs (note 7)	7,401	—	7,401	8,367
	77,140	55,002	132,142	117,260
2016 Total funds	308,136	209,936	518,072	528,427
2015 Total funds	329,491	198,936	528,427	

Notes to the financial statements 31 March 2016

7 Governance costs

	Unrestricted funds £	Restricted funds £	Total 2016 £	Total 2015 £
Accountancy	3,600	—	3,600	4,329
Staff costs (note 9)	3,801	—	3,801	4,038
	7,401	—	7,401	8,367

8 Net movement in funds

This is stated after charging:

	Total 2016 £	Total 2015 £
Staff costs (note 9)	293,027	256,512
Independent examiner's fees (including VAT)		
· Accounting services	3,600	3,928
Depreciation	4,828	5,083
Operating lease rentals	41,621	23,800

9 Staff costs and Trustees' remuneration

	2016 £	2015 £
Staff costs during the year were as follows:		
Wages and salaries	248,544	226,823
Social security costs	19,074	16,091
Employer's pension contributions	6,707	6,205
	274,325	249,119
Self-employed staff	7,064	—
Other staff related costs (training, supervision and travel)	6,963	5,050
Staff recruitment	4,673	2,343
	293,027	256,512

	2016 £	2015 £
Staff costs per function were as follows:		
Fundraising	46,846	35,627
Provision of counselling and support services	159,787	135,495
Administration	82,593	81,352
Governance	3,801	4,038
	293,027	256,512

No employee earned £60,000 per annum or more (including benefits) during the year (2015 - none).

The average number of employees during the year was 12 (2015-13).

9 Staff costs and Trustees' remuneration (continued)

The key management personnel of the charity in charge of directing and controlling, running and operating the charity on a day to day basis comprise the Trustees, the Chief Executive, the Fundraising and Development Manager and the Therapeutic Services Manager. The total remuneration (including taxable benefits but excluding employer's pension contributions) of the key management personnel for the year was £112,233 (2015 - £106,331).

No Trustee received any remuneration in respect of their services as a trustee during the year (2015 – none). No expenses were reimbursed to Trustees during the year (2015 – none).

10 Taxation

Woman's Trust is a registered charity and therefore is not liable to income tax or corporation tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

11 Tangible fixed assets

	Furniture & equipment £
Cost	
At 1 April 2015	60,760
Additions	3,174
At 31 March 2016	<u>63,934</u>
Depreciation	
At 1 April 2015	49,441
Charge for the year	4,828
At 31 March 2016	<u>54,269</u>
Net book value	
At 31 March 2016	9,665
At 31 March 2015	<u>11,319</u>

12 Debtors

	2016 £	2015 £
Debtors and prepayments	737	183
Accrued income	15,664	—
	<u>16,401</u>	<u>183</u>

13 Creditors: amounts falling due within one year

	2016 £	2015 £
Expenses creditors and accruals	10,186	8,331
Deferred income	25,881	24,653
Other creditors	20,183	12,853
	<u>56,250</u>	<u>45,837</u>

Notes to the financial statements 31 March 2016

13 Creditors: amounts falling due within one year (continued)

Deferred income represents funds received in advance from the Big Lottery Fund and City Bridge Trust to be spent on Woman's Trust 2016/17 activities.

	2016 £	2015 £
Amount brought forward	24,653	15,092
Released in year	(24,653)	(15,902)
Deferred in year	25,881	24,653
Amount carried forward	25,881	24,653

14 Restricted funds

	At 1 April 2015 £	Income £	Expenditure £	At 31 March 2016 £
Ajahma Charitable Trust	—	6,000	(1,500)	4,500
Austin & Hope Pilkington Trust	—	1,000	(1,000)	—
Big Lottery Fund – East London Counselling	9,343	42,901	(32,998)	19,246
Big Lottery Fund – Support Groups	43,108	69,590	(104,646)	8,052
Charles S French Charitable Trust	—	2,000	(2,000)	—
East End Community Foundation	—	8,600	(8,600)	—
Hackney Parochial Charities	—	6,000	(3,163)	2,837
Hackney Small Grant	—	7,918	(7,918)	—
Hammersmith Fast Track Small Grant	2,500	—	(2,500)	—
Hammersmith United Charities	1,073	—	(1,073)	—
LB of Hammersmith & Fulham	—	4,000	(3,306)	694
London Catalyst Samaritan Grant	—	3,000	(2,472)	528
Mercers Company Trust	8,126	—	(8,126)	—
Mrs Smith & Mount Trust	—	5,000	(5,000)	—
South Hackney Parochial Charity	—	2,500	(1,296)	1,204
Strand Parishes Trust	—	5,000	(4,160)	840
The Albert Hunt Trust	2,000	—	(2,000)	—
The Daisy Trust	1,000	2,160	(3,160)	—
The Wakefield and Tetley Trust	1,687	11,433	(7,395)	5,725
West Hackney Parochial Charity	—	3,500	(1,814)	1,686
Westminster Amalgamated Charity	1,117	—	(1,117)	—
Westminster Dept for Communities and Local Government	—	8,235	(4,692)	3,543
	69,954	188,837	(209,936)	48,855

The restricted resources comprise donations from individuals or organisations to be applied towards specific activities of the Trust.

15 Designated funds

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the Trustees for specific purposes:

	At 1 April 2015 £	New designation £	Released/ utilised £	At 31 March 2016 £
Provision of counselling service projects	10,000	5,000	10,000	5,000
Projects – operational costs	75,000	60,000	75,000	60,000
	85,000	65,000	85,000	65,000

The above funds represent unrestricted monies received in the year set aside for the 2016/17 financial year in respect of counselling projects and the related operational costs.

16 Analysis of net assets between funds

	General funds £	Restricted funds £	Total 2016 £
Fixed assets	9,069	596	9,665
Current assets	224,365	74,140	298,505
Creditors: amounts falling due within one year	(30,369)	(25,881)	(56,250)
	203,065	48,855	251,920

17 Lease commitments

At 31 March 2016 Woman's Trust had total commitments (to the first break clause) under operating leases on land and buildings as follows:

	2016 £	2015 £
Within one year	27,908	—
	27,908	—

Detailed analysis of income and expenditure Year to 31 March 2016
This page does not form part of the statutory financial statements

	Total 2016 £	Total 2015 £
INCOME		
Grants receivable	384,373	407,589
Gifts and donations	45,692	49,954
Fundraising events	1,789	7,402
Interest receivable	397	283
Donated counselling rooms	29,290	51,010
Donated counselling services	82,740	116,850
Donated goods	—	74
Other income	5,400	2,750
Total income	549,681	635,912
EXPENDITURE		
Fundraising costs (excluding staff costs)	1,818	1,286
Direct charitable costs		
Childcare and client hardship	5,538	3,749
Counselling supervision	28,463	37,037
Room and equipment hire	18,067	16,894
Volunteer training and expenses	8,449	8,548
Donated counselling rooms	29,290	51,010
Donated counselling services	82,740	116,850
Donated goods	—	74
Initial sessions cost	1,663	5,025
Other direct costs	10,312	12,685
	184,522	251,872
Staff costs		
Staff salaries (including social security)	267,618	242,914
Staff pension costs	6,707	6,205
Staff supervision	4,394	3,856
Staff recruitment	4,673	2,343
Staff training and travel	2,571	1,194
Self-employed staff	7,064	—
	293,027	256,512
Premises costs		
Rent and rates	41,621	23,800
Administration and governance costs		
Independent examiner fees	3,600	3,928
Equipment	1,149	45
Insurance	2,086	1,550
Membership and subscriptions	1,125	820
Printing, postage and stationery	2,013	4,917
Telephone expenses	6,342	5,999
IT support and maintenance	5,228	4,601
Office moving costs	14,723	—
Depreciation	4,828	5,083
Sundry	4,654	4,927
	45,748	31,870
Total expenditure	566,736	565,340
Net (expenditure) income for the year	(17,055)	70,572