

# **THE CAMBRIAN COMMUNITY CENTRE**

## **TRUSTEES' ANNUAL REPORT AND ACCOUNTS FOR THE YEAR ENDED JUNE 2011**

The trustees present their report and the financial statements of the Charity for the year ended 30 June 2011. The financial statements are not audited, but have been endorsed by an independent examiner.

The financial statements have been prepared in accordance with the requirements of the Statement of Recommended Practice "Accounting and Reporting by Charities" issued by the Charity Commissioners in October 2005.

### **STATUS**

The Cambrian Community Centre was originally an association whose committee managed the community centre on behalf of Richmond Parish Lands Charity. Its constitution was amended in 1999 and it became a registered Charity in June of that year, under Charity number 1077016.

### **RECRUITMENT OF NEW TRUSTEES**

The trustees of the Cambrian Community Centre have been selected, some by advertisement and interview, others up until now by invitation to holders of positions customarily represented on the management committee - e.g. the Chair of the residents' association on the big London and Quadrant Housing Trust estate which the Centre serves; the local vicar; a local councillor (nominated on request by the Council); and others because they have special skills or are regular users of the Centre's facilities. The Richmond Parish Lands Charity is entitled under the centre's constitution to appoint a trustee. However, a former appointee stood down to avoid any conflict of interest during a review and negotiations about the Centre's future in 2004-05, and has not been replaced. Any trustees recruited in the course of the year are co-opted until the following Annual General Meeting when they stand for election. The present body of trustees can muster valuable skills and experience of management, finance and activity in the local community.

### **ORGANISATIONAL STRUCTURE**

The Charity is managed by its board of trustees who meet at least four times a year. Ad hoc meetings are called to tackle particular issues. Different activities within the Centre have their own managers, and there are also a considerable number of independently-run activities. These include the after school club and cafe, both of which run in space hired from the Centre.

Day-to-day management of the whole Centre, including financial business, repairs and maintenance, staff management, bookings and fundraising is delegated to a part-time Centre Manager, Brenda Hennessy in the year under review, with normal financial controls and in consultation with the Chair, Vice Chair and committees when necessary. In addition, between meetings there is e-mail consultation with trustees on issues of importance as they arise. Cheques and online BACS payments are signed or authorized by two trustees. Payroll is administered by the Payroll Bureau and salary payments are made by BACS after being checked and authorized in this way.

### **RELATIONSHIPS WITH OTHER PARTIES**

The Centre was built and is owned by Richmond Parish Lands Charity (RPLC), which ran it itself with the aid of a local management committee until 1999. Since then the building and sports pitch have been leased. Initially the RPLC retained responsibility for most repairs, for the salary of the Centre Manager for maintenance of the sports area and for meeting the costs of insurance and utilities. RPLC also subsidised, separately, some of the Centre activities. Under the current lease, the Centre took full responsibility for all but major or structural repairs and for all its other activities. The RPLC grant for the year continued at a reduced level.

Late in the 2008-09 financial year, we received a letter from the RPLC telling us that it was unlikely that they would continue to support the Cambrian Centre at the then level of approximately £30k per year excluding the rent payment (45k in all). To help in their review of our future, they asked for information on our other funding sources. They also asked what funding from RPLC we thought would be needed for the Centre to operate effectively over the next two years and whether trustees thought the Centre could become viable in the longer term. In addition they asked for evidence of the views of Queen's Road Estate residents on the importance of the Centre to them and ideas on how key activities could be transferred elsewhere if it were closed.

This review prompted a wide-ranging self-appraisal of all our activities and finances, both to answer the questions posed in the review and to consider how, if the grant from RPLC were reduced, the Centre could remain viable and take on a further lease from July 2011. A consultation exercise was undertaken on the Estate, with letters to all households and visits to residents in selected streets. This found substantial support for the existence of the Centre expressed by many families who, at different stages in their lives, had relied on or used the activities provided: we received many new ideas about new or improved services. There was also wider public support, especially from members of the gym. The loss of the Centre would certainly mean the loss of some of its most valued activities, as other local venues were mostly oversubscribed or unsuitable. In the event, following their review, RPLC made an offer to us in November 2009 of a fresh three-year lease in July 2011 with their grant gradually reducing annually by £5,000 until, in 2013-14, it was likely to cover only the rent of the building.

This offer was a real challenge for the trustees and staff of the Centre, and a decision to accept was not easy. We had to consider very carefully all the implications of the offer against current economic uncertainties over which we have little or no control, but which will affect the response of our statutory partners and others who have funded us in the past; also our ability to raise charges for room hire, the gym and other services while remaining competitive with other providers with more secure funding. Discussions took place with other funders and stakeholders - i.e. Richmond Council's Health Development Team and NHS Richmond, London and Quadrant; the QRE residents' representative; the Council's Children's service; our linked Children's Centre in Ham; our contacts in the Youth Service and with Richmond Youth Partnership.

One new development which offered hope was the discovery that it was planned that the Centre would be one of 12 Children's Centres in Richmond, rather than a mere information hub as had earlier been proposed. This would link with the Ham Children's Centre in order to provide a range of services for families in South Richmond with young children, and also for older children who were previously the concern of the Extended Schools Network, under the aegis of the local Quindrat. However, the cuts implemented by the new regime on the Council from May 2010 eliminated these possibilities.

Our early projections suggested that, provided our new role in the Children's Centre initiative contributed a reasonable amount towards our overhead costs, it should be possible, with active fundraising and more realistic charges for room hire, the gym and other services, to manage with the greatly reduced grant from RPLC and make the Centre viable for at least the period of a new lease. However, the abandonment of the Children's Centre initiative made prospects substantially worse. Much would depend on future levels of inflation. The higher our costs rise, the wider the gap to be filled. However, despite these uncertainties, in January 2010 we accepted RPLC's offer and undertook to do our best over the coming year and a half to become sufficiently viable to take on a further lease in 2011. Much would depend on our ability to forge a new partnership with the local Quindrat in order to support a wide range of opportunities for families and children of all ages, but these hopes were dashed with the change in the Council's administration.

## **RISK MANAGEMENT**

At a time when the environment is one of policy uncertainties, severe financial restraint for both statutory bodies and trusts, and when many people's ability to pay for our services is limited, the major risk for the Centre was that it might be unable to fill the coming gap in its finances by active fundraising and other means, and might well have to decline the offer of a new lease from July 2011. All our efforts are currently bent on building sustainable income and reserves. These have again increased slightly this year, however

they are still below the level we consider desirable.

Risks from accident are minimized by strict adherence to good Health and Safety practices. These are made known to those who hire the Centre, and are covered, along with employment risks and other risks common to similar organizations, by our insurance (which was designed to cover the mooted Children's Centre).

## **OBJECTIVES AND STRATEGY OF THE CAMBRIAN COMMUNITY CENTRE**

The constitutional objectives of the Centre are "to provide facilities for the benefit of persons in the London Borough of Richmond and environs with special reference to the Queen's Road Estate for the advancement of education and for recreation and leisure time occupations".

As we continue to face the challenge of reduced RPLC funding, the overriding priority has been to expand our income and to extend our activities, where possible, in order to increase the Centre's contribution to the health and well-being of the local community.

## **ACTIVITIES**

**The Cambrian Gym** is a low cost community gymnasium involved in the Active Living Scheme, promoting the benefits of regular physical activity through exercise and healthy lifestyle programmes for 16-year-olds upwards. It offers high supervision exercise with well qualified staff in a friendly and non-judgemental setting. Its fitness trainers are among the very few gym instructors in the borough who are qualified to accept referrals from local medical services, and this service forms a major part of the Gym's activities. This area of work is increasingly important, as the size, atmosphere and continuing skilled support of staff make it particularly suitable for those who have health reasons for exercising, but would hesitate to use a larger, more impersonal gym.

Areas of specialisation include support for people recovering from accidents, injury or illness and a special cardiac Phase N class. As well as health assessments and customized exercise programmes, the gym instructors also encourage healthy eating and provide specialized dietary information. The Centre is also the starting point for a regular Healthy Walks Programme in Richmond Park.

The prospect of declining support from RPLC made it necessary to increase Gym charges in January 2010, but even so membership held up well. Making the Gym financially viable while still offering competitive rates has remained a major preoccupation.

An earmarked grant for the Gym from RPLC has given a boost to morale, as demonstrating belief in the Gym and its future. The Council's Health Development Team had previously negotiated with us a service level agreement to use the Gym to run "Upbeat" - an exercise programme for children and teenagers who have various problems. This had started as a pilot the previous year. It also provided funds towards our plans to renovate and redecorate the gym itself. During the year the staff installed new rubber flooring in the Gym.

**Youth activities** The Centre runs a Youth Club on two evenings a week from 7- 8.30pm. This group caters for the younger age range (7-13 year-olds), is well run and very popular, offering a range of indoor activities including computer and internet access, table tennis, pool, air hockey, a tuck shop, parties, information and advice in many areas as well as the opportunity to let off steam on the sports pitch. One of the Centre's staff is a qualified football coach, and provides some coaching on club nights.

In addition funding was obtained from the Council for work with Brentford Football Club's community program; providing free professional football coaching weekly throughout the playing season for children aged 12-18. Funding for the following financial year was to be provided by London & Quadrant Housing Trust.

It has become clear that the age range of the club is too wide to be able to provide activities suited to older, as well as younger children. With this in mind, around the start of the year we embarked on a consultation exercise to see if parents would be happy for the younger club members aged 7-11 to meet on Friday nights, leaving the less popular Wednesdays for those now at secondary school, initially up to age 14. We also worked with the Queen's Road Estate Residents' Association on a bid to run a volunteer led gardening project

for younger children designed both to teach gardening skills and to enhance the appearance of untended spaces on the estate.

The sports pitch is large enough to play five-a-side football, netball and basketball, open at 9am daily till 6pm in winter and 8pm in summer (6pm on Sundays to give the neighbours some quiet, and 8.30pm on youth club evenings), and all local children have free access to it. It is much used throughout the week. A bid for funding to work with Brentford Football Club's community programme to provide free professional football coaching weekly throughout the playing season for children aged 12-18 was also prepared.

**CamKids** The Centre is also the venue for CamKids, an independently run five day a week after school club operating in term time between 3pm and 6.30pm. Children are collected from neighbouring schools and enjoy supervised play and a snack until their parents can collect them. There is a wide range of activities, including football on the pitch, and the smaller room is used for quieter activities and homework.

**Other Community Activities** Both the main hall and a smaller room in the Centre are rented out for a variety of purposes, so that it offers a range of different activities throughout the week. As well as being used for Queen's Road Estate and other meetings, children's parties and other one-off occasions, during the year there are classes in Yoga, both for beginners and the more advanced, and in alternative therapies such as homeopathy, reflexology and Indian head massage.

Parkinson's People run both weekly art classes and a monthly gathering with specialist speakers to help or entertain those suffering from this debilitating disease.

A Buddhist group also makes regular use of the Centre.

**Community Cafe** At the heart of the Centre there is a small kitchen and cafe area, normally leased to someone who will provide inexpensive meals and snacks for Centre users in the mornings and over lunch time. Later in the day it is also used by groups using the Centre, including the Youth Club and CamKids.

It has not been easy to find a stable arrangement for running the cafe, as its size and location make it hard for managers to make a profit, even when rental is low. For a few months a new manager took over but has since had to give up. We have looked at a number of alternative ways of providing this service.

**Volunteers** carry out a number of useful jobs ranging from repairs and redecoration to delivering publicity and running Open Days. The volunteers with the Youth Club and IT volunteers have continued to support the work of the Centre.

**INDEPENDENT EXAMINER'S REPORT  
YEAR ENDED JUNE 2011**

I report on the unaudited accounts of the charity for the year ended 30 June 2011

**RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND THE INDEPENDENT EXAMINER**

As the charity's Trustees you are responsible for the preparation of the accounts; you consider that the audit requirement of section 43(2) of the Charities Act 1993 does not apply and that an independent examination is needed.

It is my responsibility to:

- examine the accounts (under section 43(3Xa) of the Charities Act 1993);
- follow the procedures laid down in the General Directions given by the Charity Commissioners (under section 43(7)(b) of the Charities Act 1993); and
- 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 Charities Commissioners. An independent 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 I do not express an audit opinion on the view given by the accounts.

**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:

- (a) to keep accounting records in accordance with section 41 of the Act; and
- (b) to prepare accounts which accord with the accounting records and to comply with the accounting requirements of the 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.

**Mrs Jennyfer Espie  
138 Petersham Road  
Lansdowne Place  
RICHMOND  
Surrey TW10 6UK**

Signed .....  .....

Date ..... 18<sup>th</sup> May 2012 .....

**CAMBRIAN COMMUNITY CENTRE**

**ANNUAL ACCOUNTS 2010/11**

**Year ended 30 June 2011**

		Unrestricted Funds 2011 £	Restricted Funds 2011 £	Total Funds 2011 £	Total Funds 2010 £
	Note				
<b>Incoming Resources</b>					
Donations and other income	2	100	369	469	836
<i>Activities in furtherance of the charity's objectives</i>					
Grants receivable	3	25,000	25,261	50,261	52,500
Charitable trading income	4	36,969	0	36,969	41,719
Interest receivable	5	36	0	36	51
					0
<b>Total Incoming Resources</b>		62,105	25,630	87,735	95,105
 <b>Resources expended</b>					
<i>Costs in furtherance of the charity's objectives</i>					
Staff costs	6	57,426	0	57,426	59,147
Other costs	7	5,337	31,461	36,797	35,222
<b>Total Resources Expended</b>		61,260	31,461	92,721	94,370
 <b>Net Incoming Resources for the year</b>		845	(5,831)	(4,986)	735
 Balances brought forward		20,996	5,831	26,827	26,091
 Balances carried forward		21,841	0	21,841	26,827

The notes on pages 3 to 5 form part of these financial statements

**THE CAMBRIAN COMMUNITY CENTRE**

**BALANCE SHEET**

**At 30 June 2011**

**BALANCE SHEET**

	Note	£ 2011	£ 2010
<b>Fixed Assets</b>			
Tangible assets	8	-	-
<b>Current Assets</b>			0
Debtors	9	(162)	10,652
Cash at bank and in hand		<u>25,039</u>	<u>19,799</u>
		24,877	30,451
<b>Creditors: Amounts falling due within one year</b>	10	3,037	3,624
<b>Net Current Assets</b>		<u>21,841</u>	<u>26,827</u>
<b>Total assets less current liabilities</b>		<u><u>21,841</u></u>	<u><u>26,827</u></u>
<b>Funds</b>			
Restricted	11	0	5,831
Unrestricted	12	21,841	20,996
<b>Total Funds</b>		<u><u>21,841</u></u>	<u><u>26,827</u></u>

The notes on pages 3 to 5 form part of these financial statements

**THE CAMBRIAN COMMUNITY CENTRE**  
**NOTES TO THE FINANCIAL STATEMENTS**

**Year ended 30 June 2011**

**1 Accounting policies**

***Basis of Accounting***

The financial statements have been prepared under the historical cost convention and in accordance with the Statement of Recommended Practice 'Accounting and Reporting by Charities' (SORP 2000) and the Charities Act 1993.

***Depreciation***

Depreciation is calculated to write off the cost of an asset, less its estimated residual value, over the life of that asset as follows:

Built-in Furniture	- 5 years straight line
Youth Centre Equipment	- 3 years straight line
IT and Gym Equipment	- written off immediately on purchase

**2 Donations**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£	£	2011	2010
			£	£
Sundry income	100	369	469	836

**3 Grants Receivable**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£	£	2011	2010
			£	£
Richmond Parish Lands Charity	25,000	9,531	34,531	40,000
London & Quadrant Housing Trust	0		0	0
LBRUT Children's Services	0	6,380	6,380	12,500
Other	0	6,365	6,365	
Transfers			0	0
	<u>25,000</u>	<u>22,276</u>	<u>47,276</u>	<u>52,500</u>

**4 Charitable Trading Income**

	2011	2010
	£	£
Lettings	12,550	13,247
Income for using the Centre	24,420	28,472
	<u>36,969</u>	<u>41,719</u>

**5 Interest Receivable**

	Unrestricted Funds	Restricted Funds	Total Funds	Total Funds
	£	£	2011	2010
			£	£
Bank interest receivable	36	-	36	51



**THE CAMBRIAN COMMUNITY CENTRE**  
**NOTES TO THE FINANCIAL STATEMENTS**

Year ended 30 June 2011

**6 Costs in Furtherance of Charitable Objectives**

	Unrestricted Funds	Restricted Funds	Total Funds 2011	Total Funds 2010
	£	£	£	£
<b>Provision of Charitable services:</b>				
Children's Centre	0	0	0	10,500
Gym	39,399	8,384	47,783	42,029
Management	9,563	6,364	15,927	14,285
Playcentre	4,122	0	4,122	7,466
Youth Club	8,176	16,713	24,889	20,090
	<u>61,260</u>	<u>31,461</u>	<u>92,721</u>	<u>94,370</u>

**Analysis of provision of charitable services:**

	Staff costs	Other costs	Total 2011	Total 2010
	£	£	£	£
Children's Centre	0	0	0	10,500
Management	49,358	(33,431)	15,927	14,285
Playcentre	(1,490)	5,613	4,122	7,466
Youth Club	(5,327)	30,216	24,889	20,090
	<u>55,924</u>	<u>36,797</u>	<u>92,721</u>	<u>94,370</u>

**7 Direct Resources expended**

	Staff costs	Other costs	Total Funds 2011	Total Funds 2010
	£	£	£	£
Direct charitable expenditure	55,924	36,797	92,721	94,370
Management and administration	-	-	-	-
	<u>55,924</u>	<u>36,797</u>	<u>92,721</u>	<u>94,370</u>

**The aggregate staff costs were:**

	2011	2010
	£	£
Wages and salaries	53,127	56,742
Social Security costs	2,796	2,405
	<u>55,924</u>	<u>59,147</u>

**Particulars of employees**

The average number of staff employed by the charity during the financial year amounted to:

	2011	2010
	No.	No.
Number of staff (full time equivalents)	<u>3</u>	<u>3</u>

**THE CAMBRIAN COMMUNITY CENTRE**  
**NOTES TO THE FINANCIAL STATEMENTS**

Year ended 30 June 2011

**7 Direct Resources expended (continued)**

	2011	2010
	£	£
<b>Other costs :</b>		
Rent	18,000	18,000
Accountancy	0	0
Heat, light, water, repairs & renewals	4,391	4,870
Training, telephone, travel, stationery & other	12,904	12,353
	35,295	35,222

**8 Tangible Fixed Assets**

	Equipment	Equipment
	£	£
Cost at 30 June 2011	12,394	12,394
Accumulated Depreciation 30 June 2010	12,394	12,394
Net book value at 30 June 2010	0	0

Other equipment has been donated at zero cost.

**9 Debtors**

	2011	2010
	£	£
Trade debtors	(162)	10,652
Accrued income	0	0
Total debtors	(162)	10,652

**10 Creditors**

Trade creditors	973	1,170
Deferred income	0	0
Taxation and social security	2,064	2,454
	3,037	3,624

**11 Restricted Funds**

	<b>Movement in resources:</b>			
	Balance at	Incoming	Outgoing	Balance at
	1 July 2010	£	£	30 June 2011
	£	£	£	£
Children's Centre	2,000	0	0	2,000
Gym	0	8,384	(8,384)	0
Management	0	6,364	(6,364)	0
Playcentre	0	0	0	0
Youth Club	3,831	10,882	(16,713)	(2,000)
	5,831	25,630	(31,461)	0

**12 Analysis of net assets**

	Other net assets	Total 2011	Total 2010
	£	£	£
Restricted Funds	0	0	5,831
Unrestricted Funds	21,841	21,841	20,996
	21,841	21,841	26,827

*D.R. Martin*      18 May 2012

David Martin  
Treasurer

*Jennyfer Espie*  
Jennyfer Espie  
Independent Examiner