

**Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31 October 2018
for
Walk Tall**

Aspirations Accountancy Ltd
C7-C8
Spectrum Business Centre
Anthony's Way
Rochester
Kent
ME2 4NP

Walk Tall
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for the year ended 31 October 2018

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**Walk Tall
Report of the Trustees
for the year ended 31 October 2018**

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 October 2018. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

OBJECTIVES AND ACTIVITIES

Objectives and aims

The Charity's aim is to advance the education of young people under the age of 25, by raising awareness and by imparting knowledge, skills and strategies which reduce and manage conflict and promote concord, respect and positive behaviour between individuals, within society and community,

The charity also seeks to advance the education of the general public as well as promoting awareness of the Charity's values and ideals and conducts research into the best delivery of these objectives.

OBJECTIVES AND ACTIVITIES

Significant activities

This has been the most challenging year in the charity's history.

In terms of operations we are amazed that we have delivered as much as we have done! This is a real testament to members of staff who have willingly worked outside their usual roles.

The charity is now scattered in premises across Gravesend and Dartford which presents operational challenges for our existing staffing capacity. However, a positive is that most of our services are much more accessible to the communities we serve.

The financial impact of our scattered operations, however, is severe and is being addressed. Our capacity to apply for grant funding is very much reduced but we do have a strategy to rebuild it. We have put steps in place to increase delivery of our low-cost services. We have also developed a new approach to marketing our services.

The Year's Activities:

Arts:

Following the loss of our premises and the devastating loss of our head of performing arts, Robbie Humphries, the charity's arts delivery remained dormant until early this year. For the first time in seven years we were unable to run our December pantomime at Mick Jagger Centre, Dartford. The popularity of the pantomime which built over the years resulted in very disappointed audiences and very many requests for our return. This is scheduled for 2019.

All our community arts groups suffered badly from lack of premises. The community adult group, at least, resumed at the end of May 2019 and has enjoyed participation of 11 adults so far. Robbie's legacy of developing his students bore fruit in March following a very successful research project into homelessness and suicide. One of Robbie's students, Tamara Gummer, excelled in writing and directing a performance based on our research which was filmed by a documentary company. The project worked with 24 homeless participants and culminated in a performance attended by over 100 invited professionals.

Education:

Our Key Stage 4 and 5 programmes endured 3 changes of venue over the year which has resulted in disruption and emotional challenges for our vulnerable students. A credit to our dedicated staff under the line management of Nav Bains is the achievement of a 100% exam pass rate. Twenty-seven students between the ages of 14 and 17 accessed the programme over the period.

Mental health education groups suffered badly from the lack of a suitable delivery venue and 4 changes of venue. This proved to be very disruptive for students. However, we were fortunate to find The Methodist Church Community Centre in Gravesend which has provided a very suitable location for delivery. Counselling Course Coordinator, Anne Thorpe and her teaching team, despite having endured very difficult circumstances over the period, deserve credit for ensuring 22 Level 2 students, 8 Level 3s and 5 Level 4 students completed their course and are now awaiting results.

Counselling Service:

Following a chaotic start due to our relocation, this service is better than it has ever been. The service has grown 8-fold in 7 months since the appointment of a new and very expert Counselling Services Manager, Emma Farrell. We are grateful to Sealey's Estate Agency for the opportunity to secure a base for the service in the centre of Gravesend and for immense support in very many other ways. We now have a town centric Dartford counselling centre which is helping to make the service available to people from a wider area. The service now has 31 counsellors, 14 of whom are newly engaged by the service and include child and couple specialists. Our waiting list has reduced from 98 to 18 and this is despite 197 new referrals, with 59 children, 114 young people 109 adults and 11 couples receiving/received counselling.

Funders and Support:

We are grateful to our funders and supporters; Gravesham Borough Council, Swanscombe and Greenhithe Town Council, and for donations from Gravesend and Northfleet Lions Club, Gravesend Masons and fundraising by Gravesend Grammar School.

OBJECTIVES AND ACTIVITIES

Significant activities

Our grateful thanks to Walk Tall's staff and volunteers who have excelled and given so much in what have been extremely challenging circumstances.

FINANCIAL REVIEW

Reserves policy

The trustees have examined the charity's requirements for reserves in light of the main risks to the organisation. It has established a policy whereby the unrestricted funds not committed or invested in tangible fixed assets held by the charity should be between 9 and 12 months of the expenditure. Budgeted expenditure for 2018-19 is £150,000 so the target is £112,500 to £150,000 in general funds.

The reserves are needed to meet the working capital requirements of the charity, at the balance sheet date the available reserves were £123,683 which represents nearly ten months of expenditure, so within our target range. This gives the charity a base from which to grow and expand its reach in the community and to meet increasing costs until a permanent home is found.. The CEO has put forward plans for the coming financial year to maintain the unrestricted reserve position whilst delivering more services to our new and existing users. The charity is working closely with local funders and delivery partners to provide a good quality education within strict budget lines. It is anticipated that this will maintain the Charity's reserves in line with its target range and improve our reach.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

New trustees are introduced to the charity by either their work in the local community or by the Chief Executive as part of her work to promote the activities of the charity.

Trustees are invited and encouraged to attend performances that the charity produces and to meet the actors and volunteers in the rehearsal sessions so that they understand the context of the charitable work undertaken.

The charity also produces a guide to the legal responsibilities of being a trustee plus sign postings from the various Charity Commission publications through the Commission's guide "the Essential Trustee".

REFERENCE AND ADMINISTRATIVE DETAILS

Registered Company number

04362851 (England and Wales)

Registered Charity number

1094146

Registered office

C7-C8 Spectrum Business Centre
Anthony's Way
Rochester
Kent
ME2 4NP

Walk Tall
Report of the Trustees
for the year ended 31 October 2018

REFERENCE AND ADMINISTRATIVE DETAILS

Trustees

Mrs A Hopper	Retired	
Reverend D Scott	Retired Parish Priest	
Mrs M C Stoneham	Retired	- resigned 31/12/2017
A B Kensington	Certified Accountant	
M Sears	Commercial Agent	
Ms J Crocker	Solicitor	

Independent examiner

Aspirations Accountancy Ltd
C7-C8
Spectrum Business Centre
Anthony's Way
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ME2 4NP

A WORD FROM OUR CHAIRMAN

Trustees:

We have a small, but gifted band of trustees who have contributed to Walk Tall's welfare through their diverse gifts and specialities. The year saw us going through some challenging issues that demanded a lot of time and attention, both of which they willingly gave. I am extremely grateful to them for the contribution they have made in time and expertise to meeting the charity's challenges. We are blessed in having a first-class accountant keeping a watchful eye on our cash flow, in having an expert in the property market guiding us following the loss of our Britannia Metals buildings and having to find new locations - an ongoing challenge and in having a fully qualified lawyer keeping an eye on legal issues. Thank you, all.

CEO:

Walk Tall depends very heavily on the skills of our extremely busy CEO, Dr Ann Duke. She has fought to keep Walk Tall in credit after the devastating loss of our Northfleet HQ which was largely cost free for Walk Tall. The search for a new HQ is ongoing, but, in the meantime, venues are being hired and used in Dartford and Gravesend - an office suite with counselling rooms, spaces for the counselling courses, for the school and for drama classes. We had scattered children's groups in 3 venues, but these all closed through lack of support.

After big changes in staffing in the counselling department, the counselling department is proving to be walk Tall's major success story with several training courses and counselling sessions going on; the income has been climbing steadily. Walk Tall depends very heavily on part time employees and we are grateful for them.

Robbie Humphries:

We have said a sad farewell to our long-term Artistic Director, Robbie Humphries, our only other paid full-time employee. He lived a year after being diagnosed with a rare form of cancer. He passed away at home but not before marrying and leaving a pregnant widow. His talents are being missed at Walk Tall, though attempts are being made to keep some of his activities going under new leadership.

Volunteers:

Walk Tall has always depended heavily on its volunteers. These days, we have a lot fewer than when we had our Northfleet HQ. Of course we are very grateful to the ones who are active with us and give of their time generously.

The future:

Walk Tall has survived the loss of Northfleet. It has suffered a £28,053 loss over the financial year which is obviously a massive challenge to Walk Tall over the next year. The decision to pay Robbie in full for a year without any financial return from his activities was demanding. Walk Tall will not replace him with a full-time employee. As mentioned before, the counselling department income is continuing to improve under excellent teaching and dedicated management.

Walk Tall
Report of the Trustees
for the year ended 31 October 2018

Approved by order of the board of trustees on 31 July 2019 and signed on its behalf by:

Reverend D Scott - Trustee

**Independent Examiner's Report to the Trustees of
Walk Tall**

Independent examiner's report to the trustees of Walk Tall ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 October 2018.

Responsibilities and basis of report

As the charity's trustees of the Company (and also its directors for the purposes of company law) you are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ('the 2006 Act').

Having satisfied myself that the accounts of the Company are not required to be audited under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts as carried out under section 145 of the Charities Act 2011 ('the 2011 Act'). In carrying out my examination I have followed the Directions given by the Charity Commission under section 145(5) (b) of the 2011 Act.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe:

1. accounting records were not kept in respect of the Company as required by section 386 of the 2006 Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the accounting requirements of section 396 of the 2006 Act other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination; or
4. the accounts have not been prepared in accordance with the methods and principles of the Statement of Recommended Practice for accounting and reporting by charities [applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)].

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the accounts to be reached

Sarah Watson
FCCA
Aspirations Accountancy Ltd
C7-C8
Spectrum Business Centre
Anthony's Way
Rochester
Kent
ME2 4NP

31 July 2019

Walk Tall
Statement of Financial Activities
for the year ended 31 October 2018

		Unrestricted fund £	Restricted funds £	2018 Total funds £	2017 Total funds £
	Notes				
INCOME AND ENDOWMENTS FROM					
Donations and legacies		95,875	27,711	123,586	77,726
Charitable activities					
Resources		25,151	13,850	39,001	54,201
Other trading activities	2	-	-	-	1,627
Investment income	3	2,397	-	2,397	49,751
Total		<u>123,423</u>	<u>41,561</u>	<u>164,984</u>	<u>183,305</u>
EXPENDITURE ON					
Project delivery	4	70,807	65,437	136,244	110,527
Charitable activities					
Resources		1,715	905	2,620	40,592
Bought in professional services		11,673	4,911	16,584	-
Rent of facilities and equipment		18,609	2,800	21,409	-
Other expenses		11,858	-	11,858	70
Advertising and promotion expenses		4,323	-	4,323	-
Total		<u>118,985</u>	<u>74,053</u>	<u>193,038</u>	<u>151,189</u>
NET INCOME/(EXPENDITURE)		<u>4,438</u>	<u>(32,492)</u>	<u>(28,054)</u>	<u>32,116</u>
RECONCILIATION OF FUNDS					
Total funds brought forward		<u>119,243</u>	<u>35,673</u>	<u>154,916</u>	<u>122,800</u>
TOTAL FUNDS CARRIED FORWARD		<u>123,681</u>	<u>3,181</u>	<u>126,862</u>	<u>154,916</u>

Walk Tall
Balance Sheet
At 31 October 2018

		Unrestricted fund £	Restricted funds £	2018 Total funds £	2017 Total funds £
	Notes				
FIXED ASSETS					
Tangible assets	9	383	-	383	510
CURRENT ASSETS					
Debtors	10	2,623	-	2,623	18,952
Cash at bank		<u>131,381</u>	<u>3,180</u>	<u>134,561</u>	<u>153,926</u>
		134,004	3,180	137,184	172,878
CREDITORS					
Amounts falling due within one year	11	(10,705)	-	(10,705)	(18,472)
NET CURRENT ASSETS		<u>123,299</u>	<u>3,180</u>	<u>126,479</u>	<u>154,406</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		<u>123,682</u>	<u>3,180</u>	<u>126,862</u>	<u>154,916</u>
NET ASSETS		<u>123,682</u>	<u>3,180</u>	<u>126,862</u>	<u>154,916</u>
FUNDS	12				
Unrestricted funds				123,682	119,243
Restricted funds				<u>3,180</u>	<u>35,673</u>
TOTAL FUNDS				<u>126,862</u>	<u>154,916</u>

Walk Tall
Balance Sheet - continued
At 31 October 2018

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 October 2018.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 October 2018 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.
- (b)

These financial statements have been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 relating to charitable small companies.

The financial statements were approved by the Board of Trustees on 31 July 2019 and were signed on its behalf by:

M Sears -Trustee

Reverend D Scott -Trustee

1. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All income is recognised in the Statement of Financial Activities once the company has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the company to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off the cost less estimated residual value of each asset over its estimated useful life.

Plant and machinery	- 25% on reducing balance
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Taxation

The charity is exempt from corporation tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees..

Restricted funds can only be used for particular restricted purposes within the objects of the company Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to the Statement of Financial Activities on a straight line basis over the period of the lease.

Pension costs and other post-retirement benefits

The charitable company operates a defined contribution pension scheme. Contributions payable to the charitable company's pension scheme are charged to the Statement of Financial Activities in the period to which they relate.

2. OTHER TRADING ACTIVITIES

	2018	2017
	£	£
Fundraising events	-	1,627

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

3. INVESTMENT INCOME

	2018	2017
	£	£
Rents received	2,324	49,689
Deposit account interest	<u>73</u>	<u>62</u>
	<u><u>2,397</u></u>	<u><u>49,751</u></u>

4. PROJECT DELIVERY

Investment management costs

	2018	2017
	£	£
Property repairs	11,049	517
Support costs	<u>-</u>	<u>1,589</u>
	<u><u>11,049</u></u>	<u><u>2,106</u></u>

5. NET INCOME/(EXPENDITURE)

Net income/(expenditure) is stated after charging/(crediting):

	2018	2017
	£	£
Depreciation - owned assets	127	145
Other operating leases	<u>21,409</u>	<u>-</u>

6. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 October 2018 nor for the year ended 31 October 2017.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 October 2018 nor for the year ended 31 October 2017.

7. STAFF COSTS

The average monthly number of employees during the year was as follows:

	2018	2017
Charitable activities	8	8
Support team	<u>3</u>	<u>3</u>
	<u><u>11</u></u>	<u><u>11</u></u>

No employees received emoluments in excess of £60,000.

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

8. COMPARATIVES FOR THE STATEMENT OF FINANCIAL ACTIVITIES

	Unrestricted fund £	Restricted funds £	Total funds £
INCOME AND ENDOWMENTS FROM			
Donations and legacies	28,877	48,849	77,726
Charitable activities			
Resources	32,546	21,655	54,201
Other trading activities	1,627	-	1,627
Investment income	49,751	-	49,751
Total	112,801	70,504	183,305
EXPENDITURE ON			
Project delivery	42,442	68,085	110,527
Charitable activities			
Resources	40,592	-	40,592
Other expenses	145	(75)	70
Total	83,179	68,010	151,189
NET INCOME/(EXPENDITURE)	29,622	2,494	32,116
RECONCILIATION OF FUNDS			
Total funds brought forward	89,621	33,179	122,800
TOTAL FUNDS CARRIED FORWARD	119,243	35,673	154,916

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

9. TANGIBLE FIXED ASSETS				
	Plant and machinery £	Motor vehicles £	Computer equipment £	Totals £
COST				
At 1 November 2017	6,187	5,282	782	12,251
Disposals	-	(5,282)	-	(5,282)
At 31 October 2018	<u>6,187</u>	<u>-</u>	<u>782</u>	<u>6,969</u>
DEPRECIATION				
At 1 November 2017	6,106	5,282	353	11,741
Charge for year	20	-	107	127
Eliminated on disposal	-	(5,282)	-	(5,282)
At 31 October 2018	<u>6,126</u>	<u>-</u>	<u>460</u>	<u>6,586</u>
NET BOOK VALUE				
At 31 October 2018	<u>61</u>	<u>-</u>	<u>322</u>	<u>383</u>
At 31 October 2017	<u>81</u>	<u>-</u>	<u>429</u>	<u>510</u>
10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR				
			2018 £	2017 £
Trade debtors			2,465	18,794
Other debtors			158	158
			<u>2,623</u>	<u>18,952</u>
11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR				
			2018 £	2017 £
Trade creditors			14	15
Social security and other taxes			1,032	1,002
Other creditors			2,588	2,486
Wages control a/c			-	2,898
Accrued expenses			7,071	7,071
Deferred government grants			-	5,000
			<u>10,705</u>	<u>18,472</u>

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

12. MOVEMENT IN FUNDS

	At 1/11/17 £	Net movement in funds £	At 31/10/18 £
Unrestricted funds			
General fund	119,243	4,439	123,682
Restricted funds			
Children in Need	15,463	(15,463)	-
Other agencies	11,345	(8,165)	3,180
Heritage Lottery Fund	8,865	(8,865)	-
	<u>35,673</u>	<u>(32,493)</u>	<u>3,180</u>
TOTAL FUNDS	<u>154,916</u>	<u>(28,054)</u>	<u>126,862</u>

Net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	123,423	(118,984)	4,439
Restricted funds			
Children in Need	22,052	(37,515)	(15,463)
Other agencies	19,509	(27,674)	(8,165)
Heritage Lottery Fund	-	(8,865)	(8,865)
	<u>41,561</u>	<u>(74,054)</u>	<u>(32,493)</u>
TOTAL FUNDS	<u>164,984</u>	<u>(193,038)</u>	<u>(28,054)</u>

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

12. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1/11/16 £	Net movement in funds £	At 31/10/17 £
Unrestricted Funds			
General fund	89,621	29,622	119,243
Restricted Funds			
Children in Need	13,728	1,735	15,463
Other agencies	19,451	(8,106)	11,345
Heritage Lottery Fund	-	8,865	8,865
	<u>33,179</u>	<u>2,494</u>	<u>35,673</u>
TOTAL FUNDS	<u>122,800</u>	<u>32,116</u>	<u>154,916</u>

Comparative net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	112,801	(83,179)	29,622
Restricted funds			
Children in Need	21,656	(19,921)	1,735
Other agencies	24,750	(32,856)	(8,106)
Heritage Lottery Fund	24,098	(15,233)	8,865
	<u>70,504</u>	<u>(68,010)</u>	<u>2,494</u>
TOTAL FUNDS	<u>183,305</u>	<u>(151,189)</u>	<u>32,116</u>

Walk Tall
Notes to the Financial Statements - continued
for the year ended 31 October 2018

12. **MOVEMENT IN FUNDS - continued**

A current year 12 months and prior year 12 months combined position is as follows:

	At 1/11/16 £	Net movement in funds £	At 31/10/18 £
Unrestricted funds			
General fund	89,621	34,061	123,682
Restricted funds			
Children in Need	13,728	(13,728)	-
Other agencies	19,451	(16,271)	3,180
	<u>33,179</u>	<u>(29,999)</u>	<u>3,180</u>
TOTAL FUNDS	<u>122,800</u>	<u>4,062</u>	<u>126,862</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	236,224	(202,163)	34,061
Restricted funds			
Children in Need	43,708	(57,436)	(13,728)
Other agencies	44,259	(60,530)	(16,271)
Heritage Lottery Fund	24,098	(24,098)	-
	<u>112,065</u>	<u>(142,064)</u>	<u>(29,999)</u>
TOTAL FUNDS	<u>348,289</u>	<u>(344,227)</u>	<u>4,062</u>

13. **RELATED PARTY DISCLOSURES**

There were no related party transactions for the year ended 31 October 2018.

This document was delivered using electronic communications and authenticated in accordance with the registrar's rules relating to electronic form, authentication and manner of delivery under section 1072 of the Companies Act 2006.