



Consortium of Voluntary Adoption Agencies

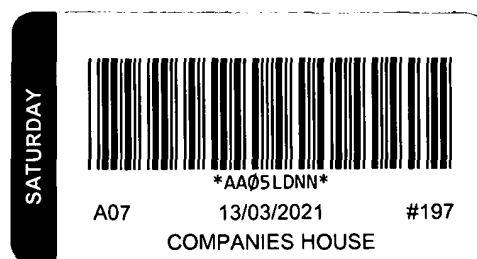
Annual Report and Consolidated Financial Statements
1 April 2019 to 31 March 2020

Consortium of Voluntary Adoption Agencies UK Ltd
(CVAA)

Registered charity number 1108318
Company Number 5275491

Registered Office

C/o ARC, Unit 29, The Business Innovation Centre, Wearside, Sunderland, SR5 2TA



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1. Chair's Report 2019-20

As we reach the end of the financial year, the VAA sector, along with the rest of the UK, is managing the impact of the Covid-19 pandemic. Although the timeframe of this report does not cover the months which followed, its identification it would be remiss not to recognise the tremendous response both of the CVAA team and of the sector to the needs of adoptive families through what continues to be a very challenging time. CVAA and agencies reacted swiftly and with remarkable creativity to ensure the continuation of both recruitment and support activity, while keeping staff safe and using all the virtual tools at their disposal. Once again, VAAs have risen to the challenge of putting children and adoptive families first in all they do.

This was a year of change and challenge for CVAA and the wider adoption sector. Responding to the changes in the adoption landscape, both structurally and in the number of children needing adoption, CVAA has undertaken a comprehensive engagement process with members to develop its new Strategic Plan. My thanks go to all those members who contributed their experience and insights to ensure the Plan provides the right balance of leadership, influence, enhanced policy support and practice development for VAAs across the UK. The Plan commits CVAA to support the sector to achieve even more in its vital work, making a difference to the lives of children and families. Our bold ambitions reflect the challenges VAAs face in a time of volatility and change, enabling us to focus our energies on what really matters to children, families and VAAs in an unpredictable external environment.

A key component of the new strategy is supporting greater collaboration across the sector and with our key partners. Shared ownership, collective action to change policy and public understanding, and a willingness to learn together will be vital to success, building on the impressive history VAAs have of leading-edge practice, placing children at the heart of all we do.

The annual conference held in Bristol this year was again a highlight, with a presentation from the Children's Minister highlighting the value of the sector and our essential contribution to finding forever homes for children. The event brought the sector together for reflection on our relationship with Regional Adoption Agencies, sharing best practice on vital support for birth families and challenging ourselves to do better in nurturing children's lifelong identity.

The Members' Event held in November was the best attended yet, with all but three members represented, providing invaluable input to consultation on the draft Strategy. CVAA also used this event to connect VAAs with the wider children's social care agenda through excellent presentations from the What Works Centre and Nuffield Family Justice Observatory, both of which invited CVAA members to contribute to their future research priorities.

The annual meeting for Chairs and CEOs was held this year in January. In addition to consultation on the Strategic Plan, the event provoked some excellent discussions on good governance and the importance of succession planning in ensuring strong and effective agency leadership. Support to Boards is a major new area of work for year two of the Strategic Plan.

This year has also seen the reshaping of the Practice Programme that now plays an increasingly important part of CVAA's work across the sector – including the development of an Aspiring Leaders Programme in the year ahead.

CVAA has continued to work with government, including Ministers, advisers, and officials, and through our membership of the Adoption and Special Guardianship Leadership Board. We have continued to press in our meetings with Ministers for a less fractured and more collaborative adoption system that is relentlessly focused on the needs of children and is committed to reduce the waiting times for all children; better links between the Family Courts and the rest of the adoption system; and promoted the excellent work of VAAs. CVAA has also played a key role in coordinating the joint working group on the interagency fee with ADCS and RAAs, which has led to a breakthrough in cross-sector agreement on the operation of the fee. The return to the level playing field will be a major focus for our partnership work in the year ahead.

During the year, the CVAA Board commissioned a comprehensive governance review that provided both a clean bill of health to the Board's work and some suggestions for continued improvement. This year we welcomed two new Trustees, Satwinder Sandhu and Ruth Marriott, and I would like to thank all members of the Board for their generous commitment of time and service to CVAA members.

In addition to thanking the Board for their work, may I also pay tribute to Maggie Jones and her team for the excellent work they do on behalf of members and the Board. Their tireless commitment ensures CVAA plays a positive part in helping agencies meet the needs of children and families and influences government to provide a supportive policy environment.

CVAA continues to play an important role at the heart of the adoption system, influencing decisions and advocating for the common cause we share with members of improving the lives of all those affected by adoption. VAAs have shown themselves willing and able to adapt to sudden and destabilising change over the past months, demonstrating yet again the flexibility and innovation which is at the heart of our support for so many vulnerable children and families. Our pride in all that members have

achieved drives CVAA forward, lobbying for the changes vulnerable children need and doing all we can to promote the unique contribution VAA's make to their lives.

This will be my last report as the Chair of CVAA. It has been a privilege to work with you all and my thanks to you all for your support to both me and the Board - and what you do to change the lives of children and families every day.

Ray Shostak

Chair of CVAA

September 2020

2. Treasurer's Report

I would like to start by paying tribute to my predecessor Amanda Forshaw and her finance colleagues at Caritas, especially Chris Briggs, all of whom have given years of loyal service and stewardship to CVAA. I wish Amanda a long and happy retirement and would like to thank Chris for agreeing to remain part of our Finance Sub Committee where her expertise will be invaluable.

I became Treasurer in January 2020, with Caritas kindly supporting the financial business of the agency until the end of the financial year on 31st March 2020. Responsibility for the financial affairs of CVAA then transferred to ARC Adoption North East and our accountants TPA Accountancy Services. The registered address of CVAA also changed to that of ARC Adoption North East.

Unlike in previous years, the year 2019-20 accounts did not require a full audit as our turnover reduced below the threshold. Instead members will see that we had an Independent Examination of the accounts undertaken by Paul Woodburn from the auditors appointed at the last AGM, Wallwork, Nelson and Johnson. I would like to thank Paul for his thorough oversight of our accounts and for the resulting reports which outline that the accounts produced were a true and fair view of the Charitable Company's affairs and can be presented for approval to the members as such at the Annual General Meeting of members on 17th September 2020.

I would like to draw member's attention to the fact that, despite maintaining a healthy level of reserves, the accounts show a deficit of £38,856 for the year.

Obviously, this was both disappointing and concerning for the Board and the staff team, but on close examination it became quite clear that this was not the result of any mismanagement or an attempt by the agency to live above its means, but rather it is a consequence of several factors coming into play during the year.

Firstly, In June 2019 the DFE did not reappoint CVAA to run the contract for servicing the ASGLB and collecting and analysing the quarterly data produced by the whole adoption sector. This resulted in the loss of a considerable income opportunity in the region of £250K.

Secondly, the steady reduction in members in the last three years, due to either mergers or agencies having to close, has greatly reduced our income stream from membership fees.

Thirdly, a reduction in the forecasted income from the Practice Programme occurred due to the departure of a key member of staff and a time lag before the replacement staff member could get the programme up and running again.

I would like to reassure members that in response to this situation both the Board and the CVAA team took serious measures to reduce expenditure and put into place a two-year plan to bring the budget back into line. This has involved moving offices, losing some staff posts and a temporary reduction in hours worked by the CEO.

We have also taken the opportunity to clear aged debt which had accrued over the last three years through a concerted effort in reclaiming those monies where it was at all possible.

On a much more positive note, the Practice Programme has now continued to develop and extend to cover its costs after some years of subsidy by the board.

Membership fees have also been held steady this year, despite the need for more income, in recognition of the pressure member agencies are under as result of the impact on business caused by the pandemic. However, these are likely to have to rise for 2021-22 if we are to maintain the quality of service that our members have come to value, expect, and rely upon.

Members should note that the CVAA subsidiary IAAM was closed during the year, hence the absence of separate financial statements in respect of this service that have been produced in previous years. At the time of writing we still await HMRC agreement to dissolving the company.

It will be a privilege to be able to play a part in the year ahead in creating a secure and sound financial base from which CVAA can operate and continue to provide its excellent membership services and advocacy role. Without the latter, our experience of working through the pandemic would have been much more fraught, both on a practice level and, perhaps more importantly, on a financial one, too, for our respective agencies.

Terry Fitzpatrick
Treasurer
September 2020

3. Strategic Report – CVAA Activities and Achievements 2019-20

There have been some notable success for CVAA in 2019-20: the development of our new Strategic Plan, the publication of our first in-depth policy briefings for members, and, at the end of the year, the swift move of the Practice Programme to delivery online in response to the Covid-19 lockdown. The CVAA staff team and Board of Trustees have remained focussed on providing the best possible support to members and influencing national policy to ensure that voluntary adoption agencies across the UK can continue their vital work finding forever homes for the children who need them.

Achievements against priorities set for 2019-20

CVAA has continued to provide an effective and authoritative voice for VAAs, advocating for the sector, influencing government and other key decision-makers across the social care system, and further developing member support services. Our priorities for 2019-20 included:

1. **Developing a new strategy to ensure CVAA continues to meet the needs of members in the changing landscape of adoption across the UK.**

This year the Board have led the development of a comprehensive three-year strategic plan for CVAA, setting out a new vision and mission for the organisation informed by values shared across the membership. The Strategy challenges CVAA to achieve a set of bold ambitions, underpinned by the common cause of improving the lives of all those affected by adoption. The strategy was subject to wide consultation with members and key external stakeholders, building a shared agenda for the next three years. Agreed by the Board at its January meeting for implementation from March 2020 annual delivery plans will be closely monitored by Trustees and updates provided to members through the CVAA newsletter.

The values which will underpin our work are set out below

- **Children and families are at the heart of everything we do:** We listen to children, birth and adoptive families and shape our work through their experiences and aspirations.
- **We are stronger together:** We believe in the power of collective action and the value of a thriving VAA sector, supporting each other to deliver the best for children and families
- **Evidence and Insight:** We will build on the evidence of what works, sharing best practice, using research and data insights to support service and sector development
- **Ambitious for improvement:** We are determined, creative and unafraid to challenge the status quo to change the world for adopted children and families.
- **Collaboration and partnership:** We will work constructively with others across all sectors of society who share our vision and values to achieve positive change for children and families.

CVAA working with members across the UK is now committed to achieving the following Ambitions:

1. **A Sustainable Sector:** Supporting and promoting a strong, sustainable voluntary adoption sector able to meet the future needs of children and families
2. **Systems leadership:** Using the knowledge and expertise of the sector to provide thought leadership on the future of adoption and influence positive change
3. **Innovation:** Curating and promoting innovation within voluntary adoption agencies and across the wider adoption sector
4. **Knowledge Hub:** Providing insight, data, and research evidence to enable the sector to tackle current challenges in adoption
5. **Investing in our people:** Building skills and expertise across our sector, supporting leadership and succession planning.

2. Building partnerships for change with others who have an interest in permanency and the improvement of the children's care system.

CVAA have continued to build closer strategic relationships with the leaders of Regional Adoption Agencies (RAAs) across England, promoting the work of VAAs and building common cause on issues such as reducing waiting times, the recruitment of adopters for children waiting the longest, and improving access to timely adoption support for families at all stages of the adoption journey. Regional variations still create difficulties for VAAs, and although many RAAs are developing strong and collaborative relationships with VAAs in their areas, others have yet to be convinced of the value VAAs can bring to their work. CVAA will continue to build productive partnerships with RAAs at national level and are playing a central role in the National Adopter Recruitment Steering Group, working with RAAs to develop a campaign to find families for Black and other ethnic minority children whose waiting times are far too long. VAAs have an excellent history of finding homes for such children and CVAA have made sure that this expertise is at the heart of the campaign.

At the CVAA Members' Meeting in November 2019, we were pleased to welcome speakers all working to improve care and permanency for children and adopted adults. Anna Bacchoo, Head of Practice at the What Works Centre (WWC) for Children's Social Care, discussed the possibilities of data to improve children's social care and presented three of the WWC's ongoing data projects, including provocative research into machine learning and decision-making. Dr Julia Rimmer of the University of East Anglia presented her team's ongoing research into what happens when adopted people become parents and adoptive parents become grandparents. Finally, we heard from Martin Burns, Executive Coordinator at the Nuffield Family Justice Observatory (FJO), about the FJO's priorities for the upcoming year, including mapping and filling the gaps in what is known about children in the family justice system.

After successfully collaborating with independent consultant Julia Feast and colleagues across the voluntary and independent adoption sector, in February 2020 we published a set of guidance documents for supporting adults who were adopted after December 2005 to access their records and locate birth relatives. We then hosted over 50 statutory colleagues at events in November 2019 and worked with Julia to adapt the guidance documents for LAs and RAAs. These are now available for statutory agencies to purchase and have been very well received by LA and RAA colleagues.

3. Undertaking a governance review to ensure CVAA governance was robust, based on best practice and met the needs of the organisation.

The Governance review was undertaken through the first half of the year with the findings and a summary report shared with members. The review tested CVAA practice against the Seven Principles of Good Governance highlighted a number of good practice areas and gave the Board helpful pointers for the future. Changes were identified to bring CVAA's governing documents up to date and these will be brought to a future AGM for agreement, following legal advice.

4. Working with statutory colleagues and the DfE to improve adoption support.

CVAA conducted intelligence gathering from members at several points through the year to assess the issues agencies faced in getting the right support to families at the right time. The results were fed back to the DfE and the Adoption Support Fund (ASF). A round table event held on 25th February involving CVAA members, RAAs, AUK, Home for Good and members of the All Party Parliamentary Group on Adoption formulated recommendations for action by both DfE and the sector in order to improve timely access to support for adoptive families. These have been presented to DfE in a comprehensive report which is being considered as part of the next stage of development for the Fund.

5. Launching a new website to promote the work of members and the power of adoption to transform lives.

CVAA launched a new website in October 2019, working closely with our new website provider, member agencies, and staff team to ensure that the website is a rich resource for prospective adopters, VAA staff, policymakers, and other adoption and permanency stakeholders. The new website preserved the Members' Area so that VAAs could continue to access resources from Practice Programme events as well as policy briefings, past newsletters, and other member benefits. The website regularly receives over 10,000 page views per month, and the Agency Finder tool is consistently the most popular page on the website.

Membership services

In 2019-20 we have continued to extend our support to members through the Practice Programme, the expansion of our policy and information service, and annual membership events.

In September 2019, we welcomed our new Practice Development Manager, Petra Jodlova, who has continued to develop the programme in response to feedback from member CEOs and our network of skilled practice leaders. In recognition of the value members place on the low-cost, high-quality training provided, the CVAA Board have again invested in the future of the programme as a valued member benefit and is closely monitoring progress against the business plan adopted last year. In 2019/20, we held 15 learning events, including practice sharing and formal training from sector experts. Events were accompanied by slides and resources shared on the members section of the CVAA website, including videos of academic speakers and practice improvement tools. A total of 249 colleagues from 28 member agencies attended at least one event. Members have been able to cascade training within their teams and have seen positive results from the sharing of good practice and network-building facilitated by the programme.

As Covid-19 became more of a pressing concern in March 2020, we quickly moved the Practice Programme online to continue providing members with opportunities to connect with colleagues, pursue CPD, and develop their practice. We responded quickly to the changing environment and introduced the virtual Practice Programme with a series of 5 free 'rapid response' webinars for members, which allowed 261 attendees to share how their agencies were adapting services to continue supporting children and families and learn from one another. One attendee said, "Professional and competent way it was run. A really positive experience."

We introduced CVAA Policy Briefings in autumn 2019 to provide an easily accessible way for members to stay informed about policy developments in adoption, the wider permanency landscape, and the voluntary sector. Our Policy Briefings approach relevant topics from a number of different angles, including regulations, practice, and innovation. The first Briefing focused on Special Guardianship in England and Wales, with subsequent publications dedicated to organisational sustainability, ASGLB data, and lifelong identity.

We have continued to strengthen CVAA's online presence through Twitter and blog posts, promoting the value of adoption, the achievements of member agencies and the excellent services they offer families, and the work of CVAA on members' behalf.

At the annual Members' Meeting in November 2019, VAA leaders heard from a wide range of speakers about developments in research and evidence on the lifelong outcomes of adoption and care. Members also had a chance to connect with one another, provide feedback on the new CVAA Strategy, and discuss the role of VAAs in supporting the lifelong identity needs of adopted people.

The CVAA Trustees' Event in January 2020 was our best attended yet and looked at the challenges of succession planning and as service diversification under the common theme of building a more sustainable sector. Delegates heard from governance experts and member agencies who had successfully implemented succession planning at Board and CEO levels as well as developed new services which built upon the strengths and expertise of their teams.

Leadership and strategy

The Board of Trustees met five times in the year to April 2020, and held an away day in March to consider the challenges of creating a 21st-century adoption system and the leadership role CVAA should play in keeping VAAs high on the Government's agenda. The Board have closely monitored the impact of the interagency fee inflationary rise and the expanding RAA programme alongside overseeing the development of the CVAA UK Strategy for 2020 to 2023 and undertaking the Governance Review set out above.

Interagency fee

On 1 April 2019, the interagency fee underwent its first inflationary increase of 2% in line with the revised policy of increasing the fee by CPIH inflation annually to keep pace with the rising costs of placements. The vast majority of local authorities and RAAs paid the new rate over 2019/20, although late payment continued to be a major concern and cause of cash flow difficulties for members. In January 2020, an inflationary increase of 1.4% was announced for 2020/21; again, this was accepted by almost all statutory agencies. Crucially, VAA placement numbers were maintained at an average of 20.1% per quarter in 2019-20.

The level playing field is now re-established in Scotland and Wales. In England, CVAA continues to work with RAAs, ADCS, and the LGA to argue robustly for the level playing field and stress the negative impact on the most vulnerable children of delays caused by any reluctance to place with VAA families.

Excellent progress has been made within the CVAA/ADCS working group in establishing a common understanding of what level of service and activity is covered by the fee and which elements are duplicated for a sibling group. The revised arrangements have been agreed by ADCS and will be published later in 2020.

Lobbying and influencing

Despite regular changes in staffing and leadership at the Department for Education, CVAA has maintained regular communication with officials and Ministers. We have met regularly with the adoption team throughout 2019-20, along with writing to Ministers to ensure that they are taking account of the voluntary adoption sector's essential work.

The Department for Education's regional adoption agency (RAA) programme has continued in 2019-20, with 12 RAAs 'going live' in this year. CVAA has continued to be actively involved in representing the interests of VAAs in relation to the programme at all levels and has established good communication channels with the RAA leaders' group. We have also worked closely with the RAA leaders on the DfE-funded national recruitment campaign. CVAA's CEO and a number of trustees sit on the National Recruitment Steering Group and have ensured that the national campaign takes account of voluntary sector's expertise and perspective.

CVAA has been making a strong and consistent case to government and other stakeholders that the RAA programme will only succeed in improving waiting times and sufficiency if a whole-system approach is taken which recognises and builds on the strengths of all placement providers in cooperation, rather than fragmenting relationships and creating competitive barriers to joint working. We have also made this case in the Adoption and Special Guardianship Leadership Board (ASGLB) where CVAA have continued to play an active role ensuring that the experience and expertise of VAAs was recognised in the Blue Prints developed on support services for both special guardian and adoptive families and in addressing waiting times for children. The ASGLB has focussed on the robustness of the data used to track placements and better co-ordination between the activities of the courts and social care sectors. CVAA has also supported greater input by VAAs to Regional Boards building understanding of the contribution VAAs can provide to finding homes for the children who wait the longest, including sibling groups.

CVAA have worked with Celtic members to influence the devolved Governments, achieving success in agreements on the interagency fee for both Wales and Scotland and holding a policy roundtable with officials from the Northern Ireland Assembly Government.

CVAA have continued to work with the DfE on the Adoption Support Fund, highlighting delays and difficulties in access as well as celebrating the excellent work done by members using the Fund to provide life-changing therapeutic interventions for children and families. We have also worked collaboratively to find solutions: in February 2020, we hosted a roundtable event with leaders and practitioners from across the adoption and permanence landscape to discuss the future of the Fund and recommendations for its improvement. Delegates were committed to making the Fund even more effective and efficient for children and families. Though delayed by the pandemic, we were able to discuss the report that came out of this event with Government in July 2020 and make recommendations for the autumn 2020 Spending Review.

Over the course of 2019-20, too many children continued waiting for too long to be placed with their forever families. In England, as of 31 December 2019:

- There were 2,580 children waiting with a placement order but not yet placed
- 1,190 children had been waiting longer than 18 months, of whom 930 (79%) had at least one 'harder to place' characteristic

However, VAAs continued to work as hard as ever to place and support a large minority of these children:

- As of 31 December 2019, VAAs in England had placed 410 children – 17% of all children placed in the first three quarters of 2019/20
- VAAs in England approved 480 adopters in the first 3 quarters of the year – 22% of all adopters approved in that time

Based on the available data, the year-on-year decline in ADM decisions, placement orders, and adoption orders appears to have continued in 2019-20. CVAA has been actively involved in discussions at a national level, through the ASGLB, to understand the problem and develop proposals for action alongside working with the courts to address the worrying reduction in permanency orders of all kinds granted this year.

Priorities for the year ahead

The start of 2020-21 has been extraordinarily difficult for everyone working in frontline service delivery, and has introduced an unprecedented level of uncertainty for VAAs. CVAA will continue to work closely with members to identify risks and challenges, provide support and opportunities for connection, and ensure that agencies can continue to provide critical services to children and families. With many placements delayed and fewer children than ever being considered for adoption, we expect the impact of the pandemic to continue affecting services and organisations in the coming year.

In the year ahead, our priorities will include:

1. Supporting members to manage the impact of the Covid-19 pandemic on their organisations and vital services to families
2. Influencing the Comprehensive Spending Review on adoption and continuing to work with all UK governments to increase the visibility and commitment to adoption
3. Establishing the CVAA data programme to enhance lobbying and support members in data-led planning and development
4. Developing and launching the CVAA Aspiring Leaders Programme
5. Expanding the Practice Programme with ongoing e-learning opportunities for members and increasing its reach to more colleagues working in adoption and permanency

The achievements set out in this report would not be possible without the dedication and skills of the CVAA team, the commitment and expertise of our Board and the life-changing work of VAAs who have responded with such speed and care to the needs of adopted children and their families through the pandemic. CVAA is proud to be part of such a community, working tirelessly to create a better life in a loving family for the many children who deserve no less.

Maggie Jones
Chief Executive Officer
September 2020

4. Celtic Nations' Report

There have been two meetings of the Celtic Nations agencies this year in Cardiff and Glasgow. We have also expanded the membership of this group this year to include Barnardo's, as they provide adoption services in Scotland and Wales. Sue Brunton, Barnardo's Scotland, joins the membership of this group, which includes Margaret Moyes, Scottish Adoption, Paula Harkins, St. Margaret's C&F Care Society, Wendy Keidan, St. David's Children's Society, and me, Stephen Small, St. Andrew's Children's Society. Our meetings are supported and informed by Maggie Jones and Sam Mercadante from CVAA UK.

One of the areas that we have focused on this year has been how the Celtic Nation agencies provide data returns to CVAA UK. Much of the data that CVAA UK has collected in recent years has been in relation to reporting to the AGLSB. We have worked hard with Maggie and her team to try and ensure that we have a data collection set for the Celtic Nations that is helpful and relevant for the members in these countries.

This year saw the publishing of the 2019 Adoption Barometer by Adoption UK, and while there was some feeling that the report was a powerful voice for adopters, the views expressed are not necessarily representative of all adopters and their experiences. That said, it highlighted common concerns across the four nations in relation to areas such as the educational experiences of adopted children. There were particular points highlighted regarding practice in the Celtic Nations that could promote helpful dialogue across the UK. For example, birth parent contact is far more frequent in Northern Ireland. This has good and bad outcomes, both of which provide useful learning for the rest of the UK.

Northern Ireland

Family Care Society continues to struggle to achieve placements of children from the Health and Social Care Trusts as there is no 'level playing field' in relation to placement costs. The agency does receive core funding from their devolved Government via the Health and Social Care Board (HSCB) and has also benefitted from funding to allow them to 'top up' the fee that Trusts pay when they place a child to bring it closer to the agreed interagency fee. They have also been doing concurrency assessments for the Trusts, which had been another welcome funding source. *Neither of these arrangements is continuing in 2020/21. In the coming year, a review of how core funding is distributed to the voluntary sector adds to uncertainty for the future provision of voluntary adoption services in Northern Ireland.*

Scotland

The voluntary sector in Scotland (St. Andrew's Children's Society, Scottish Adoption, St. Margaret's C&F Care Society, and Barnardo's) has had a relatively stable year with the general acceptance of the revised fee rate, annual CPI increases and fee payments in one instalment giving a sense that the voluntary sector and local authorities are working well together. There has been a notable increase in the placement of English and Welsh children with some of the agencies and more work is required to understand this better. There is a sense that the more cumbersome legal process in Scotland maybe a factor and the more formalised adoption support offer from English agencies must be attractive to some adopters. Scotland's Adoption Register is planning to carry out some research on this.

Wales

Collaboration between the voluntary and statutory sectors is generally good, and an integral part of this has been the VAA inclusion in the Welsh Nation Adoption Service Improvement Plan to meet the placement needs of all children in Wales requiring adoption. A further important element of collaboration has been the development of the Adopting Together Service led by St. David's Children Society in partnership with Barnardo's Cymru. The aspiration for this initiative is to provide placements with clinically led therapeutic support for children who have waited a significant length of time for a family or have specific needs. Over the past year referrals to the service have been variable, but the latter part of the year saw an encouraging upward trend. St. David's and Barnardo's Cymru have been grateful for the support from the Welsh Government and the National Adoption Service in further developing the service, including grant aid. Through the brand of AFA Cymru, St. David's has continued to develop its online and physical presence in training, consultancy and information across the permanency spectrum.

Summary

The members of CVAA UK operating in the Celtic nations continue to value the support that Maggie Jones and her team provide. We are always vigilant in ensuring that divergent systems in the four Nations do not hamper our ability to work in a UK context to ensure the VAAs remain focussed on the best interests and needs of children everywhere.

Stephen Small,
Celtic Nations Group
September 2020

5. **Trustees Annual Report**

5.1 **Trustees**

Directors Name	Office (if any)	Dates acted if not for whole year
Ray Shostak	Chair	
Lynn Charlton	Vice Chair	Resigned 5 th April 2019
Jan Fishwick	Vice Chair	Appointed as Vice Chair 18 th September 2019
Amanda Forshaw	Treasurer	Resigned 20 th January 2020
Joanne Alper		Resigned 25 th November 2019
Terry Fitzpatrick	Treasurer	Appointed as Treasurer 20 th January 2020
Jeanne Kanuik		
Stephen Small		
Norman Goodwin		
Carolyn Oliver		
Satwinder Sandhu		Appointed 18 th June 2019
Ruth Marriott		Appointed 20 th January 2020

Name of Company Secretary

Maggie Jones

Name of Senior Staff Members

Chief Executive Officer: Maggie Jones

Registered Office

C/o ARC, Unit 29, The Business Innovation Centre, Wearside,
Sunderland, SR5 2TA

Bankers

CAF Bank Ltd, 25 King's Hill Avenue, King's Hill, West Malling,
Kent, ME19 4JQ.

Independent Examiners

Wallwork Nelson & Johnson, Chandler House, 7 Ferry Road Office Park, Riversway, Preston,
PR2 2YH.

5.2 **Statement of Trustees Responsibilities**

The Trustees are responsible for preparing the Report of the Trustees and the Financial Statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Practice). Company law requires that Trustees prepare Financial Statements for each financial year, which give a true and fair view of the state of the affairs of the company and of the incoming resources and application of resources, including income and expenditure for that period. In preparing these Financial Statements, the Trustees are required to:

- Select suitable accounting policies and apply them consistently.
- Observe the methods and principles in the charity SORP.
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on a going concern basis unless it is inappropriate to presume that the Charity will continue in business.

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

The Trustees are responsible for the maintenance and integrity of the corporate and financial information included on the Charity's website. It is important to bear in mind that legislation in the United Kingdom governing the preparation and dissemination of Financial Statements may differ from legislation in other jurisdictions.

In so far as the Trustees are aware, there is no relevant audit information of which the Independent Examiner is unaware.

The Trustees have taken all the steps that they ought to have taken as a Trustee-Director in order to make himself or herself aware of any relevant audit information and to establish that the Independent Examiner are aware of that information.

The Chief Executive is appointed by the Trustees to manage the day to day operations of the Charity. The Chief Executive is charged with the duty of accounting to the Board and making recommendations on plans and policy.

5.3 Structure, Governance and Management

The Charity is a Company limited by guarantee (Company number 5275491) and a Charity (Charity registration number 1108318) and is governed by its constitution.

The Trustees are responsible for the management of the Charity and they form the Board. The Board meets at least four times a year. Appointment to the Board is by election of the members by a simple majority. Trustees are elected from the member agencies. The Chief Executive attends all meetings of the Board.

Appointment and Recruitment of Trustees

Members of the Charity nominate Trustees in accordance with the Constitution. An annual audit identifies gaps in representation and nominations to address these are sought. Members can be co-opted to the Board for a period before nomination. Job Descriptions and Person Specifications have been agreed for the Chair, Treasurer, Vice Chair and Trustees to provide clarity about the role and responsibilities.

Trustees Induction and Training

New Trustees undergo an induction process to brief them on their legal obligations under Charity and Company Law, the content of the Memorandum and Articles of Association, the recent financial performance of the charity and the financial projections. Trustees are encouraged to attend training events where these may aid their appreciation and understanding of CVAA and facilitate their functioning as Trustees. During 2017-18, CVAA carried out a survey to test our compliance with the new Charity Commission-endorsed Charity Governance Code.

Organisation

All members of the Board undertake tasks on behalf of CVAA as is illustrated elsewhere in this report. In summary:

- Officer positions on the Board
- Chair or member of a subgroup
- Delivery of training
- Representation of CVAA at a national level e.g. meetings with the Department for Education (DfE); meetings with Ofsted
- Contact with the media.

CVAA recognises the time that the Board give to these issues; as a small organisation, it would not be possible to meet all the demands without such voluntary contribution. In addition, Caritas Care and ARC have provided financial management to CVAA which has been very much appreciated. All members of staff report either directly or indirectly to the Chief Executive and the Chief Executive reports to the Chair.

Risk Management

A risk register is maintained and discussed by the full Board at each meeting, new mitigating actions proposed where the level of risk is judged to have increased; new risks are proposed and added to the register, or closed, as necessary.

Much of the Charity's approach to risk is determined by a thorough appreciation of the environment in which the Charity operates, and by ensuring that appropriate, experienced, and qualified members of staff are recruited and further are appropriately trained.

5.4 Objectives and Activities for the Public Benefit

Summary of the objects of the charity set out in the Constitution (governing document)

CVAA's objects (the Objects) are

"to develop standards of excellence in all matters relating to adoption, good practice and management throughout the voluntary sector for the benefit of the public, and in particular to maximise the contribution of Voluntary Adoption Agencies by influencing policy and practice of adoption in the UK at the National, Regional and Local levels and to directly increase the number of children successfully placed for adoption by promoting liaison and collaborative partnership working practices between voluntary adoption agencies and all other stakeholders"

The Trustees confirm that they have referred to the Charity Commission guidance on public benefit when reviewing the charities aims and objectives and in planning future activities.

The focus of our work: a summary of the main activities in relation to these objects

Representation	of member voluntary adoption agencies' views at local, regional, and national levels across all sectors
Promotion	of the voluntary adoption sector's commitment to achieving appropriate and timely permanence for children
Liaison	between voluntary organisations and statutory agencies by encouraging networking opportunities and forums for members
Development	of CVAA as a national partnership that responds to the needs of all member agencies whilst acknowledging those of the statutory agencies we work with.
Support	of member agencies by maintaining a national database, collection, and analysis of voluntary adoption agency statistics, maintaining the interagency fee, encouraging internal efficiencies, providing advocacy and consultation on adoption matters, driving upwards standards of excellence and promoting collaborative working practices.

5.5 Reserves Policy

Charity Law requires that the Directors and Trustees should have a policy for holding reserves. The purpose of the policy is to enable any monies which belong to CVAA and which are not required in the immediate future for the running of the charity can be used to generate further income.

The Reserves Policy will:-

- preserve the viability of CVAA as a Charity and Company Limited by Guarantee
- enable the Charity to meet its legal objects
- provide seed capital for strategic developments should this be required pending receipt of an awarded grant or new income stream
- provide confidence to supporters and donors seeking to give financial support to a prudently controlled charity
- ensure that, consistent with the objects, mission statement and values of CVAA proper ethical consideration be afforded to all matters of investment
- ensure that the reserves are at a level sufficient to discharge all the Charity's obligations should the Charity cease its operations

Desired level of Reserves

In the preparation of the accounts, there has been consideration of the level of reserves which the charity needs to maintain in order to ensure that it would be in a position to meet all of its liabilities should it at any time cease to operate. The value of the reserves required will vary during the year. In calculating the value of reserves there needs to be regard for the following:

- Contractual notice periods of the officers of the charity
- Travel expenses payable to any of the member organisations whose representatives are Trustees of the Charity
- Settlement of any other commitments where notice is required to end the contractual arrangement

- Other costs payable and due to third parties

Steps to Establish the Reserves Policy

To maintain appropriate levels of reserves the Trustees have determined that: -

- any legacies, which have no restriction placed upon them by the terms of their donation, are considered to be general reserves
- expenditure plans agreed by the Board are examined at quarterly intervals by the Treasurer and the Finance & Audit Committee and funds required to finance such may be removed from general reserves as necessary for the attainment of its broad objects; funds may, from time to time, be designated for specific purposes

Monitoring and Reviewing the Policy

The Trustees have agreed that:-

- day to day operational responsibility for the implementation of this policy be vested in the Treasurer and the Finance & Audit Committee and (supported by the finance professionals in his/her agency)
- monitoring is undertaken, on a quarterly basis and reported to the next meeting of the Board
- the policy is subject to at least an annual review by the Board specifically to confirm the level of Reserves required for the year ahead to meet all obligations

5.6 Investment Policy

CVAA will invest the reserves appropriately with any investment to be of low risk. An appropriate balance is to be struck between income and capital growth to enable CVAA to support its charitable works and help achieve its objects.

5.7 Independent Examiners

The Trustees will commission an independent examination of the financial operations of the charity each year from a qualified auditor.

This report has been prepared in accordance with the special provisions of part 15 of the Companies Act 2006 relating to small companies. This report was approved by the Board of Management on 8th September 2020

5.8 Financial Review

The incoming resources of CVAA for the year ended 31 March 2020 were £285,833 after the deduction of resources expended of £324,689; the net position of the charity was a deficit of £38,856.

When considering the core activities of CVAA, the charity has received and generated unrestricted income of £227,193. Against this sum £266,049 has been expended. The unrestricted net incoming resources (deficit) were therefore -£38,856 The retained unrestricted funds of the charity are £512,631.

In 2019-20 CVAA received restricted income from the Department of Education totalling £58,640, to provide secretariat, policy support and data analysis services for the Adoption and Special Guardianship Leadership Board up to 31st June 2019. All this income was fully utilised on these activities during the year.

Signed.....



.....

Ray Shostak
Chair of Trustees
8th September 2020

6. CVAA Members

Action for Children Adoption
Adopt Together (Faith in Families)
Adopters for Adoption
Adoption Focus
Adoption Matters
Adoptionplus
Adoption UK (Associate member)
ARC Adoption North East
Barnardo's
Birmingham Children's Trust
Caritas Care
CCS Adoption
Coram Capital Adoption
Diagrama Foundation
Families for Children
Family Care Society (Celtic member)
Family Futures CIC
IAC – The Centre for Adoption
Nugent Care
PAC-UK (Associate member)
Parents and Children Together (PACT)
Scottish Adoption (Celtic member)
SSAFA
St Andrew's Children's Society (Celtic member)
St David's Children's Society (Celtic member)
St Francis' Children's Society
St Margaret's Children & Family Care Society (Celtic member)
Yorkshire Adoption Agency

7. Independent Examiner's Report

Independent Examiners report to the Trustees of Consortium of Voluntary Adoption Agencies UK Ltd

Opinion

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2020.

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

Since your charity's gross income exceeded £250,000 your examiner must be a member of a listed body. I can confirm that I am qualified to undertake the examination because I am a registered member of FCA which is one of the listed bodies.

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.



Paul Woodburn
FCA
Wallwork Nelson & Johnson
Chandler House
7 Ferry Road Office Park
Riversway
Preston
Lancashire, PR2 2YH
Dated 8 September 2020

Statement of Financial Activity for the year ended 31 March 2020

			31/3/20	31/3/19
		Unrestricted	Restricted	Total
		Total	fund	funds
		funds		
	Notes	£	£	£
INCOME AND ENDOWMENTS FROM				
Charitable activities				
Membership costs		204,474	-	204,474
Conference & Other income		22,044	-	22,044
DfE Grants		-	58,640	58,640
Investment income	2	675	-	675
Total		227,193	58,640	285,833
EXPENDITURE ON				
Charitable activities				
Training workshops		6,415	-	6,415
Membership costs		259,634	-	259,634
DfE Grants		-	58,640	58,640
Total		266,049	58,640	324,689
NET INCOME/(EXPENDITURE)		(38,856)	-	(38,856)
RECONCILIATION OF FUNDS				
Total funds brought forward		551,469	-	551,469
TOTAL FUNDS CARRIED FORWARD		512,613	-	512,613

Balance Sheet as at 31 March 2020

	Notes	31/3/20 £	31/3/19 £
FIXED ASSETS			
Investments	7	-	1
CURRENT ASSETS			
Debtors	8	101,400	139,706
Cash at bank		<u>421,202</u>	<u>455,850</u>
		522,602	595,556
CREDITORS			
Amounts falling due within one year	9	(9,989)	(44,088)
		<u>512,613</u>	<u>551,468</u>
NET CURRENT ASSETS			
		512,613	551,469
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>512,613</u>	<u>551,469</u>
NET ASSETS			
		512,613	551,469
FUNDS	11		
Unrestricted funds		<u>512,613</u>	<u>551,469</u>
TOTAL FUNDS		<u>512,613</u>	<u>551,469</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2020. The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2020 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- 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.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 8th September 2020 and were signed on its behalf by:



Ray Shostak
Trustee
Chair of the CVAA Board

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 2019)', 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, with the exception of investments which are included at market value.

Income

All income is recognised in the Statement of Financial Activities once the charity 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 charity 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.

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 charity. 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.

2. INVESTMENT INCOME

	31/3/20	31/3/19
	£	£
Deposit account interest	675	409

3. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2020 nor for the year ended 31 March 2019.

No Trustee or any other person related to the Charity had any personal interest in any contract or any transaction entered into by the Charity during the period.

Trustees' expenses

During the year payments made to the value of £4,269 were made to 8 Trustees or their employing organisations for travel expenses (£5,875 in 2019, paid to 8 Trustees or their employing organisations).

4. STAFF COSTS

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

	31/3/20	31/3/19
Management and Administration	1	1
Direct Charity Workers	5	5
	<u>6</u>	<u>6</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	31/3/20	31/3/19
£80,001 - £90,000	1	1
£90,001 - £100,000	-	1
	<u>1</u>	<u>2</u>

5. COMPARATIVES FIGURES FOR THE YEAR ENDED 31 MARCH 2019

**INCOME AND ENDOWMENTS FROM
Charitable activities**

	Unrestricted funds	Restricted funds	Total funds
	£	£	£
Membership costs	203,957	-	203,957
Conference & Other income	9,177	-	9,177
DfE Grants	-	252,476	252,476
Investment income	409	-	409
Total	213,543	252,476	466,019

**EXPENDITURE ON
Charitable activities**

Training workshops	44,331	-	44,331
Membership costs	93,068	-	93,068
DfE Grants	-	252,476	252,476
Total	137,399	252,476	389,875

NET INCOME

RECONCILIATION OF FUNDS

Total funds brought forward	475,325	-	475,325
TOTAL FUNDS CARRIED FORWARD	551,469	-	551,469

6. EXCEPTIONAL ITEM

The charge for membership costs includes a write off of historic debts in the amount of £28,782. These debts arose over a period of three financial years and the Trustees have taken the view that these should now be written off.

7. FIXED ASSET INVESTMENTS

There were no investment assets outside the UK.

8. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/3/20	31/3/19
	£	£
Trade debtors	98,714	133,898
Prepayments and accrued income	<u>2,686</u>	<u>5,808</u>
	<u>101,400</u>	<u>139,706</u>

9. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31/3/20	31/3/19
	£	£
Accruals and deferred income	<u>9,989</u>	<u>44,088</u>

10. ANALYSIS OF NET ASSETS BETWEEN FUNDS

	Unrestricted funds	Restricted fund	31/3/20 Total funds	31/3/19 Total funds
	£	£	£	£
Investments	-	-	-	1
Current assets	522,602	-	522,602	595,556
Current liabilities	<u>(9,989)</u>	<u>-</u>	<u>(9,989)</u>	<u>(44,088)</u>
	<u>512,613</u>	<u>-</u>	<u>512,613</u>	<u>551,469</u>

11. MOVEMENT IN FUNDS

	At 1/4/19	Net movement in funds	At 31/3/20
	£	£	£
Unrestricted funds			
General fund	480,054	(32,441)	447,613
Closure costs	65,000	-	65,000
Training & sector development	<u>6,415</u>	<u>(6,415)</u>	<u>-</u>
	<u>551,469</u>	<u>(38,856)</u>	<u>512,613</u>

TOTAL FUNDS

551,469

(38,856)

512,613

11. MOVEMENT IN FUNDS - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	227,193	(259,634)	(32,441)
Training & sector development	-	(6,415)	(6,415)
	227,193	(266,049)	(38,856)
Restricted funds			
DfE grants	58,640	(58,640)	-
TOTAL FUNDS	<u>285,833</u>	<u>(324,689)</u>	<u>(38,856)</u>

Comparatives for movement in funds

	At 1/4/18 £	Net movement in funds £	At 31/3/19 £
Unrestricted funds			
General fund	359,579	120,475	480,054
Closure costs	65,000	-	65,000
Training & sector development	50,746	(44,331)	6,415
	<u>475,325</u>	<u>76,144</u>	<u>551,469</u>
TOTAL FUNDS	<u>475,325</u>	<u>76,144</u>	<u>551,469</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	213,543	(93,068)	120,475
Training & sector development	-	(44,331)	(44,331)
	213,543	(137,399)	76,144
Restricted funds			
DfE grants	252,476	(252,476)	-

TOTAL FUNDS

<u>466,019</u>	<u>(389,875)</u>	<u>76,144</u>
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11. MOVEMENT IN FUNDS - continued

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

	At 1/4/18 £	Net movement in funds £	At 31/3/20 £
Unrestricted funds			
General fund	359,579	88,034	447,613
Closure costs	65,000	-	65,000
Training & sector development	<u>50,746</u>	<u>(50,746)</u>	<u>-</u>
	<u>475,325</u>	<u>37,288</u>	<u>512,613</u>
TOTAL FUNDS	<u>475,325</u>	<u>37,288</u>	<u>512,613</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	440,736	(352,702)	88,034
Training & sector development	<u>-</u>	<u>(50,746)</u>	<u>(50,746)</u>
	440,736	(403,448)	37,288
Restricted funds			
DfE grants	311,116	(311,116)	-
	<u>311,116</u>	<u>(311,116)</u>	<u>-</u>
TOTAL FUNDS	<u>751,852</u>	<u>(714,564)</u>	<u>37,288</u>

Unrestricted Designated funds:

The Trustees have decided that it is prudent to set aside a sum of money which would be required to cover the closure costs should the Charity cease to operate. This designated fund is currently £65,000.

The designated Training and Sector Development fund was fully utilised during the year.

12. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2020.

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2020**

	31/3/20 £	31/3/19 £
INCOME AND ENDOWMENTS		
Investment income		
Deposit account interest	675	409
Charitable activities		
Membership costs	204,474	203,957
Conference & Other income	22,044	9,177
DfE ALB Data Grant	<u>58,640</u>	<u>252,476</u>
285,158	<u>465,610</u>	<u> </u>
Total incoming resources	285,833	466,019
EXPENDITURE		
Charitable activities		
Staffing	202,328	241,393
Practice event costs	11,963	13,819
ICT & other costs	12,716	10,755
Overheads	4,773	11,370
Accountancy fees	1,916	4,876
Property costs	20,109	20,121
Travel costs	14,547	11,926
Financial management	8,578	17,130
Consultancy	4,888	40,905
Members events & AGM	9,820	7,886
Board & Trustees expenses	4,269	5,875
Bad debts written off	28,782	-
Steering group costs	<u>-</u>	<u>3,819</u>
324,689	<u>389,875</u>	<u> </u>
Total resources expended	<u>324,689</u>	<u>389,875</u>
Net (expenditure)/income	<u>(38,856)</u>	<u>76,144</u>