

**SCOTTISH CONTEMPORARY ART NETWORK**  
**REGISTERED CHARITY NUMBER: SC043016**  
**UNAUDITED ANNUAL ACCOUNTS**  
**FOR YEAR ENDED 31 MARCH 2021**

**SCOTTISH CONTEMPORARY ART NETWORK  
REGISTERED CHARITY NUMBER SC043016**

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For the Year ended 31 March 2021**

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## **The report of the trustees for the year ended 31 March 2021**

### **Introduction**

The trustees present their annual report and accounts for the year ended 31st March 2021.

The board of trustees are satisfied with the performance of the charity during the year and the position at 31st March 2021 and consider that the charity is in a strong position to continue its activities during the coming year, and that the charity's assets are adequate to fulfil its obligations.

### **Name, registered office and constitution of the charity**

The full name of the charity is Scottish Contemporary Art Network. The charity is also known by the name SCAN.

**Date of incorporation:** 19 March 2012

**Principal Address:** Office 218, The Briggait, 141 Bridgegate, Glasgow, G1 5HZ

**Charity Number:** SC043016

## **Objectives and activities of the charity**

### **Vision, purpose and strategic aims**

Scottish Contemporary Art Network's (SCAN) vision is that the role, impact and benefits of contemporary visual arts are widely recognised as central to society and that sector professionals based in Scotland are informed, innovative and supported to achieve their ambitions.

We provide the forum, impetus and support for the sector to pursue knowledge sharing, networking, research, professional development and advocacy.

Our core, charitable purpose is:

- The advancement of art
- The advancement of education

Our strategic aims are to

- Connect and unite the sector, sharing knowledge and developing shared sector goals and ambitions
- Champion and promote the sector, helping them to better evidence and articulate the artistic, social and economic impact of their activity
- Cultivate and support a diverse, highly innovative workforce and stronger infrastructure
- Corporate: SCAN is appropriately resourced to exceed the expectations of our members and stakeholders, and we embed innovative equalities and environmental approaches across all aspects of our activity and approach

## **Public benefit that is provided by the charity**

Scottish Contemporary Art Network (SCAN) connects and champions Scotland's contemporary art community. Our 300 named organisational and individual members work at the heart of communities from Shetland to the Scottish Borders and from East Lothian to the Western Isles. They include Scotland's leading galleries, artists' studios, workshops and production facilities and a highly skilled workforce of artists, art workers and creative thinkers. They sustain a network of free at the point of access galleries, community organisations and venues together with the workspaces, expertise and production facilities that support artists to pursue their livelihoods. These are responsive and flexible institutions that anchor local communities and open their doors and activities to their neighbours and visitors alike.

SCAN champions, connects and supports this nationwide network. We consult directly with our membership, peers, colleagues, stakeholders and funders both nationally and internationally in order to develop an informed programme of sector advocacy, research and professional development opportunities.

We share the work of our members with a broad range of audiences, including public and policymakers and support our members to meet contemporary challenges like equalities and climate change. Our work results in a contemporary art community that is better informed, better represented within policy settings, supported and more resilient and therefore better able to advance the development and delivery of visual arts activity for communities across Scotland.

The wide public benefit of visual arts includes positive wellbeing, community capacity building, development of creative skills and employability and economic benefit deriving from cultural tourism, attracting and retaining expertise, and investment in placemaking. The public benefit directly from the enhancement of visual arts practice at both individual and organisational level. Sustainable and efficient organisations better serve the widest public audience. Our members, themselves mainly charitable organisations, benefit directly from our innovative, accessible and inspiring programmes.

## **Achievements and performance of the charity**

Throughout the financial year ending 31 March 2021 SCAN grew our impact, influence and membership despite the challenges of the Covid-19 pandemic. We worked from home throughout and supported the contemporary art sector through emergency advocacy, development activities, peer support and access to expertise in this most challenging year for the cultural sector. Throughout the year we shared the work that our members undertook through social media and on our website, presenting a powerful advocacy voice during the pandemic, growing our press and public profile.

In February 2021 our annual survey showed a 95% satisfaction rate from our members. In March 2021 an independent review of our external communications by strategic communications experts Cornershop PR found that members and external stakeholder were of "the opinion that SCAN is currently on a very solid footing, perhaps the most solid it has ever been having come through a less structured period in the early years of the organisation...the vital role SCAN has played during the pandemic, although publicly perhaps less visible, is seen and valued by members, stakeholders and funders."

Throughout the pandemic we worked hard to meet our strategic aims

To **connect and unite the sector, sharing knowledge and developing shared goals** (Strategic Aim 1)

Our membership has increased by 25% on the previous financial year, to 225 memberships, reaching 300 named members. This was achieved by an increase in our direct engagement with members, our public voice and performance on advocacy issues during the pandemic, as well as continued rise in followers and engagement on all of our digital platforms. Our social channels reached more than 21k followers and subscribers at March 2021. We launched our new website in September 2021, providing a far more effective platform for member profiles, events and activities, as well as unique digital content. During the period we sent 46 member-only bulletins, sharing our advocacy work, Covid updates and vital sectoral information, 21 bulletins to our full mailing list sharing the work of our members, events and opportunities, and 5 targeted bulletins to MSPs telling them about the work of our members during the pandemic.

To keep members connected, we hosted a total of 25 online member meet ups throughout the year covering funding advice and advocacy updates, working online during lockdown, a safe return to work, museums and galleries exhibition tax relief, preparing for Brexit and introducing our new Chair. We held our AGM on the 11<sup>th</sup> June 2020, where we reported to our members on our activity and developed our asks for our SCAN Platform programme, the sectoral asks for the Scottish Parliamentary Elections. We co-hosted an advice session in partnership with Museums Galleries Scotland to discuss safe re-opening for museums and galleries. After the impact of the winter lockdown became clear we launched our Working From Home Charter in February 2021, a tool to help us and other cultural organisations manage the complexity of working remotely during the pandemic.

To help **champion and promote** (Strategic Aim 2)

Following the Covid-19 outbreak we undertook extensive advocacy work, meeting regularly with our cross-sectoral peers, with government officials and our funders at Creative Scotland. We ran press campaigns highlighting the work of our members and their support needs during the pandemic. We gave written evidence and in person evidence to inquiries at the Scottish Parliament and Westminster and represented our members in meetings with parliamentarians. We ran a number of surveys examining the needs of our members in the pandemic sharing them with funders, stakeholders, government officials and the Cabinet Secretary for Culture.

To help **cultivate and develop the workforce** (Strategic Aim 3) we worked on the following projects:

**CLiC:** The second phase of Curatorial Leadership in Collections (CLiC) with support from Museums Galleries Scotland, Art Fund and Creative Scotland carried on despite the pandemic. The Connect and Activate project explored how working with contemporary artists can help unlock the potential in our partner museums across Scotland to help transform the stories they tell. The project prepared four major case studies, for publication in 21-22, as well as holding group workshops on subjects such as fundraising, future-proofing. Our public events were focused on urgent sectoral challenges such as equalities, with our Museums are Bad For You? event with academic experts from the Centre for Cultural Value, and New Models of Funding with guest including Matthew Burrows, the figure behind the new platform Artist Support Pledge.

**SCAN Sparks:** Our covid response project was to support grassroots and equalities-focused activism, appointing an Artist Policy officer Sekai Machache to explore how to support the informal cultural work badly affected by Covid and existing structural inequalities. Sekai developed a series of podcasts for broadcast in 2021-22, sharing the work of key cultural activists in Scotland, focus groups and research examining funding and support mechanisms for grassroots activity and a SCAN Sparks seed fund will be launched in 21-22.

**Taisbean:** Taisbean (from the Gaelic term to table, or reveal) brings together contemporary art curators and producers who live and work in the North of Scotland, including the Shetland Islands, Orkney Islands, Highland, Moray and Eilean Siar (the Western Isles). The online programme we devised during lockdown featured 13 participants sharing skills and exploring opportunities for collaboration.

**Circular Arts Network:** As a founding partner and funder we supported Sculpture Placement tool to launch Circular Arts Network, a circular economy tool for the arts, which operates as a UK wide online message board for the sharing of materials and resources across the cultural sector.

## **Fundraising and income generation**

SCAN's principal funding source remained Creative Scotland and we were successful in securing an unrestricted grant of £129,000 pa under the additional year of the Regularly Funded Organisations programme. During this period SCAN received £17,336 from the Third Sector Resilience Fund, which was set across additional overhead and resource costs relating to Covid-19. We ring-fenced restricted funds we held for projects.

## **Board and staff development**

SCAN welcomed a new chair Veronique AA Lapeyre in August 2020.

Veronique's career places her at the intersection of culture and digital. She has over ten years' experience in creating engaging communication strategies for cultural organisations and commercial companies based in Scotland with a global reach. Based in Edinburgh, Scotland, Veronique is currently the Head of Communications & Digital at [Craft Scotland](#) overseeing the planning and implementation of the national development agency for craft's marketing, PR, digital and communication strategies. Being Scottish-Mauritian, Veronique is an advocate for anti-racism action within the cultural sector. Her project, the [Zanana Project](#) launched in March 2018, to amplify Black, Asian, Mixed Heritage and People of Colour working in the creative industries from Scotland, and beyond.

We reviewed our staff structures in the spring/summer of 2020 to reflect the digital pivot and importance of advocacy as the pandemic set in. We brought our freelance financial support in-house, welcoming Karen Vaughan as our Finance Manager with additional responsibilities for fundraising and strategic development. We extended the fixed term contract of Myriam Mouflih and created a new fixed term role of Digital Storyteller, appointing Dan Shay in September 2020 to support social media and digital content during remote working.

In December our director Clare Harris left SCAN to take up a senior post in the publishing industry and after open recruitment and interview the board appointed Moira Jeffrey as Director. A trusted voice and respected leader in the contemporary art community, Moira has more than 20 years of experience in the visual arts in Scotland including roles in arts journalism and broadcasting, public funding, development work and research. Moira joined SCAN in 2017, working across public affairs and advocacy as well as leading on development projects, partnerships, and events. Following on from her previous role at SCAN as Advocacy and Development Lead Moira became Director of SCAN in January 2021

Total PAYE staff at 31 March 2021:

- Director, Moira Jeffrey (0.8 FTE)
- Communications and Engagement Lead, Helen Moore (0.8 FTE)
- Finance Manager, Karen Vaughan (0.4)
- Digital Storyteller, Dan Shay (0.6 FTE)
- Programme and Marketing Officer, Myriam Mouflih (0.4 FTE)
- CLiC Project Manager, Rosemary James-Beith (0.4 FTE)
- Artist Policy Officer Sekai Machache (0.2FTE)

## **Structure, Governance and Management**

### **Nature of the Governing Document and constitution of the charity**

Scottish Contemporary Art Network (SCAN) is a Scottish Charitable Incorporated Organisation (SCIO): Charity Number SC043016. It was formally constituted on 19 March 2012. The SCIO is administered in accordance with our constitution. SCAN is a two-tier SCIO that means we have a board of trustees appointed from the membership. All members have full voting rights at the AGM.

### **The methods adopted for the recruitment and appointment of new trustees**

The trustees exceed the minimum number required. Appointment and removal is in accordance with the constitution which states that a person will not be eligible for election or appointment to the board unless he/she is a member of the organisation or has been nominated for election/appointment to the board by a member which is a corporate body. A person appointed to the board under clause 60 of the constitution need not, however, be a member of the organisation. A person will not be eligible for election or appointment to the board if he/she is: - disqualified from being a charity trustee under the Charities and Trustee Investment (Scotland) Act 2005; or is an employee of the organisation.

At each AGM, the members may elect any member (unless he/she is debarred from membership under clause 51) to be a charity trustee. The board may at any time appoint any member (unless he/she is debarred from membership under clause 51) to be a charity trustee.

### **Statement of Risk and Future Plans**

In light of the Coronavirus pandemic SCAN has worked hard to provide its members with support and representation at a difficult time for the contemporary visual art sector and to prove its worth for funders and stakeholders. SCAN itself continues to access core funding from Creative Scotland and restricted project funding remains in place and is ring-fenced for project work. SCAN will benefit from an additional year of core funding from Creative Scotland, at the same level, in 2021-2022 and beyond. Creative Scotland will announce “transitional” funding arrangements in October 2021, that is expected to continue this funding for 2022-23. The organisation offered members in need free renewals for six months due to Covid-19 but continues to attract new members, meaning its projections for earned income will stabilise. While the long-term financial picture for funded cultural organisations remains unclear the short to medium-term position for SCAN is stable.

## **Financial Review**

### **Principal funding sources and how expenditure in the year under review has supported the key objectives of the charity.**

SCAN's principal funding source remained Creative Scotland and we were successful in securing an unrestricted grant of £129,000 pa under the additional year of the Regularly Funded Organisation programme, which provides core funding for the period 2021-2022. This was drawn down in four quarterly payments of £32,250.00.

During this period SCAN received £17,336 from the Third Sector Resilience Fund, which was set across additional overhead and resource costs relating to Covid-19. For the CLiC Phase 2, Connect and Activate project we drew down £8,100 of a £9,000 grant from The Art Fund. We also drew down £1,488 from University of Glasgow's Find a Solution 2020 Fund to part-fund a four-month student placement. Our membership grew by 25% on the previous financial year, to 225 memberships, reaching 300 named members, but membership income was slightly down to £5,512, with temporary fee amnesties. This reduction was offset by our resilience funding and builds an increased membership base for future income.

During the year the organisation spent its funds on delivering member support, advocacy and development programmes that assist in the advancement of the contemporary visual arts sector and the professional development of the people working within it. Funds were also spent on the core operational and salary costs of the charity. SCAN gave up its office premises in Summer 2020 and worked from home throughout the period.

### **Availability and adequacy of assets of each of the funds**

The board of trustees is satisfied that the charity's assets in each fund are available and adequate to fulfil its obligations in respect of each fund.

### **Transactions and financial position**

The financial statements are set out on pages 12-16. The financial statements have been prepared in accordance with the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006. As stated in the introduction to this report, the trustees consider the financial performance by the charity during the year to have been satisfactory.

The Statement of Financial Activities shows net income resources for the year of £162,429. Restricted funding received in the year to March 2021 was mostly not spent until the current year. The net incoming resources reflect this timing difference.

The total reserves at the year end stand at £122,477. Free unrestricted liquid reserves amounted to £100,581. £29,384, of which, in accordance with our Reserves Policy, are designated to operational Reserves. A further £67,231 is committed to delivering services and projects in 2021-2022.

### **Specific changes in fixed assets**

During the year ended 31 March 2021 an additional computer equipment was purchased for £1,099.

**The members of the Board of Trustees of the Charity during the year ended 31<sup>st</sup> March 2021 were:**

Lori Anderson, Development Manager, Scotland and Venice.  
Alberta Whittle, Independent Artist and Curator  
Veronique AA Lapeyre, Head of Communications and Digital, Craft Scotland  
Scott Parsons, Head of Strategy and Marketing, Glasgow School of Art  
Jan Bert Van Der Berg, Director, Artlink Edinburgh  
Fiona Doring, Director, Impact Arts  
Nuno Sacramento, Director Peacock Visual Arts  
Claire Craig, Curator, Travelling Gallery

All other trustees are/were members of the charity.

Tessa Giblin resigned on 11<sup>th</sup> June 2020  
Sarah Munro resigned on 1<sup>st</sup> of August 2020  
Having completed their full terms as trustees Lori Anderson and Alberta Whittle resigned at SCAN's Annual General meeting on 26<sup>th</sup> of August 2021

**The members of the Board of Trustees of the Charity at the date the report and accounts were approved were:**

Veronique AA Lapeyre, Head of Communications and Digital, Craft Scotland  
Scott Parsons, Head of Strategy and Marketing, Glasgow School of Art  
Jan Bert Van Der Berg, Director, Artlink Edinburgh  
Fiona Doring, Director, Impact Arts  
Nuno Sacramento, Director Peacock Visual Arts  
Claire Craig, Curator, Travelling Gallery  
Amy Gear, Artist and Director (appointed at SCAN AGM on August 26<sup>th</sup> 2021)

**Independent Examiner**

Kathleen Benham  
Benham Conway & Co  
16 Royal Crescent  
Glasgow  
G3 7SL

## Scottish Contemporary Art Network

### The report of the trustees for the year ended 31 March 2021

#### Statement of Trustees' Responsibilities

The Charities Act requires the Board of Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity as at the end of the financial year and of the surplus or deficit of the charity. In preparing those financial statements the Board is required to: -

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.
- state whether applicable accounting standards and statements of recommended practice have been followed, subject to any material departures disclosed and explained in the financial statements;

The Trustees are also responsible for maintaining adequate accounting records which disclose with reasonable accuracy at any time the financial position of the charity and which are sufficient to show and explain the charity's transactions and enable them to ensure that the financial statements comply with regulations made under the Charities Act. 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 also responsible for the contents of the trustees' report, and the responsibility of the independent examiner in relation to the trustees' report is limited to examining the report and ensuring that, on the face of the report, there are no inconsistencies with the figures disclosed in the financial statements.

This report was approved by the board of trustees on 1st November 2021



Fiona Doring, Treasurer

## **Scottish Contemporary Art Network**

### **Independent Examiner's Report to the trustees of the charity**

#### **Report of the Independent Examiner to the trustees on the accounts of the Charity for the year ended 31 March 2021**

I report on the accounts of the Charity on pages 12 to 16 for the year ended 31 March 2021 which have been prepared on a Receipts and Payments basis.

#### **Respective responsibilities of trustees and examiner**

As described on page 10, the Charity's trustees are responsible for the preparation of the accounts in accordance with the terms of the Charities and Trustee Investment (Scotland) 2005 Act and the Charities Accounts (Scotland) Regulations 2006.

The charity trustees consider that the audit requirement of Regulation 10(1) (d) of the 2006 Accounts Regulations does not apply and that there is no requirement in the constitution of the Charity for the conducting of an audit. As a consequence, the accounts are subject to independent examination.

Having satisfied myself that the charity is not subject to audit under charity law, or otherwise, and is eligible for independent examination, it is my responsibility to examine the accounts as required under section 44(1) (c) of the 2005 Act and to state whether particular matters have come to my attention.

#### **Basis of opinion and scope of work undertaken**

I conducted my examination in accordance with Regulation 11 of Charities Accounts (Scotland) Regulations 2006. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeks explanations from the trustees concerning any such matters.

#### **Independent Examiner's Statement, report and opinion**

Subject to the limitations upon the scope of my work as detailed above, in connection with my examination, I can confirm that this is a report in respect of an examination carried out under section 44(1) (c) of the Act conducted in accordance with the guidance issued by the Office of the Scottish Charity Regulator (OSCR) and that in the course of my examination, no matter has come to my attention: -

1. Which gives me reasonable cause to believe that in any material respect the requirements:
  - to keep accounting records in accordance with Section 44(1) (a) of the 2005 Act and Regulation 4 of the 2006 Accounts Regulations, and
  - to prepare accounts which accord with the accounting records and comply with Regulation 9 of the 2006 Accounts Regulations 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.



Kathleen Benham  
Chartered Accountant  
Benham Conway & Co  
Chartered Accountants  
16 Royal Crescent  
Glasgow  
G37SL

The date upon which my opinion is expressed is: 1 November 2021

Scottish Contemporary Art Network  
Registered Charity Number SC043016  
Statement of Receipts and Payments for the Year 01 April 2020 to 31 March 2021

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Period Funds
	2021 £	2021 £	2021 £	2020 £
<b>Revenue Receipts</b>				
Revenue Grants received	129,107	26,924	156,031	169,750
Income from investments other than land and buildings	86	0	86	0
Gross receipts from other charitable activities	6,102	210	6,312	9,124
<b>Total Revenue Receipts</b>	<b>135,295</b>	<b>27,134</b>	<b>162,429</b>	<b>178,874</b>
<b>Receipts from asset &amp; investment sales</b>				
<b>Total Capital Receipts</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-</b>
<b>Total Receipts from all sources</b>	<b>135,295</b>	<b>27,134</b>	<b>162,429</b>	<b>178,874</b>
<b>Payments relating directly to charitable activities</b>	<b>139,854</b>	<b>28,992</b>	<b>168,846</b>	<b>133,211</b>
<i>Support costs</i>	684	695	1,379	2,078
<b>Total Revenue Payments</b>	<b>140,538</b>	<b>29,687</b>	<b>170,225</b>	<b>135,289</b>
Purchases of fixed assets	1,099	-	1,099	729
<b>Total Capital Payments</b>	<b>1,099</b>	<b>0</b>	<b>1,099</b>	<b>729</b>
<b>Total Payments</b>	<b>141,637</b>	<b>29,687</b>	<b>171,324</b>	<b>136,018</b>
<b>Net Receipts/(net payments)</b>	<b>-6,342</b>	<b>-2,553</b>	<b>-8,895</b>	<b>42,856</b>
<b>Transfers to/(from) funds</b>	<b>1,680</b>	<b>-1,680</b>	<b>0</b>	<b>0</b>
<b>Cash and bank opening balance</b>	<b>105,243</b>	<b>26,129</b>	<b>131,372</b>	<b>88,516</b>
<b>Net Surplus/(net deficit)</b>	<b>100,581</b>	<b>21,896</b>	<b>122,477</b>	<b>131,372</b>

Scottish Contemporary Art Network  
Statement of Balances  
as at 31 March 2021

	Unrestricted Funds	Restricted Funds	Total Funds	Prior Period Total Funds 2020
	2021 £	2021 £	2021 £	2020 £
<b>Cash funds</b>				
Cash and bank balances at start of period	105,243	26,129	131,372	<b>88,516</b>
Surplus on Receipts and Payments Account	-6,342	-2,553	-8,895	<b>42,856</b>
Transfers to/(from) funds	1,680	-1,680	0	0
<b>Cash and bank balances at the end of the year</b>	<b>100,581</b>	<b>21,896</b>	<b>122,477</b>	<b>131,372</b>

Other Assets	<i>Fund to which asset belongs</i>	<i>Cost Value</i>	<i>Current Value</i>
<i>Description of asset</i>		£	£
	Unrestricted		
<b>Liabilities</b>			
<i>Description of liabilities</i>	<i>Fund to which liability relates</i>	<i>Amount Due</i>	<i>Last Year</i>
		£	£
Independent Examiner fee	Unrestricted	1,200	1,200

**Total Value of Liabilities**

**SCOTTISH CONTEMPORARY ART NETWORK  
REGISTERED CHARITY NUMBER SC043016**

**NOTES TO THE ACCOUNTS  
For the Year 01 April 2020 to 31 March 2021**

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1. The nature and purpose of each fund

The Unrestricted Fund is for operational and charitable activities, raised through membership fees and other income. In this period two grants totalling £129,000 were received from Creative Scotland for regular funding grant.

2. Trustees remuneration and expenses

Alberta Whittle received £75 for services outwith her Trustee duty.

**Scottish Contemporary Art Network  
Analysis of Receipts and Payments  
for the year ended 31 March 2021**

	Unrestricted Funds 2021 £	Restricted Funds 2021 £	Total Funds 2021 £	Prior Period Total Funds 2020 £
<b>Receipts</b>				
<b>Revenue Grants Received</b>				
Creative Scotland	129,000		129,000	145,250
Job Retention Scheme	107		107	0
Resilience Fund		17,336	17,336	0
Museum Galleries Scotland			0	3,600
William Grant Foundation			0	20,000
Art Fund		8,100	8,100	900
University of Glasgow		1,488	1,488	0
<b>Total Revenue Grants Received</b>	<b>129,107</b>	<b>26,924</b>	<b>156,031</b>	<b>169,750</b>
<b>Income from investments other than land and buildings</b>	<b>86</b>	<b>0</b>	<b>86</b>	<b>0</b>
<b>Gross receipts from other charitable activities</b>				
Event Fees	0		0	0
Membership Fees	5,512		5,512	7,824
Other income	590	210	800	1,300
<b>Total Gross receipts from other charitable activities</b>	<b>6,102</b>	<b>210</b>	<b>6,312</b>	<b>9,124</b>
Total gross income in year	135,295	27,134	162,429	178,874
<b>Payments relating directly to charitable activities</b>				
<b>Support costs of charitable activities</b>				
<b>Direct support costs</b>				
Resource Costs	25,801	7,881	33,682	49,751
	<b>25,801</b>	<b>7,881</b>	<b>33,682</b>	<b>49,751</b>
<b>in support of charitable activities</b>				
<b>Staff costs in support of charitable activities</b>				
Training and welfare	922	800	1,722	1,333
Salaries - Administrative staff	79,490	13,527	93,017	55,819
Employers' NI - Administrative staff	1,514		1,514	175
Employers' Pension - Administrative staff	1,416		1,416	804
	<b>83,342</b>	<b>14,327</b>	<b>97,669</b>	<b>58,131</b>

**Indirect employee costs**

Travel and subsistence	0		0	1,857
	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,857</b>

**Premises Costs**

Rent payable	1,250	1,915	3,165	6,956
Insurance	386	296	682	933
	<b>1,636</b>	<b>2,211</b>	<b>3,847</b>	<b>7,889</b>

**General administrative expenses:**

Telephone and fax	461	221	682	1,035
Postage, stationery and printing		26	26	487
Subscriptions	267	434	701	575
Software & consumables	5,717	904	6,621	1,437
Computer costs		173	173	686
Website development	12,037		12,037	1,745
Fundraising and development	1,496	624	2,120	150
Home working costs	886	504	1,390	0
Recruitment costs	580	175	755	265
Marketing and communications	2,824		2,824	1,140
Bank charges	202	62	264	154
Sundry expenses	830	50	880	821
	<b>25,300</b>	<b>3,173</b>	<b>28,473</b>	<b>8,495</b>

**Professional fees in support of charitable activities**

Other accountancy fees - not related to annual accounts	3,775	1,400	5,175	7,088
	<b>3,775</b>	<b>1,400</b>	<b>5,175</b>	<b>7,088</b>

**Total Support costs**

<b>139,854</b>	<b>28,992</b>	<b>168,846</b>	<b>133,211</b>
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**Governance costs that are not direct management functions inherent in generating funds, service delivery and programme or project work**

Board Meeting Expenses		71	71	878
Registered office fee	108		108	0
Independent Examiner's Fees	576	624	1,200	1,200
	<b>684</b>	<b>695</b>	<b>1,379</b>	<b>2,078</b>

**Total gross expenses in year**

<b>140,538</b>	<b>29,687</b>	<b>170,225</b>	<b>135,289</b>
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