

OFF CENTRE LIMITED
(A company limited by guarantee)

**DIRECTORS' AND TRUSTEES' REPORT
AND ACCOUNTS**

FOR THE YEAR ENDED 31ST MARCH 2016

Company No: 01764019 (England and Wales)
Charity No: 288275

OFF CENTRE LIMITED
(A company limited by guarantee)

REPORT AND ACCOUNTS

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OFF CENTRE LIMITED
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REPORT OF THE CHAIR OF THE BOARD

2015-2016 was a year of great progress and great loss for Off Centre. We provided more services than ever before, grew well and agreed to sell our property. We achieved many things and got very close to completing our three pronged strategy to find more suitable accommodation, develop our outreach program and target more unrestricted funding.

None of this would have been possible without our previous CEO, Martin Williams. Sadly, Martin passed away last year very suddenly in 2015. His loss was felt throughout the organization and the local community. The team and I miss him hugely. After this sudden and unexpected loss, the organization came together and worked through the challenges that followed. Thelma Matthews stepped in as temporary CEO to stabilize the organization. Following an extensive recruitment campaign, we appointed Derrie LaCumbre as our interim CEO.

With this sudden loss and the challenges associated with it, we have had a deficit this year. Financial management is a top priority for 2017 and we are planning to rectify this.

With this sudden loss and the challenges associated with it, we were not as financially secure as we would have hoped. Year-on-year we have improved but this year we had a significant deficit. We are planning to rectify this with a new budget and some difficult decisions in the early parts of the new year.

I am very proud of the way the organization has continued to make progress in this difficult time. The fact that we ended the year in a good position is testament to the resilience and strength of Off Centre. Thank you to the team and all our clients for another important year.

J LEE
CHAIR OF THE BOARD OF TRUSTEES

16 July 2016

OFF CENTRE LIMITED
(A company limited by guarantee)

DIRECTORS' AND TRUSTEES' REPORT
FOR THE YEAR ENDED 31ST MARCH 2016

The Trustees present their report and accounts for the year ended 31st March 2016.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's governing document, applicable law and the requirements of the Statement of Recommended Practice, "Accounting and Reporting by Charities" issued in March 2005.

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing document

Off Centre is registered as a company limited by guarantee and not having share capital. Its operations are governed by its Memorandum and Articles of Association.

The company was incorporated on 24th October 1983 and registered as a charity on 9th December 1983. The charity registration number is 288275 and the company registration number is 01764019.

Recruitment and appointment of Trustees

As set out in the Articles of Association the chair of the trustees is nominated by Off Centre Limited. The Directors of the organisation are also the charity trustees for the purposes of charity law.

The Board of Trustees have power to appoint additional Trustees as it considers fit to do so.

The Trustees in office in the year are set out on page 10. The Trustees have no beneficial interest in the company other than as members. The Trustees are also the directors of the company. All of the Trustees are members of the company and guarantee to contribute £1 in event of winding up.

Trustee induction and training

The Trustees recognise the importance of maintaining a good working knowledge of charity and company law and best practise by attendance at charity and company courses run by outside providers. New trustees are issued with a comprehensive induction pack that contains all salient operating and governance documents including: Memorandum and Articles of Association, the most recent set of accounts, the mission statement and Off Centre's 3 year Strategic plan.

An individual induction to the organisation is prepared by the CEO. All members of the board of trustees undertake a skills assessment annually and training is provided to address any identified need.

Organisation

The Board of Trustees, which comprised eight members during the year ended 31st March 2016, administered the charity. The Board meets periodically to review the affairs of the charity and to consider strategies and operations. To facilitate activities, the Board have delegated authority, within terms of delegation approved by the trustees, for operational matters including financial, employment and other related activities. All decisions relating to strategy and policy are made by the Board of Trustees.

Pay policy for senior staff

The Trustees review the salary and employment conditions of senior staff on an annual basis having reference to marketing conditions and individual performance.

Related parties

The charity does not have any relationships with related parties and other charities and organisations with which it co-operates in pursuit of its charitable objectives.

Public Benefit statement

In shaping our objectives for the year and planning our activities, the trustees have considered the Charity Commission's guidance on public benefit, including the guidance 'public benefit: running a charity (PD2). The achievements and activities above demonstrate the public benefit arising through the Charity's activities.

Risk Management

The trustees have a risk management strategy which comprises:

- An annual review of the risks the charity may face;
- The establishment of systems and procedures to mitigate those risks identified in the plan;
- Implementation of procedures designed to minimise any potential impact on the charity should those risks materialise.
- Investment risk is minimised by the holding of surplus monies in recognised and stable bank deposits.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

OBJECTIVES AND ACTIVITIES

The principal aims and objectives of the Charity are as follows:

'To preserve and protect the health, both mental and physical of all persons residing or residing in England and Wales and to advance the education of and relieve young persons in England and Wales who are in conditions of need, hardship and distress'.

Off Centre supports the mental health and well-being needs of young people aged 11-25 in Hackney and surrounding boroughs. We are one of the borough's most established voluntary and community organisations, with a 40 year track record of helping local young people. This includes more than 20 years as a commissioned service (LB Hackney & East London Foundation NHS Trust).

We carried out a Social Return on Investment study with the University of Bristol in 2012, with support from the Third Sector Research Council. This concluded that for every £1 invested in us we return £5.29 social benefit to the community. We are planning a new SROI which we hope will further consolidate the value of the work we do..

Our young users present with wide-ranging and often complex/multiple mental health needs with inter-related themes, including depression, anxiety, distress, self-harm, bereavement, family breakdown, domestic violence, sexuality & neglect.

We provide a range of restorative counselling services and therapeutic interventions employing a range of different modalities. These include one-to-one and group counselling, art therapy and dramatherapy.

We combine our psychotherapeutic work (counselling, art and drama therapy) with psychosocial support as people presenting with mental health needs will also often have other support needs which impact on their mental health and wellbeing. Our advocacy, advice and information work encompasses casework in accessing employment, training, housing, benefits and a wide range of other issues. Our signposting for legal advice service commonly covers issues such as immigration, domestic violence and referrals to social care. Our psychosocial work also includes a range of positive/diversionary activities for young people, delivered in-house or through our network of partner/provider organisations. This has included our very successful Peer Mentoring programme for young people to work as advocates for mental health awareness in their communities.

Our service model is designed to give wrap-around care for the young person's whole mental health and wellbeing needs. It is an evidence-based early intervention, which provides direct support to over 500 young people annually and adds value to the services of a large number of voluntary and statutory partners through formal and informal partnerships and networks.

ACHIEVEMENTS AND PERFORMANCE

This year has been one of significant change, both positive and negative.. The sudden death of our CEO Martin Williams had a huge impact, and was a very difficult experience for us all. The challenge of supporting an organisation through this has been a testament to the commitment, passion, and determination of the Off Centre staff team, volunteers and Board of Trustees. The organisation has carried on with everyone pulling together to continue providing excellence in its services to young people despite a climate of uncertainty and instability.

This period of uncertainty, instability and disruption has had an impact on our financial position this year. However all at Off Centre have strived to regroup and rebuild, and we have marched on with the changes and developments that we had planned as part of our strategic aims, and we will now look to rebuild and strengthen our financial position over the coming years.

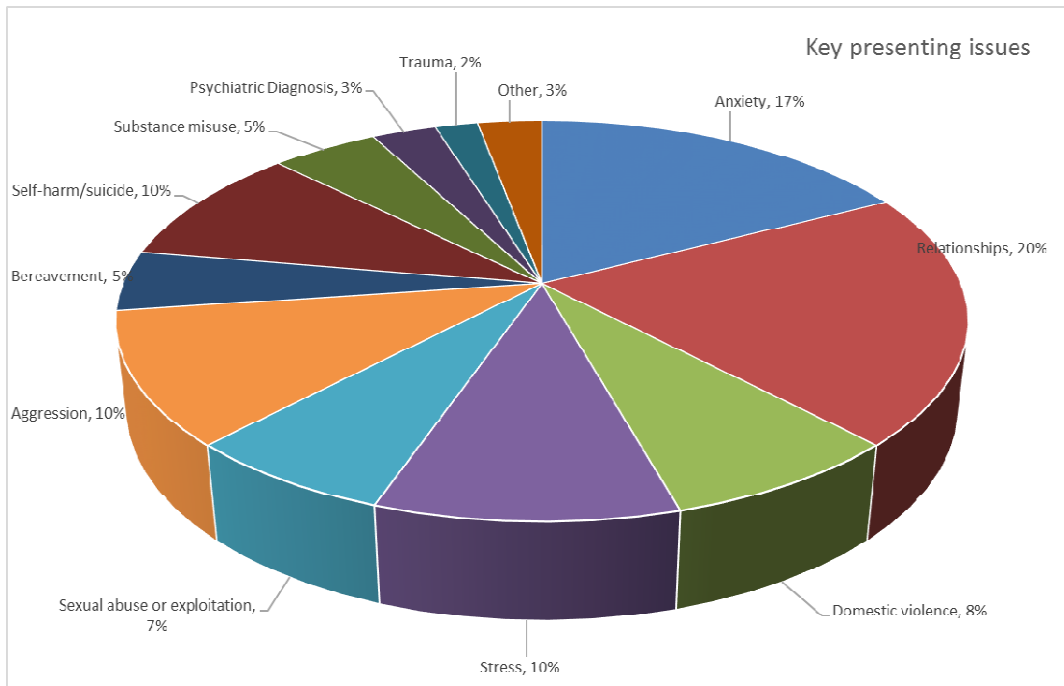
Despite the continued shifts in the demographics of the local communities that collectively make up Hackney's wonderfully diverse community, demand for our services continues to increasing. Continued austerity measures and huge public cuts continue to impact on the services available to young people and the availability of funding to those third sector charities that 'mop up' the fall out. There has been significant focus on young people's mental health in the media in the last year and a positive result of that is some de-stigmatisation of mental health. This has improved willingness to access services, but increased demand on those services. Meanwhile the complexity of cases continues to increase.

In 2015-16 we aimed to review our holistic range of services to, insofar as is possible with the funding available to us, to plug gaps in provision locally resulting from these cuts. We are continuing to do this.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2016

The following chart illustrates the breadth of issues we worked with during the year:



Our Impact

Last year Off Centre saw 510 clients aged between 11-25 years of age, who accessed a range of services including counselling, Art Therapy, DramaTherapy, Advice and Information services, Peer Mentoring and group support. We know that the vast majority of our clients identify improvements in their mental wellbeing as well as in their soft skills like confidence and self esteem through the services they access here. We have purchased a new database this year with the support of Lloyds Bank Foundation Trust and City and Hackney CCG. This will help us to evidence impact more fully over the coming years and is a very welcome addition to the organisation.

We have collected and analysed CORE (Clinical Outcomes in Routine Evaluation) data for clients who have been engaged in individual therapy (counselling, art therapy, drama therapy) for 5 sessions or more in order to evidence impact. The CORE score categories range from 0-40, with the higher score being for those with highest level of need.

Levels of Need (based on CORE model)

- Low 5-11
- Mild 12-15
- Moderate 16-20
- Moderate to severe 21-25
- Severe level 1 26-30
- Severe level 2 31-35
- Severe level 3 36-40

29% of clients have a Severe CORE of 26 or above at the start of therapy
 24% of clients have a Moderate to Severe CORE of 21-25 at the start of therapy
 27% of clients have a Moderate CORE of 16-20 at the start of therapy

68% of clients end therapy with a Low to Mild CORE under 15

The mean CORE 10 at assessment is 21.
 The mean CORE 10 at the end of the contract is 13.

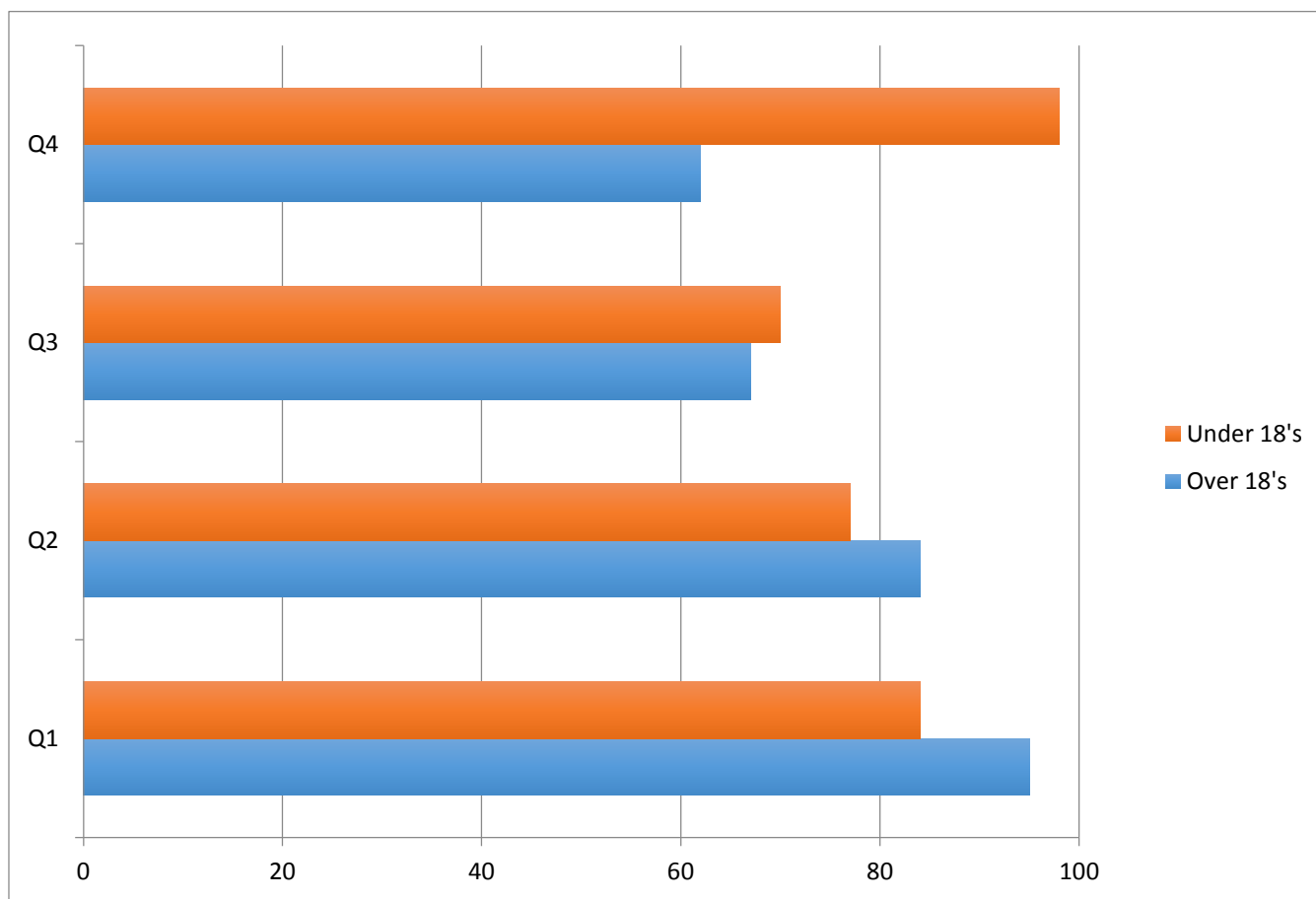
91% of clients show an improvement.

Of these, 37% improve by more than 2 levels and 71% improve by 1 level or more.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016



Change management

With the loss of our CEO, we did a raft of recruitments for CEO, an Interim Director of Outreach Services, and an Interim Clinical Manager, all of whom were recruited internally. The structure of the management team has therefore broadly stayed the same but with movement within roles. This continuity is working really well.

We have benefited from the restructure with a motivated staff team, higher community profile, recognition from the CCG via the CAMHS Alliance, LBH Public Health, and in requests for partnership working. We have made in-roads into schools and other establishments where we've not had the capacity to work, meaning we can take the service to where the need arises or where young people feel safest rather than expecting them to come to us. This is a reflection of our client-focused ideals. In addition we have trained staff in a range of schools around the mental health and wellbeing of young people.

We also recruited for a fundraising manager due to Emily Collins leaving to pursue other opportunities. This and the unexpected death of our CEO did have a negative effect on our funding during the year. However we were delighted to recruit Jocelyn Yeboah-Newton, a very talented and innovative fundraiser who joined us from the Dame Kelly Holmes Trust in April 2016. We are continuing to develop our fundraising strategy and diversifying our income sources in order to protect against the shift in statutory funding streams and commissioning practices, as well as to restart our fundraising initiatives to incorporate more flexible funding streams.

In 2015/16 we also recruited a Peer Mentor Coordinator, Rachel Allen-Lowton joined us in June 2015, also for a Finance Worker, Agatha St Clair-Boisson who joined us in Dec 2015. Both have settled in well and are making positive contributions to the organisations outreach programme and financial systems. We are confident our new structure gives us a really solid foundation for growth.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

Service developments

With the support of City and Hackney Clinical Commissioning Group we entered into a strategic partnership with City & Hackney Child and Adolescent Mental Health Services (CAMHS), East London Foundation Trust and Homerton University Hospital, to build a sustainable, holistic approach in the way that child and adolescent mental health services are provided and to ensure a more joined up, effective delivery of CAMHS where the right client is seen at the right time, with the right treatment in the right place. This is the CAMHS Alliance. The scope of the work includes:

- multi-agency triage and assessment processes
- multi-agency evidence based care pathways
- upskilling of staff
- improving the collection of outcome measures

We were especially pleased that the CCG recognises the importance of Off Centre and the wider mental health voluntary sector, in response to Local Authority 80% cuts to mental health service provision.

We also renewed our contracts for advice information services via East End CAB, Talent Match for supporting 'hidden, NEET' young people and peer mentoring support, again via City & Hackney CCG's Innovation Fund and the Big Lottery Foundation. Our contract with London Borough of Hackney Project Indigo was renewed for 2 years instead of just one.

We are delighted to report renewed contracts with Comic Relief for 3 year funding for Art Therapy, a new relationship with Mrs Smith and Mount Foundation, West Hackney Parochial Charity and 3 successful campaigns through Global Giving and Local Giving.

We were delighted to continue our work with Youth Access in 2015/16 under the auspices of a new NHS England funded project Young People in Mind. This had brought recognition for our YIAC work and some extra funding from CAMHS Transformation Plan.

We bid for and were successful in securing LB Hackney Community Grant funding (our only direct support from the local authority) for Project Indigo, our LGBT+ support service. Now in its 4th year the project provides a safe space for young people coming to terms with or exploring their sexuality.

FINANCIAL REVIEW

During the year the charity had incoming resources of £583,165 (2015 – £634,245). Resources expended totalled £643,183 (2015 – £542,387) resulting in a deficit for the year of £60,018 (2015 – surplus £91,858).

Principal funding sources

Principal funding came from Big Lottery Fund to deliver psychosocial, psychotherapeutic and advice information services in outreach settings to children and young people.

Investment powers and policy

The Memorandum of Association authorises the Trustees to make and hold investments using the general funds of the charity. The Trustees have the power to invest in any way that they see fit.

Reserves policy

The unrestricted funds not designated or invested in tangible fixed assets held by the charity were £49,473 (2015 - £110,684).

It is the policy of the Trustees to maintain reserves in line with the guidance of the Charities Commission, who recommend adequate reserves in order to provide the charity with adequate financial stability and the means for it to meet its charitable objectives for the foreseeable future. Off Centre's unrestricted reserves equate about 2 months running costs.

DIRECTORS' AND TRUSTEES' REPORT (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

FUTURE PLANS AND DEVELOPMENTS

During 2014/15 we came to the decision that we had outgrown our premises in Hackney Grove and embarked on a search for a new property in Hackney which would be configurable to the type of space we need for the services we want to develop in the years to come.

Accordingly, this year we have agreed the sale of our current premises, and secured the lease on a new property in Hackney which we will design to create an improved environment for our clients and staff.

The new property will be larger and provide for the growth and development of the service that we so need in order to meet demand. We will have increased capacity for group work, plus more individual counselling rooms. We look forward to the new premises signifying the start of the next exciting stage in Off Centre's development.

Service development priorities for the year remain those of our current strategic plan, the plan ends later in 2016, and we are happy to report that we have met most of our strategic aims from 2013-2016 with just the objective to build more unrestricted reserves outstanding. This is reflective of a much more challenging funding environment. We are in the process of developing a new strategic plan for 2016-19 that will build on the increased capacity the new space gives us, as well as responding to the needs of the clients we serve.

During the next financial year we will continue to progress our service development goals, including:

Quality of service

- Variable length therapeutic contracts according to client need
- Open-ended contracts for clients with severe needs or slower to make progress
- Greater capacity to meet growing demand for services
- Community-based assessment and delivery
- Greater integrated and liaison work with CCG and statutory providers
- Out of Hours Saturday service

Service Development

- Expanded drop-in covering a wider range of issues/services
- Crisis support service
- Expanded experiential learning provision & life skills activities
- Expanded advice provision & specialisms, including casework
- Legal support service for young people

Skillsets & professional development

- Family therapy
- Family mediation
- Youth Work
- Training delivery

Administrative & infrastructure development

- Fundraising capacity
- Administrative & Centre Management Support
- Improved online representation & social media presence

Our volunteers

We are fortunate to have the benefit of several volunteers and student placements in a range of services including Drama therapy, Art Therapy and Youth Work disciplines as well as administrative volunteers. They are a wonderful complement to our work.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2016

REFERENCE AND ADMINISTRATIVE DETAILS

Company number: 01764019

Charity number: 288275

Registered office & operational address: 25-27 Hackney Grove, Hackney, London E8 3NR

Directors and Trustees:

J Lee (Chair)

S Klein

E O'Hara

A Ali

J Buckerfield

F Cleugh

H Briggs

D Sumpton (App't 16/12/15)

S Willis (Res'n 25/07/15)

Company Secretary: S Klein

Senior Management Team: D LaCumbre – Chief Executive Officer
T Matthews – Director of Clinical Services
M Walker – Director of Outreach Services

Bankers: HSBC Plc., 283 Mare Street, Hackney, London E8 1PJ

Independent Examiner: David Terry, Ramon Lee & Partners, Kemp House, 152/160 City Road, London EC1V 2DW

STATEMENT OF DIRECTORS AND TRUSTEES' RESPONSIBILITIES

The Trustees (who are also directors of Off Centre Limited for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Trustees to prepare financial statements for each financial year. Under that law the Trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of its income and expenditure for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in business.

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

The trustees are responsible for maintenance and integrity of the corporate and financial information included on the charitable company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

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DIRECTORS' AND TRUSTEES' REPORT (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2016

STATEMENT OF DISCLOSURE TO AUDITOR

In so far as the Trustees are aware:

- there is no relevant audit information of which the charitable company's auditor is unaware; and
- the Trustees have taken all steps that they ought to have taken to make themselves aware of any relevant audit information and to establish that the charity's auditor aware of that information.

The report of the directors has been prepared taking advantage of the small companies' exemption of section 415A of the Companies Act 2006.

APPROVED BY THE TRUSTEES AND SIGNED ON ITS BEHALF BY:

J LEE
CHAIR

16 July 2016

INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEES OF

OFF CENTRE LIMITED (A company limited by guarantee)

FOR THE YEAR ENDED 31ST MARCH 2016

We have audited the financial statements of Off Centre Limited for the year ended 31st March 2016 which comprise: the Statement of Financial Activities (Summary Income and Expenditure Account), Balance Sheet, Cash Flow Statement and related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with [Sections 495 and 496 / Sections 495 and 496] of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

RESPECTIVE RESPONSIBILITIES OF TRUSTEES AND AUDITORS

As explained more fully in the Trustees' Responsibilities Statement set out on page 11, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

SCOPE OF THE AUDIT OF THE FINANCIAL STATEMENTS

An audit involves obtaining evidence about the amounts and disclosures in the financial statements sufficient to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charitable company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the trustees; and the overall presentation of the financial statements. In addition, we read all the financial and non-financial information in the Directors' and Trustees' report to identify material inconsistencies with the audited financial statements. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

OPINION ON THE FINANCIAL STATEMENTS

In our opinion the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31st March 2016 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

OPINION ON THE OTHER MATTER PRESCRIBED BY THE COMPANIES ACT 2006

In our opinion the information given in the Trustees' Annual Report for the financial year for which the financial statements are prepared is consistent with the financial statements.

MATTERS ON WHICH WE ARE REQUIRED TO REPORT BY EXCEPTION

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies exemption in preparing the Directors' and Trustees' report.

DAVID TERRY (Senior Statutory Auditor)
for and on behalf of **RAMON LEE & PARTNERS**
CHARTERED ACCOUNTANTS
STATUTORY AUDITOR

KEMP HOUSE
152/160 CITY ROAD
LONDON EC1V 2DW
16 July 2016

OFF CENTRE LIMITED
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STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31ST MARCH 2016

SUMMARY INCOME AND EXPENDITURE ACCOUNT

	Notes	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
Income					
Grants, donations and legacies	2	15,072	-	15,072	22,192
<i>Income from charitable activities:</i>					
Grants and donations	3	145,765	422,188	567,953	611,985
Investment income		140	-	140	68
Total income		<u>160,977</u>	<u>422,188</u>	<u>583,165</u>	<u>634,245</u>
Expenditure					
Cost of raising funds	4	26,067	-	26,067	25,365
Expenditure on charitable activities	4	196,441	420,675	617,116	517,022
Total expenditure		<u>222,508</u>	<u>420,675</u>	<u>643,183</u>	<u>542,387</u>
Net income and net movement in funds for the year		(61,531)	1,513	(60,018)	91,858
<i>Reconciliation of funds</i>					
Total funds brought forward		112,827	262,840	375,667	283,809
Total funds carried forward		<u>51,296</u>	<u>264,353</u>	<u>315,649</u>	<u>375,667</u>

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CONTINUING OPERATIONS

None of the company's activities were acquired or discontinued during the above financial year.

TOTAL RECOGNISED GAINS AND LOSSES

There were no recognised gains or losses for the above financial year other than those included in the Statement of Financial Activities.

The notes on pages 15 to 24 form part of these accounts.

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BALANCE SHEET AS AT 31ST MARCH 2016

	<u>Notes</u>	<u>2016</u>		<u>2015</u>
		£	£	£
Fixed asset				
Tangible assets	9		155,632	162,512
Current assets				
Debtors	10	73,221		175,977
Cash at bank and in hand		177,947		126,651
		<u>251,168</u>		<u>302,628</u>
Liabilities				
Creditors falling due within one year	11	91,151		89,473
		<u>91,151</u>		<u>89,473</u>
Net current assets			160,017	213,155
Net assets			<u>315,649</u>	<u>375,667</u>
Total funds of the charity:				
Unrestricted funds	12		51,296	112,827
Restricted funds	12		264,353	262,840
Total charity funds			<u>315,649</u>	<u>375,667</u>

The Trustees have prepared accounts in accordance with Section 398 of the Companies Act 2006 and Section 138 of the Charities Act 2011. These accounts are prepared in accordance with the special provisions of Part 15 of the Companies Act relating to small companies and constitute the annual accounts required by the Companies Act 2006 and are for circulation to members of the company.

These accounts were approved by the Board of Directors and Trustees on 16 July 2016 and were signed on its behalf by:

..... **J LEE (CHAIR)**

..... **S KLEIN (COMPANY SECRETARY)**

Company Registration No 01764019

The notes on pages 15 to 24 form part of these accounts.

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STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31ST MARCH 2016

	Notes	2016 £	2015 £
Cash used in operating activities	15	51,452	3,813
Cash flows from investing activities			
Interest income		140	68
Purchase of tangible fixed assets		(296)	-
Cash provided by / (used in) investing activities		(156)	68
Increase / (decrease) in cash & cash equivalents in the year		51,296	3,881
Cash & cash equivalents at the beginning of the year		126,651	122,770
Total cash & cash equivalents at the end of the year		177,947	126,651

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NOTES TO THE ACCOUNTS

FOR THE YEAR ENDED 31ST MARCH 2016

1. ACCOUNTING POLICIES

The principal accounting policies are summarised below. The accounting policies have been applied consistently throughout the year and in the preceding year.

1.1 Basis of preparation of accounts

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) – (Charity SORP (FRS 102)), The Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The Charity meets the definition of a public benefit entity under FRS 102.

1.2 Reconciliation with previous Generally Accepted Accounting Practices

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

The opening reserves and the previous year's Net Income and Expenditure are unchanged.

1.3 Preparation of accounts on a going concern basis

The Charity's Financial Statements show net income of £583,165 for the year and free reserves of £51,296. The trustees are of the view that these results have secured the immediate future of the Charity for the next 12 to 18 months and on this basis the Charity is a going concern.

1.4 Incoming recognition

Income is recognised when the Charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and amount can be measured reliably.

- (a) Income received by way of grants, donations and legacies are included in full in the Statement of Financial Activities when received, unless they relate to a specified future period, in which case they are deferred.
- (b) Legacies entitlement is taken as the earlier of the date on which either: the charity is aware that the probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the Charity that the distribution is made, or when a distribution is received from the estate. No legacies were received during the year.
- (c) Income from charitable activities received by way of revenue grants and donations are credited to restricted incoming resources on the earlier date of when they are received or when they are receivable, unless they relate to a specified future period, in which case they are deferred.
- (d) Grants and donations of general nature which are not conditional on delivering certain levels of service are included as part of Grants, Donations and Legacies as shown under note 2. Performance related grants and donations which have conditions for a specific outcome are included as Income from Charitable Activities as shown in note 3.
- (e) Capital grants for the purchase of fixed assets are credited to restricted incoming resources on the earlier date of when they are received or receivable. Depreciation on the related fixed assets is charged against the restricted fund.
- (f) Investment income is included when receivable.
- (g) Income from charitable activities include income recognised as earned (as the related goods and services are provided) under contract.

Following a review of the classification of income during the Audit of the financial statements for the year ended 31 March 2016, it was decided that some items would be more accurately presented under different headings. Notes 2 and 3 have been amended to this effect and the prior year information has been re-classified for comparability.

OFF CENTRE LIMITED
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

1.5 Volunteers and donated services and facilities

The value of services provided by volunteers is not incorporated into these financial statements. Further details of the contribution made by volunteers can be found in the trustee's annual report.

Where services are provided to the charity as a donation that would normally be purchased from suppliers, this contribution is included in the financial statements at an estimate based on the value of the contribution to the charity. There were no such donations during the year.

1.6 Interest receivable and investment income

Interest receivable is credited to the Statement of Financial Activities when it is receivable.

1.7 Expenditure recognition and irrecoverable VAT

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

Expenditure is classified under the following activity headings:

- (a) Cost of raising funds comprises costs of seeking donations, legacies and grants and their associated support costs.
- (b) Expenditure on charitable activities includes the costs directly associated to providing counselling, therapy, advocacy, advice and psychosocial service for young people aged between 11 and 25 who live, work or study in Hackney, to further the purposes of the Charity and their associated support costs.

Irrecoverable VAT is charged as a cost against the activity for which the expenditure was incurred.

Following a review of the classification of expenditure during the Audit of the financial statements for the year ended 31 March 2016, it was decided that some items would be more accurately presented under different headings. Note 4 and 5 have been amended to this effect and the prior year information has been re-classified for comparability.

1.8 Allocation of support costs

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance and administration personnel, payroll and governance costs which support the Charity's programmes and activities. These costs have been allocated between cost of raising funds and expenditure on charitable activities. The basis on which support costs have been allocated are set out in note 5.

1.9 Funds structure

The general fund comprises those monies, which may be used toward meeting the charitable objectives of the company at the discretion of the Management Board.

The restricted funds are monies raised for, and their use restricted to, a specific purpose or donations subject to donor imposed conditions.

1.10 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.11 Tangible fixed assets and depreciation

Tangible fixed assets (excluding investments) are stated at cost less depreciation. The cost of minor additions or those costing less than £500 are not capitalised. Depreciation is provided at rates calculated to write off the cost or valuation of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Freehold Property 27 & 25 Hackney Grove	-	Straight Line over fifty years
Premises Improvements – 27 Hackney Grove	-	Straight Line over fifty years
Premises Improvements – 25 Hackney Grove	-	10% Straight Line
Fixture, Fittings and Equipment	-	15% Reducing Balance

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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

1.12 Debtors

Trade and other debtors are recognised at the settlement amount due after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.13 Cash at bank and in hand

Cash at bank and in hand includes cash and short term cash deposits.

1.14 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any trade discounts due.

1.15 Financial instruments

The Trust only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

1.16 Taxation

The Charity is a registered charity and, therefore, is not liable for Income Tax or Corporation Tax on income derived from its charitable activities, as it falls within the various exemptions available to registered charities.

1.17 Transition to FRS 102

Restatement of opening fund balances or reported net income, at the date of transition was not required. Refer to note 1.2 for further details. The transition date was 1st April 2014.

1.18 Judgement and key sources of estimation uncertainty

In the application of the company's accounting policies, the charity is required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

2. GRANTS, DONATIONS AND LEGACIES

	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
City & Metropolitan Welfare Charity	-	-	-	2,000
West Hackney Parochial Charities	-	-	-	5,000
Donations	15,072	-	15,072	2,952
Donation in kind	-	-	-	12,240
	<u>15,072</u>	<u>-</u>	<u>15,072</u>	<u>22,192</u>

The donations and legacies in 2015 totalling £22,192 was attributed to unrestricted funds.

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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

3. INCOME FROM CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total 2016 £	Total 2015 £
<i>Therapy services to young people:</i>				
<i>Grants and contracts:</i>				
BBC Children in Need	-	31,227	31,227	30,295
The City Bridge Trust	-	23,500	23,500	46,250
City & Hackney CCG	54,911	-	54,911	40,000
City & Hackney CCG - CAMHS (Transformation)	-	15,978	15,978	-
Comic Relief	-	24,408	24,408	39,815
East End Community Foundation	-	5,000	5,000	-
Lloyds Bank Foundation	-	8,000	8,000	-
London Borough of Hackney - Public health	55,000	-	55,000	103,105
London Borough of Hackney - Public health	-	-	-	15,000
London Borough of Hackney - Community Partnership	-	30,000	30,000	30,000
Tudor Trust	-	30,000	30,000	-
Youth Access	-	45,500	45,500	69,000
Other income	-	-	-	50
	<u>109,911</u>	<u>213,613</u>	<u>323,524</u>	<u>373,515</u>
<i>Psychosocial and advice services to young people:</i>				
<i>Grants and contracts:</i>				
Big Lottery Fund Grant	-	156,838	156,838	77,259
City & Hackney CCG	-	8,780	8,780	79,022
City & Hackney CCG - CAMHS (Transformation)	-	10,206	10,206	-
Hackney CVS - Bright Futures	-	-	-	1,175
Hackney CVS - Talent Match	-	22,251	22,251	33,250
London Borough of Hackney - Adult Community Services	18,854	-	18,854	25,139
London Borough of Hackney/ Eastend CAB - Advice & Information	17,000	-	17,000	17,000
West Hackney Parochial Charities	-	10,000	10,000	5,000
Donations	-	500	500	375
Other income	-	-	-	250
	<u>35,854</u>	<u>208,575</u>	<u>244,429</u>	<u>238,470</u>
Total incoming resources from charitable activities:	<u><u>145,765</u></u>	<u><u>422,188</u></u>	<u><u>567,953</u></u>	<u><u>611,985</u></u>

Income from charitable activities in 2015 totalling £611,985 was attributed to unrestricted funds of £186,719 and restricted funds of £425,266.

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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

4. ANALYSIS OF EXPENDITURE

	Raising funds £	Therapy services to young people £	Psychosocial & advice services to young people £	Total 2016 £	Total 2015 £
Costs directly allocated to activities:					
Staff costs	26,067	183,754	149,373	359,194	324,460
Other direct costs	-	15,934	36,132	52,066	35,127
Payments to project partners	-	9,888	-	9,888	26,667
Premises costs	-	7,055	5,663	12,719	13,064
Fundraising costs	-	-	-	-	3,000
General support costs (Note 5)	-	115,493	88,725	204,218	134,668
Governance costs (Note 5)	-	2,828	2,270	5,099	5,401
	<u>26,067</u>	<u>334,953</u>	<u>282,164</u>	<u>643,183</u>	<u>542,387</u>

Of the £643,183 expenditure in 2016 (2015 - £542,387), £222,508 was charged to unrestricted funds (2015 - £193,435) and £420,675 to restricted funds (2015 - £348,952).

5. ANALYSIS OF SUPPORT AND GOVERNANCE COSTS

The Charity initially identifies the costs of its support functions. It then identifies those costs which relate to the governance function. Governance costs and other support costs are apportioned separately between charity's three key activities undertaken (see note 4) in the year. All the general support and governance costs have been apportioned to the various charitable activities on the basis of staff time allocated to each activity.

	General Support £	Governance £	2016 £	2015 £
Management and administration staff costs	134,257	-	134,257	68,628
Professional and consultancy fees	24,553	-	24,553	17,146
Premises costs	6,359	-	6,359	6,533
Communications	10,010	-	10,010	8,505
Information technology	14,629	-	14,629	20,766
General office expense	7,233	-	7,233	5,508
Depreciation and amortisation	7,176	-	7,176	7,582
Other direct costs	-	463	463	1,141
Trustees & Board Meeting Costs	-	436	436	360
Audit fees	-	4,200	4,200	3,900
	<u>204,218</u>	<u>5,099</u>	<u>209,316</u>	<u>140,069</u>

OFF CENTRE LIMITED
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

6. ANALYSIS OF STAFF COSTS, TRUSTEES REMUNERATION AND EXPENSES, AND COST OF KEY MANAGEMENT PERSONNEL

	2016	2015
	£	£
Salaries	453,299	345,835
National Insurance	41,491	31,030
Pension cost	240	240
Seconded staff	-	13,218
	<u>495,030</u>	<u>390,323</u>

No employees received emoluments of more than £60,000.

As a charity, no director or trustee received any remuneration in the year and none were reimbursed any expenses (2015 – nil).

The key management personnel of the charity comprise the Chief Executive Officer, Director of Clinical Services and Director of Outreach Services. The total benefits of the key management personnel of the charity were £139,160 (2015 - £138,762).

The average monthly number of staff employed by the charity during the year was as follows:

Therapy services to young people	5.3	5.6
Psychosocial and advice services to young people	3.4	3.1
Fundraising	1.0	1.0
Management and administration	2.6	2.0
Seconded staff	-	0.1
	<u>12.3</u>	<u>11.8</u>

7. NET INCOMING RESOURCES

Net incoming resources are shown after charging:

	2016	2015
	£	£
Depreciation of tangible fixed assets	7,176	7,582
Auditors' remuneration – year end accounts	4,200	3,900
Auditors' remuneration – payroll and bookkeeping services	8,000	4,800
	<u>8,000</u>	<u>4,800</u>

8. TAXATION

Off Centre Limited is a registered charity and therefore, is not liable to Income Tax or Corporation Tax on the income derived from its charitable activities as it falls within the various exemptions available to registered charities.

OFF CENTRE LIMITED
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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

9. TANGIBLE FIXED ASSETS

NET BOOK VALUES	2016	2015
	£	£
Freehold property - 25-27 Hackney Grove	35,106	36,406
Premises improvements - 25-27 Hackney Grove	107,106	110,662
Fixtures, fittings and equipment	13,420	15,444
	<u>155,632</u>	<u>162,512</u>

MOVEMENT IN YEAR

<u>Cost or valuation</u>	Opening balance	Additions	Disposals	Closing balance
	£	£	£	£
Freehold property - 25-27 Hackney Grove	65,007	-	-	65,007
Premises improvements - 25-27 Hackney Grove	186,452	-	-	186,452
Fixtures, fittings and equipment	141,728	296	-	142,024
	<u>393,187</u>	<u>296</u>	<u>-</u>	<u>393,483</u>

<u>Depreciation</u>	Opening balance	Charge for year	Disposals	Closing balance
	£	£	£	£
Freehold property - 25-27 Hackney Grove	28,601	1,300	-	29,901
Premises improvements - 25-27 Hackney Grove	75,790	3,556	-	79,346
Fixtures, fittings and equipment	126,284	2,320	-	128,604
	<u>230,675</u>	<u>7,176</u>	<u>-</u>	<u>237,851</u>

10. DEBTORS

	2016	2015
	£	£
Debtors - Grant and contract income receivable	51,603	174,556
Prepayments	21,618	1,421
	<u>73,221</u>	<u>175,977</u>

11. CREDITORS: Amounts falling due within one year

	2016	2015
	£	£
Trade creditors	28,410	8,996
Taxation and social security	12,200	11,082
Other creditors	-	50
Accruals	28,300	34,285
Deferred income (Note 15)	22,241	35,060
	<u>91,151</u>	<u>89,473</u>

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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

12. MOVEMENT IN FUNDS

	Balance as at 01.04.15 £	Income £	Expenditure £	Balance as at 31.03.16 £
Restricted funds:				
Property Acquisition & Refurbishment Fund	147,068	-	4,856	142,212
Property Fixtures & Equipment Acquisition Fund	6,401	-	960	5,441
Lloyds Bank Foundation	-	8,000	-	8,000
City & Hackney CCG - CAMHS (Transformation)	-	15,978	-	15,978
Therapy services to young people:				
BBC Children in Need	7,613	31,227	31,327	7,513
The City Bridge Trust	-	23,500	23,500	-
Comic Relief - Separation & Loss Project	1,241	24,408	25,649	-
East End Community Foundation	-	5,000	-	5,000
London Borough of Hackney - Indigo	-	30,000	27,728	2,272
Tudor Trust	-	30,000	30,000	-
Youth Access - Young people in mind	-	45,500	45,500	-
Psychosocial and advice services to young people:				
Big Lottery Fund Grant - Awards For All	3,755	-	563	3,192
Big Lottery Fund Grant - The Right Track	14,583	156,838	145,657	25,764
Cabinet Funds - Office For Civil Society	196	-	29	167
City & Hackney CCG - Peer Mentoring	76,443	8,780	40,467	44,756
City & Hackney CCG - CAMHS (Transformation)	-	10,206	9,370	836
Hackney CVS - Talentmatch	540	22,251	22,791	-
West Hackney Parochial Charities	5,000	10,000	12,278	2,722
Donations	-	500	-	500
	<u>262,840</u>	<u>422,188</u>	<u>420,675</u>	<u>264,353</u>
Unrestricted Funds:	112,827	160,977	222,508	51,296
	<u>112,827</u>	<u>160,977</u>	<u>222,508</u>	<u>51,296</u>
Total Funds:	<u>375,667</u>	<u>583,165</u>	<u>643,183</u>	<u>315,649</u>

Restricted funds

Property Acquisition & Refurbishment Fund

The 27 Hackney Grove Property Acquisition and Refurbishment Fund was set up in 1992 with grants received to provide for the purchase and refurbishment of 27 Hackney Grove as a centre for the provision of counselling services to young people. Further grants were received in ensuing years for the same purpose.

Property Fixture & Equipment Acquisition Fund

The Fixtures, Fittings and Equipment Acquisition Fund was set up in 1996 with a grant received of £2,400 for the purchase of equipment, with further grants received in the years ending 1997, 2003, 2005, 2011 and 2012.

Lloyds Bank Foundation

Funding towards costs of the development and implementation of bespoke Case Management System and staff training costs.

BBC Children in Need

Grant received for the salary and associated costs of Trauma therapist. The balance carried forward to £7,613 represents funds to be spent in 2016/17.

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NOTES TO THE ACCOUNTS (Cont/d)

FOR THE YEAR ENDED 31ST MARCH 2016

The City Bridge Trust

£136,500 funding over 3 years towards capacity building and development of mental health services for young people in Hackney. Funding ended 30/09/15.

Comic Relief – Separation & Loss Project

A 3 year grant for art therapy and integrated support for young people in Hackney struggling with mental ill health ending 30/11/18.

East End Community Foundation

Funding to support activities for young people with mental health needs.

London Borough of Hackney – Indigo

Provides specialist support for young Hackney LGBTQ residents who face significant barriers to safety in the community through stigmatisation and threat of violence, which often seriously impact mental health and wellbeing. Project ending 31/03/16.

The Tudor Trust

Funding towards core costs; specifically those associated with providing therapeutic services to young people in Hackney. Funding ends 30/06/18.

Youth Access – Young people in mind

A grant award of £45,500 towards the Young People in Mind – improving access to YIACS – Project.

Big Lottery Fund Grant – Awards For All

A capital grant of £9,957 was received for the year ended 31st 2010 which has been spent on the purchase of computer equipment. The expenditure of £563 represents the depreciation of the assets in accordance with the charity's accounting policy. The balance carried forward of £3,192 represents the remaining cost not yet depreciated.

Big Lottery Fund Grant – Outreach

A grant of £477,606 over three years was awarded in September 2015 to deliver psychosocial, psychotherapeutic and advice information services in outreach settings to children and young people.

Cabinet Funds – Office for Civil Society

The balance carried forward of £167 as at 31st March 2016 represents the remaining cost not yet depreciated.

City of Hackney CCG – Peer Mentoring

A grant of £87,802 towards the salary and costs for a peer mentor coordinator, peer mentees, administrative and management overheads, and project management and establishment costs associated with delivering the Right Tract Peer Mentoring Project. Project ends 30/06/16.

City & Hackney CCG – Alliance

Funding towards a senior clinician, a on-call senior manager and centre administrator post. There is also £15,978 for set up costs and 1st year licences for case management system.

Hackney CVS – Talentmatch

A contract for the delivery of employment brokerage services to children and young people seeking employment, training, apprenticeships and other opportunities to increase their employability.

West Hackney Parochial Charities

A grant of £10,000 towards the cost of outreach psychosocial services for children and young people living, working, studying or with a significant connection to the London Borough of Hackney.

Donations

Donations towards the costs of service provision.

OFF CENTRE LIMITED
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NOTES TO THE ACCOUNTS (Cont/d)
FOR THE YEAR ENDED 31ST MARCH 2016

13. SHARE CAPITAL

The company is limited by guarantee and does not have a share capital divided by shares.

14. ANALYSIS OF FUND BALANCES BETWEEN NET ASSETS

	Unrestricted £	Restricted £	2016 £	2015 £
Tangible fixed assets	1,823	153,809	155,632	162,512
Net current assets	49,473	110,544	160,017	213,155
	<u>51,296</u>	<u>264,353</u>	<u>315,649</u>	<u>375,667</u>

15. RECONCILIATION OF NET MOVEMENT IN FUNDS TO NET CASHFLOW FROM OPERATING ACTIVITIES

	2016 £	2015 £
Net movement in funds	(60,018)	91,858
Add back depreciation	7,176	7,582
Deduct interest income shown in investment activities	(140)	(68)
Decrease/(increase) in debtors	102,756	(152,341)
Increase/(decrease) in creditors	1,678	56,782
Net cash used in operating activities	<u>51,452</u>	<u>3,813</u>

16. DEFERRED INCOME

	2016 £	2015 £
Balance as at 1st April	35,060	11,375
Amount released to income in the year	(35,060)	(11,375)
Amount deferred in the year	22,241	35,060
Balance as at 31st March	<u>22,241</u>	<u>35,060</u>

Deferred income represents grant and contract funding received from the following funders for the year 2016/17:

East London NHS Foundation Trust	£22,241
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17. POST BALANCE SHEET EVENT

After the year end, on 7th April 2016, the Charity entered into a Contract for the sale of freehold land with vacant possession of 25 & 27 Hackney Grove London, E8 3NR with Secretary for State for Communities and Local Government. The agreed selling price was £1,625,000.00. A 10% deposit being £162,500 was paid by the buyer and held by the solicitors Withy King.

18. RELATED PARTY TRANSACTIONS

For the whole year the charity was under the control of the Trustees (as shown on page 10).

No Trustee received any remuneration during the year (2015 - £nil). No Trustees received reimbursed expenses during the year (2015 - £nil).