

Company no. 1468164
Charity no. 279184

Shape London
Report and Financial Statements
31 March 2008

	Pages
Reference and Administrative information	1-2
Chair's Review	3
Report of the Board of Directors	4-17
▪ Objectives and visions	
▪ Organisational structure	
▪ Staff and volunteers	
▪ Review of Activities	
▪ Review of Operations	
▪ Review of Financial position	
▪ Post balance sheet events	
▪ Reserves policy and risk management	
▪ Statement of responsibilities of the council of management	
Report of the Auditors	18-19
Statement of Financial Activities (including income and expenditure account)	20
Balance sheet	21
Notes to the accounts	22-38

Shape London

Reference and administrative details

For the year ended 31 March 2008

Status	The organisation is a charitable company limited by guarantee, incorporated on 20 December 1979 and registered as a charity on 20 December 1979.	
Governing document	The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.	
Company number	1468164	
Charity number	279184	
Board of Directors	Pauline Tambling Lisa Burger Susan Bidwill Edwin Godfrey Cathy Woolley Marcus Weison Pauline Guthrie Deborah Sawyerr Agnes Fletcher Laurence Clark Claire Barnes Margaret Franke Victoria Raymond	Chair Treasurer (Resigned May 2008) (Resigned June 2007) (Resigned June 2007) (Resigned June 2007)
Registered office and operational address	Deane House Studios 27 Greenwood Place London NW5 1LB	
Principal staff	Tony Heaton Andi Dollia Richard Muncaster Kate Larsen	Chief Executive Officer Finance and Admin Director Business Development Director Programme Director

Reference and administrative details

For the year ended 31 March 2008

Solicitors	Bates, Wells and Braithwaite Cheapside House 138 Cheapside London EC2V 6BB
Auditors	Sayer Vincent Chartered accountants and registered auditors 8 Angel Gate City Road London EC1V 2SJ
Bankers	CafCash Ltd Kings Hill West Malling Kent M19 4TA Barclays Bank PLC Acorn House 36-38 Park Royal Road London NW10 7JA

Chair's Review

The past year has been marked by huge changes for Shape.

In December we said goodbye to our Chief Executive, Steve Mannix, who moved to London 2012 following five very successful years with the organisation. Steve's legacy includes completion of the Arts Council's Recovery programme which enabled us to move from a very precarious financial position in 2004 to the thriving organisation that we see today. We look forward to working with Steve to contribute to the Olympic and Paralympic Games through the Cultural Olympiad.

We have reviewed our mission and vision for the next five years focusing on five overarching aims:

1. Increase the number of deaf and disabled people as **audiences** for the cultural sector
2. Increase the number of deaf and disabled people **employed** or taking leading roles (including as board members) in the arts and cultural sectors
3. Support partner organisations to drive up **participation** in the arts and cultural sectors
4. Promote the presentation of **high quality practice** by disabled and deaf artists
5. Develop Shape as a **sustainable** arts organisation

Arts Council England has confirmed its ongoing commitment to disability-led arts practice and participation with a record three-year grant of £420,000 in the first year. We have just moved to new offices in Kentish Town providing an opportunity to promote and profile artists' work as well as offering a space for our increasingly successful programme of training and courses.

Highlights of our 2007- 08 programme include:

- Adam Reynolds Memorial Bursary
- Launch of Shape Artists Commissions: Inspired by 2012
- Future Leaders

We are delighted that Tony Heaton has joined us as new Chief Executive. Not only is Tony known as a pioneering leader in the disability arts sector he is also a practising artist and is uniquely placed to lead our organisation. 2008-09 promises much.

Pauline Tambling

Chair, Board of Directors

1. Structure, Governance and Management

Governing Document

The organisation is a charitable company limited by guarantee, incorporated on 20th of December 1979 and registered as a charity on 20th December 1979.

The company was established under a memorandum of association which established the objects and powers of the charitable company and is governed under its articles of association.

Recruitment and Appointment of Board of Directors

The Directors of the company are also charity Trustees and for the purposes of charity law and under the company's Articles are known as members of the Board of Directors. Under the requirements of the memorandum and Articles of Association, at each Annual General Meeting one-third of the Directors for the time being shall retire from the office. A retiring Director shall then be eligible for re-election.

Due the nature of Shape's programme and the involvement of disabled and deaf people, the charity aims to ensure that there is a majority representation of disabled against non disabled people on its Board of Directors. At the same time, Shape aims to ensure that there is representation of various physical, sensory and intellectual disabilities.

To enhance the potential pool of Directors and advisors Shape regularly recruits with similar charities, arts and cultural organisations. A new external recruitment campaign was devised and implemented during the year. This has resulted in the appointment of a new chair, treasurer and several trustees.

During the year Shape continued their training programme, *Future Leaders*, a series of day long seminars which offers disabled and deaf people information about how to become a Trustee. The programme has been a great success with more than 30 disabled and deaf graduates, many of whom are now serving on the boards of arts and cultural organisations. This programme has also become a source for trusteeship at Shape (or membership of one of our advisory groups – details below).

In order to ensure a broad representation of skills and experience across the Board an annual Skills Audit is carried out. This is then used as a tool in recruiting new members to ensure a broad balance is sustained and the Board is able to sustain quality decision making.

In order to further support the development of Shape's work and to ensure the direct involvement of artists, service users and other professional expertise, Shape has established an advisory group structure. Each department director and their team benefit from the support of an advisory group. These include:

- Finance and Human Resources
- Artistic Programme
- Marketing, Fundraising and External Relations

These groups meet on a quarterly basis between full Board meetings and are strictly advisory. A short written report is made to the Board on any tasks or work undertaken. Terms of reference are available and reviewed at regular intervals.

Director Induction and Training

All new Directors are given a Director Resource Pack (updated annually) with background information about Shape, including the Memorandum and Articles of Association. They are then asked to attend a briefing session with the Chair and Chief Executive.

A Board training programme has now been implemented, taking into account the legislative changes brought by the new Companies Act 2006.

Risk Management

The Board of Directors conducts a review of the major risks to which the charity is exposed. The risk register is updated every quarter. Where appropriate, systems and procedures have been put in place to mitigate risks. The emergence of increasingly complex external risks has led Shape to develop clear strategic plans to ensure that areas of work and the programme are appropriately monitored by staff and senior management (for example for fundraising, marketing and sales). Internal risks (such as financial) are mitigated against by the use of a staff handbook and other specific procedures manuals.

All procedures and policies are reviewed on an annual basis by the senior management and Board of Directors to ensure legal compliance and further relevance.

Organisational Structure

Shape's Board of Directors is made up of a maximum of 12 members who meet quarterly and are responsible for the overall governance, policy and strategic direction of the charity. The board members are from a wide variety of professional backgrounds and experiences.

Responsibility for the day to day management of the charity is delegated to the Chief Executive and senior management team. The Chief Executive is responsible for ensuring that Shape meets its key objectives during the year.

2. Objectives and Activities

The company's objects and principal activities are:

- To promote, maintain, improve and advance the education of the public in the arts generally and in particular by the production of educational plays and the encouragement of the Arts including (by way of example only and not of limitation) the arts of drama, mime, dance, singing and music, poetry, literature, the graphic arts, sculpture and design.
- The provision for facilities for recreation or other leisure time occupation particularly facilities for therapeutic entertainment in the interests of the social welfare with the object of improving the conditions of life for the public at large and for mentally or physically disabled or aged persons in particular.
- To promote the relief of people with disability.

Our aims are as follows:

1. Increase the number of deaf and disabled people as **audiences** for the cultural sector
2. Increase the number of deaf and disabled people **employed** or taking leading roles (including as board members) in the arts and cultural sectors
3. Support partner organisations to drive up **participation** in the arts and cultural sectors
4. Promote the presentation of **high quality practice** by disabled and deaf artists
5. Develop Shape as a **sustainable** arts organisation

The main objectives and activities for the year continued to focus upon consolidating our strategic programmes (*Link Up* and *Open the Door*), as a direct response to disabled artists' needs and the needs of the arts and cultural industries.

Not included in these financial statements are the many thousands of hours donated by volunteer drivers and escorts for the benefit of members of Shape Tickets as well as administrative assistance received from office volunteers; and the many hundreds of hours devoted by the Directors of the charity to its governance and management. The volunteer drivers have contributed nearly 21,600 working hours with an estimated value of £119,232 and office volunteers have contributed nearly 2,912 hours with an estimated value of £16,074.

3. Achievements and Performance

2007/08 has once again been a period of growth for Shape.

It saw the introduction of new activities including the Explore programme for developing best practice participatory work in visual arts galleries, the inaugural Adam Reynolds Memorial Bursary for disabled and deaf visual artists, the pilot Shape Artist Commissions 'Inspired by 2012', and the launch of four online resources for artists and arts workers.

The Open the Door programme delivered disability equality training or access services to 369 arts and cultural organisations in London and beyond. The Link Up programme provided mentoring, skills development and employment support to over 350 disabled and deaf Londoners working, or wanting to work, in the arts or cultural sectors.

During the year, Shape's services were used by over 3,332 people, the majority of whom were disabled or deaf people. In addition, tens of thousands more received information from Shape via our website or through our many networks.

Strategic Aim One - Audiences

Open the Door Training and Campaign - Shape has continued to roll out its Open the Door Programme, offering training, audits and consultancy to the arts and cultural sector that will improve access for deaf and disabled people. The programme is based around the following modules:

- Disability Equality Training
- Customer Care Training
- Employing Deaf and Disabled people
- Accessible Marketing and Publicity
- Deaf Equality

- Developing a Disability Action Plan
- Organising an Accessible Event
- Developing Participatory Arts Activities

The courses are each one day long and are run as part of an open access programme, but can also be delivered as in-house training.

Over the course of the year we have noted that access audits and in-house training have been very well received, whereas there is less enthusiasm for open access training. We have carried out a review of the service, and are now in the middle of an impact assessment.

Shape Tickets - This has been a period of bedding in for the newly launched Online Shape Tickets service. The service has lived up to its promise, and is now able to:

- Allow members to book tickets online
- Allow volunteers to manage their availability online
- Provide full access information for a range of arts organisations, individual performances, and individual seats
- Allow members to leave feedback about the accessibility of a venue on line

Strategic Aim Two - Employment and Leadership

Shape aims for more disabled and deaf people to be employed or taking leadership roles (including as board members) in the arts and cultural sectors. Our work in this area includes:

Link Up – In its second year, this three-year programme funded by the London Development Agency provided mentoring, skills development and employment support to over 350 disabled and deaf Londoners working, or wanting to work, in the arts or cultural sectors.

Future Leaders – Shape continued its training programme for disabled and deaf people interested in becoming trustees of arts and cultural organisations. In 2007/08, the programme was funded by Governance Hub (NVCO) and the Cultural Leadership Programme (Arts Council England).

Fast Track – Shape continued to support the Independent Theatre Council on its second pilot programme that provides disabled and deaf people the unique opportunity to gain experience and skills in performing arts management.

Clore Leadership Programme – Shape began a relationship with the Clore Leadership Programme to help increase the number of disabled and deaf people undertaking their leadership training courses.

Strategic Aim Three - Participation

Shape aims to provide more support to partner organisations to drive up participation in the arts and cultural sectors by disabled and deaf people. Our work in this area includes:

London Disability Arts Consortium – Shape continued to convene this consortium of London disability arts and disability interest organisations.

Borough Service Level Agreements – Shape maintained service level agreements to provide participatory arts activities in Wandsworth, Islington and Hammersmith and Fulham. These projects included:

- **Disability Arts Wandsworth Network (DAWN)** (Wandsworth) developed from a borough-wide mapping exercise of arts, disability arts and disability organisations in Wandsworth.
- **Out of the Box** (Wandsworth) visual arts project for deaf mental health service users of Servite House, Sign at The Bridge, Balham and the Old Church specialist Deaf psychiatric unit. It involved 10 weekly workshop sessions, and culminated in a showcase event at the Putney Arts Theatre.
- **Different Voices** (Wandsworth) creative writing project with the Pocklington Centre for visually impaired people.
- **Different Voices** (Wandsworth) creative writing project with Randall Close Day Centre followed on from the success of the Pocklington Centre. In partnership with Leonard Cheshire, Shape ran six workshops at Randall Close.
- **The Boy who Grew Flowers** (Islington and Hammersmith) involved more than 400 primary school children in the 'Everybody's Different' disability equality workshops devised by Shape and Kazzum Children's Theatre Company in conjunction with performances of The Boy who Grew Flowers.
- **Creative Writing Workshops** (Islington) worked with the Teen Spirit group of Body & Soul, an organisation that works with children and young people who are affected or infected by HIV.
- **Circus Skills Project** (Hammersmith and Fulham) with Hammersmith and Fulham Action on Disability (HAFAD) and Albert & Friends Instant Circus delivered circus skills training to disabled children from the 11-16 years New Horizons group.

- **Deaf Arts E-newsletter** – Shape introduced a specific Deaf Arts E-newsletter to act as an information portal for deaf arts activities, and to ensure that deaf people were receiving relevant, accessible information about how to get involved in all aspects of Shape’s programme.
- **Deaf Arts Days** – Shape received funding from Children in Need to deliver four days of mixed arts activity to deaf school children in London. This project will be completed by August 2008.

Explore – In partnership with Engage, Shape began delivery of this 18 month programme for developing best practice participatory work in visual arts galleries across the UK. Working with eight visual arts galleries in three cluster groups (London, West Midlands and Wales), the project involved a full access and training programme, support on the development of accessible participatory programmes, and recruitment of artists and participants.

Liberty – Shape continued to act as advisor to this annual Disability Rights Festival in Trafalgar Square produced by the Mayor’s Office. The September 2007 festival trialled a new ‘zone’ approach, which proved very successful.

Bonkers Fest – Shape supported Creative Routes and other mental health organisations on the steering group this Arts in Mental Health Festival for June 2007.

Strategic Aim Four - Quality Practice for Artists

Adam Reynolds Memorial Bursary – The first of these bursaries for disabled or deaf visual artists was awarded to Noemi Lakmaier, who took up a residency with Camden Arts Centre in early 2008. The bursary provides an opportunity for artists to develop their ideas and practice without pressure to deliver a particular outcome. The bursary is in memory of Adam Reynolds who died in 2005. Adam was a past Chair of Shape, a renowned sculptor and an activist for disability equality in the arts.

Shape Artist Commissions : Inspired by 2012 – This pilot programme was launched in February 2008, funded by London Councils. These four commissions provide an opportunity for disabled and deaf artists to respond to the themes of the Cultural Olympiad. Working across four art forms, the commissions will also provide an insight into what the 2012 Olympic and Paralympic Games will mean to disabled and deaf Londoners.

Launch of Online Resources – four unique online resources for disabled and deaf artists and arts workers. These four strategic projects were funded by Arts Council England (London). They include:

- **D-art online artist database** – Developed in partnership with the London Disability Arts Forum (LDAF), D-art went live towards the end of the year. A call-out to artists to register themselves on the site will go out in 2008.
- **Artist Resource Pack** – this online resource offers advice and information for disabled and deaf artists at the beginning of their career. The resource includes advice on marketing, business planning, fundraising and finance.
- **Creative Lives case studies** – this research project tracked the career development of ten prominent disabled and deaf leaders. It aims to inspire those seeking careers in the arts and reassure employers around issues of access and professional development for disabled and deaf people.
- **Rough Guide to Access to Work** – This guide includes support, best practice examples and personal experiences of the Access to Work scheme. A printed version will be published in 2008, with the support of the Mayor's Office.

Human Resources, Management and Administration

Shape has continued to develop the work and best practise around management and operations. Developments during the year have included:

Management – In December 2007, we said goodbye to our Chief Executive, Steve Mannix, who moved to London 2012 following five very successful years with the organisation. Steve's legacy includes completion of the Arts Council's Recovery programme which enabled us to move from a very precarious financial position in 2004 to the thriving organisation that we see today. We are delighted that Tony Heaton has joined us as new Chief Executive. He is a pioneering leader in the disability arts sector and a practising artist.

Human Resources – Shape has continued to invest and develop in its human resources, as it recognises staff as their great assets. This was further confirmed in August 2007, when the organisation achieved the Investors in People standard. The mentoring scheme for staff, especially disabled and deaf people continued successfully. The staff handbook was updated regularly in light of new legislation being introduced during the year. The Board of Directors will conduct a staff structure and salary review, to ensure that the organisation has the capacity and strength to meet its strategic aims for the next 3 years.

Administration – As part of their strategic plan, Shape moved to new offices in Kentish Town. The move was completed very successfully. The new contemporary offices will provide an opportunity to promote and profile artists' work as well as offering a space for our increasingly successful programme of training and mentoring.

4. Financial Review

Shape has grown significantly this year. Through consistent application of full cost recovery methods on most of its grants and restricted funds, Shape has been able to increase its reserves.

The overall result for the year was net income of £182,352 (2006/07 a surplus of £118,972) as shown in the charity's main Statement of Financial Activities (SOFA). As a result, the charity's overall funds increased from £319,067 at 31 March 2007 to £501,419 at 31 March 2008.

As this overall result is the sum of a number of separate funds, a clearer understanding of the financial position can be gained by reference to the balance and movements on each fund. These are described below:

Restricted Capital Funds

Grants or donations awarded for the purpose of acquiring capital assets are credited to this fund. Each year, depreciation relating to any assets acquired with such funds is charged to the fund. During 2007/08, funds were received from the Arts Council as part of our Strategic Initiatives, which saw the development of D-Art and Artists Resources websites. The balance of this fund at the end of the year was £40,411 (2006/07, £44,370).

Restricted Income Funds

These funds represent balances of unspent grants and donations carried forward to 2008/09, which will be used to fund future expenditure in agreed areas of work. A total of £65,969 (2006/07 £56,177) was held in restricted funds at 31 March 2008. A breakdown of this total by charitable activity can be found in note 12 Movement of Funds.

Unrestricted Funds

Designated Funds: These are funds which The Board of Directors has decided to designate for future activities as part of their risk assessment. A further £75,000 was designated to cover the cost of move to new premises. A further £100,000 has been designated towards future business development work, replacement of IT equipment, software updates and premises refurbishment. Total is £275,000. Some of this allocation has now been spent.

General Fund or Free Reserves: The end of year balance shows the resources available to the charity to meet future costs not financed by the above funds. These costs comprise fund-raising, management and administration as well as the cost of meeting any future shortfalls in restricted fund activities. At 31 March 2008 the fund showed a balance of £120,039, which is a modest increase from the 2006/07 figure of £117,920.

Principal Funding Sources

During the year, Shape was revenue funded by Arts Council England, London and the London Councils. Arts Council England, London increased their support for the year offering a further increase in 2007/08 to £420,000 (2006/07, £330,000). In addition, Shape has secured a further 3 year funding agreement with Arts Council, up to March 2011. We have also been rewarded 'commissioning' services from London Councils for the next 4 years.

This year saw the end of Arts Council England (Stabilisation) project, which was completed successfully, exceeding most of its targets and outcomes.

Further service level agreements with Islington and Wandsworth boroughs have continued, while the Hammersmith and Fulham agreement was not renewed after September 2007.

Additional funds were secured from The Jules Thorne Trust and other trusts and foundations.

The organisation's core funds were used to support our main activities such as Shape Tickets Services (23%), Quality Practice by disabled artists (19%), Employment and Leadership (18%), and Participation (16%).

This year, a very small amount of total expenditure was attributed to generating new funds (8%) and on management of charity's assets, organisational administration and statutory requirements (6%).

Investment Policy

Aside from retaining a prudent amount in reserves each year most of the charity's funds are to be spent in the short term so there are few funds for long term investment. As and when funds become available the Board of Directors will seek professional advice on the most appropriate and financially beneficial policy.

Reserves Policy

The Board of Directors has examined external risks to Shape in considerable detail during the past years and considers that Shape has made solid progress towards securing a stable financial and operational structure for the charity.

The Board of Directors considers the holding of free reserves equivalent to six months of operating costs (approximately equivalent to £250,000 in the charity's 2007/08 budget) to be a prudent financial policy. There is a reasonable expectation, given the increased funding and development prospects described above, that this target could be achieved within the next three years and sustained thereafter.

Internal risks are minimised by written procedures for the authorisation of all transactions and projects, regular reviews of budgets with all service departments and a robust overview of the charity's overall financial position undertaken by the Finance and HR Committee on a quarterly basis.

5. Plans for Future Periods

Strategic Aim One - Audiences

Open the Door Training - We aim to build on the success of the previous year and continue to engage with a variety of arts and cultural venues. Our experience has taught us that the sector seems to favour the in-house training and access audits, with the open access seminars being less popular. We will therefore focus on these, more popular aspects of the service during 08/09. In addition, we will be thinking to the future. This will be the final year of Open the Door Funding; however, we are keen to develop the service and build on its success with a new service that will help make London more accessible in time for the Olympics.

Shape Tickets - The focus for 08/09 will be to initiate a review of the service which will ask the following questions: a) Is it needed by sufficient numbers of deaf and disabled people?; b) Is it helping those in greatest need? and c) How do we ensure long term financial sustainability?

Strategic Aim Two - Employment and Leadership

Link Up – The final of this three-year programme funded by the London Development Agency.

Future Leaders – Shape continued its training programme for disabled and deaf people interested in becoming trustees of arts and cultural organisations.

Articulate – Working with the Islington 14-19 Partnership and Camden Business Education Partnership, this project will work with young people with learning difficulties to draw out their aspirations around employment. This pilot programme will hopefully be rolled out across other London boroughs.

Strategic Aim Three - Participation

Borough Service Level Agreements – As our work becomes more second-tier, Shape is reducing its number of Service Level Agreements. In 2008/09, it will continue working in this way with Wandsworth. Projects may include: 'My Games' creative writing project around the Olympics, performance of 'Inspired by 2012' spoken word commission, extension of Service House and Randall Close projects, Age Concern project around Shape Tickets, and the continuation of DAWN.

Deaf Arts – Shape will continue its Deaf Arts E-newsletter and deliver the Deaf Arts Days project.

Explore – In partnership with Engage, Shape will complete this two-year programme for developing best practice participatory work in visual arts galleries across the UK. The eight projects will be showcased at an event in London in December 2008.

Disability Arts Festivals – Shape continued to act as advisor to this annual Disability Rights Festival in Trafalgar Square produced by the Mayor's Office. In 2008/09, Shape will also support DaDa Fest International (Liverpool) and Boundless (Southwark).

Strategic Aim Four - Quality Practice for Artists

Adam Reynolds Memorial Bursary – The second bursary will be offered in partnership with a residency at the Bluecoat, Liverpool.

Shape Artist Commissions: Inspired by 2012 – The four commissions will be showcased in a number of forums from summer 2008. They will be profiled at a 'Meet the Artists' seminar as part of the Cultural Olympiad launch celebrations in September, and come together in a final showcase in April 2009.

Art Displays at Deane House Studios – Shape moved into its new premises in Deane House Studios, Kentish Town in March 2008. This new space gives us the opportunity to develop a year-round exhibition programme that will focus on the work of disabled and deaf artists. In 2008, Shape will also commission an artist to create a manifestation design for the glass panels in the office.

6. Responsibilities of the Board of Directors

The Directors are required to prepare financial statements for each financial year, which give a true and fair view of the state of affairs of the charitable company and of its incoming resources and application of resources, including the net income or expenditure, for the period. In preparing those financial statements the Board of Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- 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; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The Directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of charity and which enable them to ensure that the financial statements comply with the Companies Act 1985. The Directors 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.

Shape London

Report of the Directors

For the year ended 31 March 2008

The Board of Directors are also responsible for maintaining the assets of the group and the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Each of the Directors confirms that to the best of his/her knowledge there is no information relevant to the audit of which the auditors are unaware. The Directors also confirm that they have taken all necessary steps to ensure that they themselves are aware of all relevant audit information and that this information has been communicated to the auditors.

The Directors

Members of the charity guarantee to contribute an amount not exceeding £1 to the assets of the charity in the event of winding up. The total number of such guarantees at 31 March 2008 was 10 (2007 - 9). The Directors are members of the charity but this entitles them only to voting rights.

Members of the Board of Directors, who are Directors for the purpose of company law and Trustees for the purpose of charity law, who served during the year and up to the date of this report are set out on the Reference and Administrative page.

Auditors

Sayer Vincent were re-appointed as the charitable company's auditors during the year and have expressed their willingness to continue in that capacity.

Approved by the Directors on 2/9/08 and signed on their behalf by



Pauline Tambling - Chair

Independent auditor's report

To the members of

Shape London

We have audited the financial statements of Shape London for the year ended 31 March 2008 which comprise the statement of financial activities, balance sheet and related notes. These financial statements have been prepared in accordance with the accounting policies set out therein.

This report is made solely to the charitable company's members, as a body, in accordance with section 235 of the Companies Act 1985. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' 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 charitable company and the charitable company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of the directors and auditors

The responsibilities of the directors (who are also the directors of Shape London for the purposes of company law) for preparing the annual report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice), are set out in the statement of responsibilities of the directors.

Our responsibility is to audit the financial statements in accordance with relevant legal and regulatory requirements and International Standards on Auditing (UK and Ireland).

We report to you our opinion as to whether the financial statements give a true and fair view and are properly prepared in accordance with the Companies Act 1985. We also report to you whether the information given in the annual report of the directors is consistent with the financial statements. In addition, we report to you if, in our opinion, the charitable company has not kept proper accounting records, if we have not received all the information and explanations we require for our audit, or if information specified by law regarding the directors' remuneration and other transactions is not disclosed.

We read other information contained in the annual report, and consider whether it is consistent with the audited financial statements. This other information comprises only the report of the directors and the Chair's Review . We consider the implications for our report if we become aware of any apparent misstatements or material inconsistencies with the financial statements. Our responsibilities do not extend to any other information.

Independent auditor's report

To the members of

Shape London

Basis of opinion

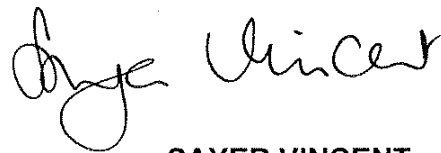
We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) issued by the Auditing Practices Board. An audit includes examination, on a test basis, of evidence relevant to the amounts and disclosures in the financial statements. It also includes an assessment of the significant estimates and judgements made by the directors in the preparation of the financial statements, and of whether the accounting policies are appropriate to the charitable company's circumstances, consistently applied and adequately disclosed.

We planned and performed our audit so as to obtain all the information and explanations which we considered necessary in order to provide us with sufficient evidence to give reasonable assurance that the financial statements are free from material misstatement, whether caused by fraud or other irregularity or error. In forming our opinion we also evaluated the overall adequacy of the presentation of information in the financial statements.

Opinion

In our opinion:

- the financial statements give a true and fair view, in accordance with United Kingdom Generally Accepted Accounting Practice of the charitable company's state of affairs as at 31 March 2008 and of its incoming resources and application of resources, including its income and expenditure, for the year then ended; and
- the financial statements have been properly prepared in accordance with the Companies Act 1985; and
- the information given in the report of the directors and the Chair's Review is consistent with the financial statements.



SAYER VINCENT

Chartered accountants & registered auditors
London

12 September 2008

Statement of financial activities (incorporating an income and expenditure account)

For the year ended 31 March 2008

	Note	Restricted capital	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
Incoming resources						
<i>Incoming resources from generated funds</i>						
Voluntary income	2	2,008	49,952	428,752	480,712	381,902
Investment income		-	-	17,366	17,366	9,752
<i>Incoming resources from charitable activities</i>						
Audiences	3	-	105,359	244,694	350,053	346,075
Employment and Leadership Participation		-	435,698	-	435,698	235,159
Quality Practice		-	219,656	-	219,656	142,255
		11,795	49,588	-	61,383	13,100
Total incoming resources		13,803	860,253	690,812	1,564,868	1,128,243
Resources expended						
<i>Costs of generating funds:</i>						
Cost of generating voluntary income	4	1,888	3,787	105,356	111,031	61,174
<i>Charitable activities</i>						
Audiences		20,102	126,656	250,149	396,907	353,429
Employment and Leadership Participation		5,767	428,364	4,095	438,226	262,501
Quality Practice		3,775	226,300	46,842	276,917	225,433
Governance costs		11,203	35,979	28,567	75,749	43,626
		-	5,002	78,684	83,686	63,108
Total resources expended		42,735	826,088	513,693	1,382,516	1,009,271
Net income for the year before transfers	5	(28,932)	34,165	177,119	182,352	118,972
Transfers between funds		24,973	(24,973)	-	-	-
Net movement in funds		(3,959)	9,192	177,119	182,352	
Funds at the start of the year		44,370	56,777	217,920	319,067	200,095
Funds at the end of the year		40,411	65,969	395,039	501,419	319,067

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than those stated above. Movements in funds are disclosed in Note 12 to the financial statements.

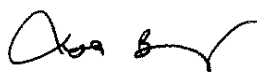
Shape London

Balance sheet

31 March 2008

	Note	£	2008 £	2007 £
Fixed assets				
Tangible fixed assets	8		190,177	51,664
Current assets				
Debtors	9	132,598		71,565
Cash at bank and in hand		512,770		283,870
			645,368	355,435
Creditors: amounts due within 1 year	10	334,126		88,032
Net current assets			311,242	267,403
Net assets	11		501,419	319,067
Funds				
	12			
Restricted funds				
Capital funds			40,411	44,370
Income funds			65,969	56,777
Unrestricted funds				
Designated Funds			275,000	100,000
General funds			120,039	117,920
Total funds			501,419	319,067

Approved by the Directors on *2 September 2008* and signed on their behalf by



Lisa Burger - Treasurer

1. Accounting policies

- a) The financial statements have been prepared under the historical cost convention and in accordance with applicable accounting standards and the Companies Act 1985. They follow the recommendations in the Statement of Recommended Practice, Accounting and Reporting by Charities (issued in March 2005).
- b) Voluntary income is received by way of donations and gifts and is included in full in the statement of financial activities when receivable. Donated services and facilities are recognised as an incoming resource at the estimated value to the charity of the service or facility received. Volunteer time is not included in the financial statements.
- c) Grants are recognised in full in the statement of financial activities in the year in which they are receivable.
- d) Grants for the purchase of fixed assets are credited to restricted incoming resources when receivable. Depreciation of fixed assets purchased with such grants is charged against the restricted fund. Where a fixed asset is donated to the charity for its own use, it is treated in a similar way to a restricted grant.
- e) Ticket sales are recognised in the financial statements on an accrual basis.
- f) Resources expended are recognised in the period in which they are incurred. Resources expended include attributable VAT which cannot be recovered.

Resources expended are allocated to the particular activity where the cost relates directly to that activity. However, the cost of overall direction and administration of each activity, comprising the salary and overhead costs of the central function, is apportioned on the following basis which are an estimate of the amount attributable to each activity, based on the number of staff members as per note 6.

Cost of generating funds	8%
Audiences	29%
Employment and Leadership	18%
Participation	16%
Quality Practice	11%
Support costs	13%
Governance	5%

1. Accounting policies (continued)

- g) Governance costs include the corporate management, strategic planning, restructuring and one-off consultancy to develop the organisation as well as audit and legal costs.
- h) Depreciation is provided at rates calculated to write down the cost of each asset to its estimated residual value over its expected useful life. The depreciation rates in use are as follows:

Motor Van	25% reducing balance
Computer equipment and software	3 years
Other equipment and furniture	4 years

Items of equipment are capitalised where the purchase price exceeds £500. Depreciation costs are allocated to activities on the basis of the use of the related assets in those activities. Assets are reviewed for impairment if circumstances indicate their carrying value may exceed their net realisable value and value in use.

- i) Restricted funds are to be used for specific purposes as laid down by the donor. Expenditure which meets these criteria is charged to the fund together with a fair allocation of management and support costs.
- j) Unrestricted funds are donations and other incoming resources receivable or generated for the objects of the charity.
- k) Designated funds are unrestricted funds earmarked by the directors for particular purposes.
- Where expenditure on a project or programme area exceeds the restricted funds available for that project or area then the 'overspend' is met by transfers from unrestricted funds during the year. Should sufficient appropriate restricted funds subsequently become available these transfers will be reclaimed.
- l) The costs of generating funds relate to the costs incurred by the charitable company in raising funds for the charitable work.
- m) Rentals payable under operating leases, where substantially all the risks and rewards of ownership remain with the lessor, are charged to the statement of financial activities in the year in which they fall due.

1. Accounting policies (continued)

- n) The charity operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the charity in an independently administered fund. The pension cost charge represents contributions payable under the scheme by the charity to the fund. The charity has no liability under the scheme other than for the payment of those contributions.

2. Voluntary income

	Restricted capital	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
<u>Grants Receivable</u>					
Department for Work and Pensions	2,008	853	-	2,861	-
Arts Council, England	-	-	420,000	420,000	331,734
Arts Council, Recovery Programme	-	13,102	-	13,102	37,466
Arts Council, Premises	-	10,997	-	10,997	-
London Councils, Premises	-	5,000	-	5,000	-
<u>Donations</u>					
Bergqvist Charitable Trust	-	-	1,000	1,000	1,000
The Royal Victoria Hall	-	-	-	-	2,000
Rotaract Club of Westminster	-	-	-	-	1,000
The Coutts Charitable Trust	-	-	-	-	500
Cooper Gay Charitable Trust	-	-	-	-	500
The Clothworkers' Foundation, Premises	-	20,000	-	20,000	-
Other grants and donations	-	-	7,752	7,752	7,702
Total	2,008	49,952	428,752	480,712	381,902

3. Activities in furtherance of the charity's objects:**3a. Audiences**

	Restricted capital £	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
London Councils	-	-	79,397	79,397	80,000
Department for Work and Pensions	-	1,132	-	1,132	8,180
Bruce Wake Charitable Trust	-	-	5,000	5,000	5,000
Arts Council, Recovery Programme	-	-	-	-	28,426
Awards for All	-	-	-	-	10,000
The Kirby Laing Char. Foundation	-	-	-	-	1,500
Bridge House Trust	-	35,000	-	35,000	37,500
Big Lottery Fund	-	69,227	-	69,227	89,295
Westminster Council	-	-	6,952	6,952	-
Margaret Guido Charitable Trust	-	-	-	-	765
Arimathea Charitable Trust	-	-	2,000	2,000	-
City of Westminster Char. Trust	-	-	500	500	-
Other grants and donations	-	-	1,397	1,397	1,198
Members subscriptions and tickets	-	-	34,665	34,665	29,740
Sales and fees charged for services	-	-	114,783	114,783	54,471
Total	-	105,359	244,694	350,053	346,075

3b. Employment and Leadership

	Restricted capital £	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
Arts Council England	-	9,000	-	9,000	3,000
NCVO	-	10,000	-	10,000	-
CIDA	-	9,746	-	9,746	6,458
Greater London Authority	-	10,000	-	10,000	-
London Development Agency	-	396,952	-	396,952	224,547
London Learning & Skills Councils	-	-	-	-	1,154
Total	-	435,698	-	435,698	235,159

Notes to the financial statements

For the year ended 31 March 2008

3c. Participation

	Restricted capital £	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
Department for work and pensions	-	26,656	-	26,656	47,305
Hammersmith & Fulham Council	-	13,839	-	13,839	27,784
Hammersmith & Fulham Council (donated facilities)	-	-	-	-	5,000
Hammersmith & Fulham Council	-	4,500	-	4,500	-
Islington Council	-	22,500	-	22,500	22,500
The Headley Trust	-	-	-	-	10,000
Sir Jules Thorn Charitable Trust	-	123,200	-	123,200	-
Wandsworth council	-	17,835	-	17,835	17,316
The Hedley Foundation	-	-	-	-	2,000
Junior League of London	-	-	-	-	4,500
RTR Foundation	-	-	-	-	5,850
Other Grants and Donations	-	11,126	-	11,126	-
	-	219,656	-	219,656	142,255

3d. Quality Practice

	Restricted capital £	Restricted income £	Unrestricted £	2008 Total £	2007 Total £
London Councils	-	34,152	-	34,152	-
Arts Council, England	11,795	8,955	-	20,750	11,000
Sir Peter Reynolds - Adam Reynolds Memorial Bursary	-	1,200	-	1,200	-
Charlie Millar- Adam Reynolds Memorial Bursary	-	1,000	-	1,000	-
Other grants and donations	-	4,281	-	4,281	2,100
Total	11,795	49,588	-	61,383	13,100

4. Resources expended

	Cost of generating funds	Audiences	Employment & Leadership	Participation	Quality Practice	Support costs	Governance costs	2008 Total	2007 Total
	£	£	£	£	£	£	£	£	£
Staff costs (note 6)	67,235	141,454	50,907	100,474	5,718	86,688	57,791	510,267	484,348
Recruitment and training	-	-	-	-	-	24,548	-	24,548	12,801
Rent, insurance and services	-	1,150	-	-	-	55,855	-	57,005	50,935
Depreciation and loss on disposals	-	13,180	1,362	-	8,686	22,332	-	45,560	48,535
Communications and IT	603	6,725	350	-	3,094	31,123	-	41,895	21,404
Printing and stationery	269	10,804	12	74	143	13,836	-	25,138	28,682
Sundry administration costs	1,290	107	-	-	-	7,239	574	9,210	8,114
Auditor's fees	-	-	-	-	-	-	6,358	6,358	5,852
Other professional fees	-	-	5,122	867	13,464	20,200	15,805	55,458	50,736
Banking and financial costs	-	-	-	-	-	1,879	-	1,879	8,592
Artists, trainers, interpreters and other fees	6,370	73,461	1,687	11,609	3,691	3,099	2,162	102,079	75,006
Marketing and publicity	7,239	13,895	3,455	2,626	2,172	5,748	-	35,135	30,888
Project materials	1,125	5,276	312,493	106,995	2,162	1,770	-	429,821	141,260
Venue hire	-	3,201	71	471	752	3,653	996	9,144	16,682
Cost of theatre tickets	-	29,019	-	-	-	-	-	29,019	25,436
	84,131	298,272	375,459	223,116	39,882	277,970	83,686	1,382,516	1,009,271
Add: allocation of support costs	26,900	98,635	62,767	53,801	35,867	(277,970)	-	-	-
Total resources expended	111,031	396,907	438,226	276,917	75,749	-	83,686	1,382,516	1,009,271

5. Net incoming resources for the year

This is stated after charging / crediting:

	2008	2007
	£	£
Depreciation	45,560	48,534
Directors' remuneration	-	-
Directors' reimbursed expenses	220	235
Auditors' remuneration:		
▪ audit	6,358	5,852
▪ other services	-	-
Operating lease rentals:		
▪ property (see note 14)	41,904	35,229
	<u>41,904</u>	<u>35,229</u>

Directors' reimbursed expenses represents the reimbursement of travel costs to 31 March 2008 relating to attendance at meetings of the Directors. The number of Directors that received such payments was 3 (2007 - 2).

6. Staff costs and numbers

Staff costs were as follows:

	2008	2007
	£	£
Salaries and wages	448,551	423,290
Social security costs	44,290	41,294
Staff welfare and travel	14,508	17,453
Agency and other temporary staff	2,918	2,311
	<u>510,267</u>	<u>484,348</u>
Total emoluments paid to employees were:	<u>448,551</u>	<u>423,290</u>

No employee earned more than £60,000 during the year (2007- 0).

6. Staff costs and numbers (continued)

The average weekly number of staff (expressed as full-time equivalents) during the year was as follows:

	2008	2007
	No.	No.
Cost of generating funds	1.5	1.5
Audiences	5.5	5.5
Employment and Leadership	3.5	3.5
Participation	3.0	3.0
Quality Practice	2.0	2.0
Support costs	2.5	2.5
Governance	1.0	1.0
	19.0	19.0

7. Taxation

The charitable company is exempt from corporation tax as all its income is charitable and is applied for charitable purposes.

8. Tangible fixed assets

	Motor Vehicles £	Computers & Software £	Other equipment & furniture £	Total £
Cost				
At the start of the year	32,914	121,088	27,683	181,685
Additions in year	-	38,589	145,484	184,073
At the end of the year	32,914	159,677	173,167	365,758
Depreciation				
At the start of the year	22,501	84,346	23,174	130,021
Charge for the year	2,603	38,026	4,931	45,560
At the end of the year	25,104	122,372	28,105	175,581
Net book value				
At the end of the year	7,810	37,305	145,062	190,177
At the start of the year	10,413	36,742	4,509	51,664

All tangible fixed assets are used for direct charitable purposes.

Shape London

Notes to the financial statements

For the year ended 31 March 2008

9. Debtors

	2008	2007
	£	£
Trade debtors	11,081	13,198
Other debtors	4,894	4,474
Prepayments	39,109	14,021
Grants receivable	66,684	39,872
Accrued income	10,830	-
	<u>132,598</u>	<u>71,565</u>

10. Creditors: amounts due within 1 year

	2008	2007
	£	£
Trade creditors	266,085	27,721
Taxation and social security	7,435	13,721
Accruals and Provisions	18,438	12,605
Deferred income	38,867	28,151
Other creditors	3,301	5,834
	<u>334,126</u>	<u>88,032</u>

11. Analysis of net assets between funds

	Restricted funds £	General funds £	Total funds £
Tangible fixed assets	40,411	149,766	190,177
Net current assets	65,969	245,273	311,242
Net assets at the end of the year	<u>106,380</u>	<u>395,039</u>	<u>501,419</u>

Notes to the financial statements

For the year ended 31 March 2008

12. Movements in funds

	At the start of the year	Incoming resources £	Outgoing resources £	Transfers £	At the end of the year £
Unrestricted funds:					
Designated Funds					
- Office Move	100,000	-	-	75,000	175,000
- Business Development	-	-	-	25,000	25,000
- IT Equipment and Software Renewals	-	-	-	25,000	25,000
- Premises Refurbishments	-	-	-	50,000	50,000
General funds	<u>117,920</u>	<u>690,812</u>	<u>(513,693)</u>	<u>(175,000)</u>	<u>120,039</u>
Total unrestricted funds	<u>217,920</u>	<u>690,812</u>	<u>(513,693)</u>	<u>-</u>	<u>395,039</u>
Restricted funds:					
<i>Restricted income funds:</i>					
- Audience	17,737	105,359	(107,111)	(10,708)	5,277
- Employment and Leadership	9,275	435,698	(426,388)	-	18,585
- Participation	2,470	219,656	(219,126)	-	3,000
- Quality Practice	27,295	49,588	(31,196)	(14,265)	31,422
- Office Move	-	35,997	(28,312)	-	7,685
- Support costs	-	13,955	(13,955)	-	-
	<u>56,777</u>	<u>860,253</u>	<u>(826,088)</u>	<u>(24,973)</u>	<u>65,969</u>
<i>Restricted capital funds:</i>					
- Audience	19,222	-	(13,180)	10,708	16,750
- Employment and Leadership	2,638	-	(1,362)	-	1,276
- Participation	-	-	-	-	-
- Quality Practice	-	11,795	(8,686)	14,265	17,374
- Support services	22,510	2,008	(19,507)	-	5,011
	<u>44,370</u>	<u>13,803</u>	<u>(42,735)</u>	<u>24,973</u>	<u>40,411</u>
Total restricted funds	<u>101,147</u>	<u>874,056</u>	<u>(868,823)</u>	<u>-</u>	<u>106,380</u>
Total funds	<u>319,067</u>	<u>1,564,868</u>	<u>(1,382,516)</u>	<u>-</u>	<u>501,419</u>

12. Movements in funds (continued)

Purposes of funds

Designated Funds: These are funds which The Board of Directors has decided to designate for future activities as part of their risk assessment. A further £75,000 was designated to cover the cost of move to new premises. A further £100,000 has been designated towards future business development work, replacement of IT equipment and premises refurbishment.

General funds: These are the free reserves of the charity which can be used for any purpose within its charitable objects.

Restricted income funds: These funds represent monies which have been given for particular purposes and projects as described below:

- Audiences; for Open the Door Programme and Shape Tickets
- Employment and Leadership; for delivering the Link Up Programme, for producing a guide to Access to Work and organising "Future Leaders" seminars for training of new charity trustees.
- Quality Practice; to develop an Online Artists Database, Artists Resource Pack, Case Studies about deaf and disabled people in the arts; to offer a bursary to a deaf or disabled participant in memory of Adam Reynolds.
- Participation; for the Expore project, Liberty festival and various other projects in London boroughs.
- Office move; To support the capital costs of the new premises.
- Support costs; To support general Shape programmes.

Restricted capital fund: the balance will fund future depreciation of assets purchased during the year with capital grants.

13. Grants and donations receivable in the year

Funder	Purpose of support	2008 Total £
Arts Council (England)	General Shape support	420,000
Arts Council (England)	Strategic Initiatives Projects	20,750
Arts Council (England)	Premises	10,997
Arts Council - Recovery Programme	General Shape support	13,102
Arts Council (England)	Cultural Leadership	9,000
Arimathea Charitable Trust	Shape Tickets Support	2,000
Berqvist Charitable Trust	General Shape support	1,000
Big Lottery Fund	Open the Door Programme	69,227
Bridge House Trust	Open the Door Programme	35,000
Bruce Wake Charitable Trust	General Shape Tickets support	5,000
Charlie Millar	Adam Reynolds Memorial Bursary	1,000
CIDA	Digital Women Project	9,746
City of Westminster Charitable Trust	Shape Tickets Support	500
Colliers Wood Chorus	Shape Tickets Support	700
Department for Work and Pensions	Access Support	30,649
Greater London Authority	Access to Work	10,000
Hammersmith & Fulham Council	Borough Arts Programme support	13,839
Hammersmith & Fulham Council	Borough Arts Programme support	4,500
Islington Council	Borough Arts Programme support	22,500
Lionel Wigram Memorial Trust	Shape Tickets Support	500
London Development Agency	Link Up Project	396,952
London Councils	General Shape Support	79,397
London Councils	Premises	5,000
London Councils	2012 Commission	34,152
NCVO	Future Leaders project	10,000
Sir Jules Thorn Charitable Trust	Explore Project	123,200
Sir Peter Reynolds	Adam Reynolds Memorial Bursary	1,200
The Clothworkers' Foundation	Premises	20,000
Wandsworth Council	Borough Arts Programme support	17,835
Westminster Council	Shape Tickets Support	6,952
Other Grants and Donations	General Shape support	23,356
		<u>1,398,054</u>

14. Operating lease commitments

Rent and service charge payments totaling £ 41,904 for the year to 31 March 2008 were made under its Letting Agreement for offices at the London Voluntary Sector Resource Centre. The Agreement was terminated on 10 April 2008. The Charity entered into a Lease Agreement with Camden Council on 18/01/2008 and moved into new premises on 15/03/2008. Rent and service charge payments for the year ending 31 March 2009 are expected to be in excess of £75,000.

Income and Expenditure account

For the year ended 31 March 2008

15. Audience

	2008	2007
	Total	Total
	£	£
Incoming resources		
Association of London Government	79,397	80,000
Big Lottery Fund	69,227	89,295
Bridge House Trust	35,000	37,500
Arts Council, Recovery	-	28,426
Department for Work and Pensions	1,132	8,180
Awards for All		10,000
Bruce wake Trust	5,000	5,000
Westminster Council	6,952	
Margaret Guido Charitable Trust		765
Arimathea Charitable Trust	2,000	
City of Westminster Char. Trust	500	
The Kirby Laing Charitable. Trust	-	1,500
Members subscriptions and tickets	34,665	29,740
Other grants and donations	1,397	1,198
Sales and fees charged for services	114,783	54,471
Total incoming resources	350,053	346,075
Resources expended		
Staff costs	141,454	146,786
Recruitment and training	-	809
Rent, insurance and services	1,150	5,932
Depreciation on equipment	13,180	9,611
Communications and IT	6,725	11,100
Printing and stationery	10,804	17,307
Sundry administration costs	107	5,265
Other Professional fees	-	2,238
Banking and financial costs	-	1,055
Artists, trainers, interpreters and other fees	73,461	37,532
Marketing and publicity	13,895	8,235
Project materials	5,276	8,140
Venue hire	3,201	4,730
Cost of tickets	29,019	24,475
Support costs	98,634	70,214
Total resources expended	396,906	353,429
Net incoming/ (outgoing) resources before transfers	(46,853)	(7,354)
Support from Shape's general reserves	34,393	16,074
Net movement in funds	(12,460)	8,720
Funds at the start of the year	17,737	9,017
Funds at the end of the year	5,277	17,737

Shape London

Income and Expenditure account

For the year ended 31 March 2008

16. Employment and Leadership

	2008	2007
	Total	Total
	£	£
Incoming resources		
London Learning & Skills Councils	-	1,154
Great London Authority	10,000	-
Arts Council (England)	9,000	3,000
CIDA	9,746	6,458
London Development Agency	396,952	224,547
NCVO	10,000	-
Total incoming resources	435,698	235,159
Resources expended		
Staff costs	50,907	69,430
Recruitment and training	-	5,658
Rent, insurance and services	-	11,136
Depreciation on equipment	1,362	1,362
Communications and IT	350	6,394
Printing and stationery	12	4,172
Sundry administration costs	-	476
Other Professional fees	5,122	26,578
Banking and financial costs	-	-
Artists, trainers, interpreters and other fees	1,687	50,589
Marketing and publicity	3,455	33,341
Project materials	312,493	11,969
Venue hire	71	12,139
Cost of theatre ticket	-	-
Support costs	62,767	29,256
Total resources expended	438,226	262,501
Net (outgoing)/incoming resources before transfers	(2,528)	(27,342)
Support from Shape's general reserves	11,838	26,617
Net movement in funds	9,310	(725)
Funds at the start of the year	9,275	10,000
Funds at the end of the year	18,585	9,275

Shape London

Income and Expenditure account

For the year ended 31 March 2008

17 Participation

	2008	2007
	Total	Total
	£	£
Incoming resources		
Access to Work	26,656	47,305
Hammersmith & Fulham Council	13,839	27,784
Hammersmith & Fulham Council, in-kind	-	5,000
Hammersmith & Fulham Council	4,500	
Islington Council	22,500	22,500
Wandsworth Council	17,835	17,316
The Headley Trust		10,000
Sir Jules Thorn Charitable Trust	123,000	
Junior League of London	-	4,500
Old Oak Housing Association		5,850
The Hedley Foundation		2,000
Sales and fees charges for services	11,126	-
Total incoming resources	219,456	142,255
Resources expended		
Staff costs	100,474	117,625
Recruitment and training	-	330
Rent, insurance and services	-	7,752
Depreciation on equipment	-	-
Communications and IT	-	1,920
Printing and stationery	74	1,477
Sundry administration costs	-	685
Auditor's fees	-	-
Other professional fees	867	10,872
Banking and financial costs	-	-
Artists, trainers, interpreters and other fees	11,609	26,819
Marketing and publicity	2,626	764
Project materials	106,995	4,411
Venue hire	471	7,671
Support costs	-	45,107
Total resources expended	223,116	225,433
Net outgoing resources before transfers	(3,660)	(83,178)
Support from Shape's general reserves	4,190	37,785
Net movement in funds	530	(45,393)
Funds at the start of the year	2,470	47,863
Funds at the end of the year	3,000	2,470

Shape London

Income and Expenditure account

For the year ended 31 March 2008

18. Quality Practice

	2008	2007
	Total	Total
	£	£
Incoming resources		
Department for Work	-	-
London Councils	34,152	-
Arts Council England	20,750	11,000
	-	-
The Headley Trust	-	-
CIDA	-	-
Adam Reynolds Bursary	2,200	2,100
Sales and fees charged for services	4,281	-
Other income	-	-
Total incoming resources	61,383	13,100
Resources expended		
Staff costs	5,718	1,198
Recruitment and training	-	-
Rent, insurance and services	-	-
Depreciation on equipment	8,686	-
Communications and IT	3,094	-
Printing and stationery	143	174
Sundry administration costs	-	-
Other Professional fees	13,464	7,015
Banking and financial costs	-	-
Artists, trainers, interpreters and other fees	3,691	3,979
Marketing and publicity	2,172	799
Project materials	2,162	354
Venue hire	752	852
Support costs	35,867	29,256
Total resources expended	75,749	43,626
Net outgoing resources before transfers	(14,366)	(30,526)
Support from Shape's general reserves	18,493	27,550
Net movement in funds	4,127	(2,976)
Funds at the start of the year	27,295	30,271
Funds at the end of the year	31,422	27,295