

Company Registration No. 02701313 (England and Wales)
Registered charity number: 1012889

The Maya Centre
(A company limited by guarantee)

**Unaudited trustees' report
and financial statements**

For the year ended 31 March 2021



The Maya Centre

(A Company limited by guarantee)

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The Maya Centre

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Report of the trustees

For the year ended 31 March 2021

The trustees who are also directors of the charity for the purposes of the Companies Act, present their report and the financial statements for the year ended 31 March 2021 which are also prepared to meet the requirements for a directors' report and accounts for Companies Act purposes.

The financial statements comply with the Charities Act 2011, the Companies Act 2006, the Memorandum and Articles of Association, and 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) (second edition - October 2019) - (Charity SORP (FRS 102) Revised).

Objectives and Activities

Policies and objectives

In setting objectives and planning for activities, the Trustees have given due consideration to general guidance published by the Charity Commission relating to public benefit, and to the objects of the charity which are:

- 1. To provide relief for women who are suffering from mental health problems by means of therapeutic services;*
- 2. To educate the general public on the subject of mental health.*

The charity has the general aim of improving the mental health of deprived and marginalised women by providing free individual counselling, group therapy and community wellbeing activities.

During this financial year, the Maya Centre began to implement our new Strategic Plan 2020 – 2025: Playing our Part in Developing a Safer, Healthier Community. This includes 4 key priorities:

- 1.** To grow our services, thoughtfully, to meet the increasing issues of gender-based violence which seriously affect the diverse women who come to us.
- 2.** To broaden our income sources so we can offer our expertise to more women, from all ethnic and cultural backgrounds, and to do so effectively and cost efficiently.
- 3.** To increase the visibility of the challenges our clients face and the benefits they can gain from our services, supporting their voices to be heard more widely.
- 4.** To amplify the impact of our work in support of our whole team, therapists, staff, students, volunteers and academic partners as a learning organisation, to evaluate the impact of our holistic approach and create resources to share the approach more widely.

Main activities undertaken to further the charity's purposes for the public benefit

The Trustees are aware that section 17 of the Charities Act 2011 requires charities to demonstrate that their work is of direct benefit to the public. When planning the Maya Centre's activities each year, the Trustees take due regard of the Charity Commission's general guidance on public benefit.

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Report of the trustees (continued) For the year ended 31 March 2021

Achievements and performance

Review of activities

All our activities are in line with our vision and mission.

Vision

Our vision is to increase wellbeing and enhance resilience in women who have experienced mental health issues which may stem from trauma and gender-based violence including domestic violence, physical abuse or sexual abuse in childhood, including harmful traditional practices, and experiences of war, conflict and migration.

Mission

We support and enable women towards:

Recovery: reduced impact of trauma and greater ability to enjoy life and plan for the future.

Resilience: reduced isolation, increased willingness to talk about and report abuse; increased sense of selfworth and self-esteem.

Prevention: reduced risk to self and others, changed patterns of behaviour and reduced likelihood of remaining in or re-entering abusive relationships.

Wider community: improved relationships with children and family, and more engaged in community activities, education, training and employment.

Our work in 2020-21

The Maya Centre specialises in trauma-informed counselling, which is psychodynamic in origin, with the flexibility to adapt to the specific needs of diverse women seeking our services so that we are as inclusive and accessible as possible.

Central to this is our use of community languages and targeted services so that women who attend The Maya Centre see themselves represented and can be confident in receiving support which is relevant to their cultural background or identity. Our core offer of 1-2-1 specialist counselling continues to flourish via a team of 14 trained and experienced therapists, all of whom are BACP registered. Our Black Women's Group and Irish Women's Project have been further added to in 2021 by new pilots with Hibiscus Initiatives (trafficked women) and an online workshop with the Islington Bangladeshi Association's Women's Project in support of women's wellbeing.

More broadly than this, we have continued to reflect on intercultural and intersectional approaches which highlight the many barriers' women face to good mental health: poverty, racism, discrimination, language barriers, displacement and isolation, any of which make women more likely to experience violence, exploitation or abuse; and many of which are experienced in just one woman presenting for treatment. Our work, to reach out and identify more 'hidden' women, and to provide a place of sanctuary and recuperation amid multiple barriers, has never been more needed, a fact which was brought into sharp relief by the Covid-19 pandemic.

Our work for the period April 2020-March 2021 focused on the impact of Covid-19, which brought about a national rise in domestic and sexual violence, with increased risk and isolation for women from Black, Asian and minority ethnic groups and an overall increase of 20.3% in referrals to our services from the previous year.

In response to the crisis and in keeping with Government guidelines, we had already moved our counselling service to telephone and live video sessions in March 2020, and this situation persisted throughout the year, including two national lockdowns which led to sustained home working for the entire workforce.

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Report of the trustees (continued) For the year ended 31 March 2021

Achievements and performance (continued)

- The Richard Cloudesley Legacy Fund, in place since 2018/19, provided us with counsellors already confident in the use of remote telephone and online therapy, enabling us to transfer 75% of our client base to remote sessions within one month, increasing to 84% during the year. This funding ended in March 2021 with a report commissioned from Healthwatch Islington, which found that the online/ remote service was particularly helpful for women with mobility issues, caring responsibilities, agoraphobia, or for whom counselling was new and potentially less intimidating when offered remotely.

- Additional Covid-19 funding from a variety of sources including the National Lottery Community Fund, Lloyds React Fund, London Community Funders, Richard Cloudesley, Leathersellers, Peter Stebbings, Bupa and Cripplegate enabled us to purchase and secure laptops for remote delivery, increase time for management, administration and finance, and move our database fully online so that we could continue to offer efficient and high-quality counselling services.

- This additional funding also helped us to fund bespoke training for our therapists on self-care and trauma-informed practice and increase their clinical supervision hours in order to mitigate against the effects of vicarious trauma and burnout.

Our focus on minoritised women at risk during Covid-19 enabled us to secure new funding to expand on our work specialising in Violence against Women and Girls (VAWG). During the period March 2020-April 2021 we were successful in doubling our contract with Central/ North London CCG and Islington Council under the Accept Consortium with a focus on domestic abuse and childhood sexual abuse (CSA). We also secured three-year funding from City Bridge Trust for counselling women from Black, Asian and Minority Ethnic communities with experience of gender-based violence. We succeeded in securing two-year core funding from the Lloyds Bank Foundation in order to develop our charity to better meet the needs of women who have experienced sexual violence.

We continued to receive funding from the Cripplegate Foundation, the Embassy of Ireland London, Richard Cloudesley, Leathersellers Foundation, Tampon Tax, Mayors Office for Policing and Crime (MoPAC), Tracey Emin & Deutsche Bank and Two Magpies. During this year we also saw an increase of 23% in regular and one-off donations from private individual supporters, with particular interest around key calendar dates including World Mental Health Day (October 2020) and International Women's Day (March 2021).

We successfully renewed our external accreditation from the British Association of Counselling and Psychotherapy for our counselling service, demonstrating to clients, commissioners and funders that they can have confidence in the professionalism of the Centre and its staff.

Our Clients

For the period April 2020 to March 2021, we received 396 referrals and applications for counselling with 63.5% of the referrals from women from Black, Asian or Minority Ethnic communities, 24.5% White British and 4.8% Other. The full demographic data is in Table 2, page 6. From the total of referrals received, 124 were closed at application, did not attend during the assessment process or were deemed not suitable for our services following an assessment. 165 women progressed to 1-2-1 counselling and 107 women remained in assessment or on our waiting list at the end of the period. Our data analysis showed that the rate of unplanned endings was much higher for agency referrals (65%) than for self-referrals (35%). Unplanned ending decreased overall from 17% in the previous year to 13.7 % at the end of this period.

Monitoring and evaluation report

The Maya Centre has a strong commitment to evaluating the work that we do to provide a high quality, continuously improving service. We continue to use the nationally recognised Clinical Outcomes in Routine Evaluation – CORE and have successfully moved this to an online system, CoreNet. This system enables us to evaluate the therapeutic outcomes of our service and to use that learning to develop and deliver the best possible services to clients. It also allows for accurate reporting to funders, and for comparison with many NHS and third sector psychological therapies services.

Clients are given CORE questionnaires to complete at different stages: pre counselling, mid counselling and at the end of their counselling, scores are taken from the questions answered and are calculated within four areas; emotional well-being, problems, functioning and risk to self and others. Counsellors also complete a CORE Therapy assessment form as part of the assessment process and a CORE end of therapy assessment form.

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Report of the trustees (continued)

For the year ended 31 March 2021

What difference do our services make?

Our referral and assessment process showed that for the period April 2020-March 2021, 70% of the clients we supported disclosed experiences of domestic abuse or violence; 20% disclosed childhood sexual abuse; 28% disclosed experiences of sexual abuse including rape. All women referred to our services reported experiencing depression, stress or anxiety.

Overall Effectiveness of Service

CORE gives a framework to assess changes over time for the individual, and the overall effectiveness of the services. However, this approach can only be complete where the therapy has reached a planned ending and as it is recognised that it can be difficult for some clients to manage the ending of the therapeutic relationship, this is an area we have been working on to improve.

We have now achieved a consistent rate of 86.3% planned endings. Based on the information from CORE questionnaires, relating to the women who completed their 1-1 counselling we see the following:

97% of women showed an improvement in their ability to explore and express their feelings.

71% of women showed an improvement in personal insight.

77% of women showed an improvement in their coping strategies.

81% of women showed an improvement in their subjective well-being.

74% of women showed an improvement in day-to-day functioning.

63% of women showed an improvement in their decision-making

94% of women showed an improvement in personal relationships.

This shows the counselling service to be highly effective, with women scoring higher clinical outcomes than in previous years despite increased incidence/ disclosure of abuse and exploitation under the Covid-19 pandemic.

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**Report of the trustees (continued)
For the year ended 31 March 2021****Achievements and performance (continued)****Table 1** Activity

Client data: Comparison with prior year	2020-21	2019-20
Total number of individuals receiving assessment in the period	224	225
Total number of clients who received 1:1 therapy in the period	211	231
Total number of clients who attended and completed a group in the period	0	16
Position at the end of year	2020-21	2019-20
Clients awaiting allocation to a therapist	24	6
Number of individuals ongoing in 1:1 therapy	54	48
Number of individuals ongoing in group therapy	0	16
Clients starting therapy in the period	165	157
Clients ending therapy in the period	146	183
Applications rejected	24.4%	31%
Clients dropped out at application stage	4.5%	4%
Did not attend or complete assessment process	3.3%	4%
Referrals received	396	329

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Report of the trustees (continued)

For the year ended 31 March 2021

Achievements and performance (continued)

Table 2 Demographic data

Age group	2020-21	2019-20
18 to 20	1.1%	1%
21 to 30	31.5%	17%
31 to 40	28.5%	25%
41 to 50	21.6%	25%
51 to 60	13.6%	26%
Over 60	3.7%	6%
Ethnicity	2020-21	2019-20
Asian or Asian British Bangladeshi	4.3%	1%
Asian or Asian British Indian	1.3%	1.5%
Asian Other (East African/Pakistani , Chinese, Japanese, Korean , Sri Lanka, Afghanistan)	3.5%	1%
Black African or British African	10.9%	13%
Black Caribbean	10.4%	11%
Black British (included in Black African or British African category)	-	-
Middle East	3.2%	1%
Mixed Heritage	11.2%	8%
Turkish/Kurdish	8.8%	15%
White British	24.5%	21%
White (European)	9.9%	11%
White Irish	4.3%	5%
Other	4.8%	5%
Not stated	2.1%	6.5%
Prefer not to say	0.8%	-

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Report of the trustees (continued)

For the year ended 31 March 2021

Monitoring and evaluation report (continued)

Aside from CORE, clients also complete monitoring forms pre counselling and feedback forms at the end of their counselling. These feedback forms ask about the client's experience of the Centre and their counselling. Here are some quotes from clients about their overall experience of 1-1 counselling:

'I have gained an insight thanks to my therapy. I have learnt to manage my stress by practicing breath exercises. I have started to exercise regularly with my daughter. These all creates a reduction in my somatic pains. I felt significant as my counsellor takes me seriously.'

'The easy access and the self-referral option were really good. I sense a very welcoming attitude and there was an option to speak my mother tongue. It helped me to gain a different perspective to the issues that I am struggling with. I felt understood. Also, the counsellor helped me to identify my own issues and to make them talkable.'

'Incredible service, I only had to wait for a few months in order to access such an amazing service. Emails responded to very quickly. Calls and appointments were always on time as agreed. The counselling hasn't just been helpful, it has changed my life and I am so incredibly grateful that I was given this opportunity. I am a new person. I understand myself and others. I feel strong and confident, but genuinely from within the inside instead of 'trying' to be strong. I know who I am now, and I like that person.'

'It was really positive from the start and I'm really glad I met my therapist a few times before lockdown happened as I felt a good connection based on our meetings at the centre. It helped give me confidence to process my thoughts and reactions. I found a version of myself that I find more comfortable and confident being and learned about boundaries and ways to deal with people in a way that makes life easier and calmer. I feel calmer and in control of my life in a way that has not only had a positive effect on me but has also had a positive knock-on effect on the people who are closest to me in my life.'

Future developments

The demand for specialist counselling for women continues to grow, particularly in the light of increasing public and media interest in Violence against Women and Girls (VAWG). With a strong track record in providing in-depth and inclusive trauma-informed services, it is vital that The Maya Centre continues to develop both our expertise and profile so that we can meet the needs of the most isolated and traumatised women within Islington and other London boroughs.

In practice, this means continuing to provide a choice of short and longer-term counselling for women, using our recent learning under Covid-19 to offer both face-to-face and remote telephone or online sessions according to need. It also means working to create more accessible and inclusive pathways into counselling so that more a more diverse group of women can receive timely and appropriate support before reaching crisis point.

During the period April 2020-March 2021, we received new funding from the Lloyds Bank Foundation aimed at supporting key developments within the Maya Centre over the next two years. In keeping with our 5-year Strategic Plan, our priorities for development include:

- **Growing our services:** focusing on both increasing client numbers to optimum capacity, and crucially, diversifying our client base so that we capitalise on our intercultural and language expertise to reach more minoritised women.
- **Broadening our income sources:** a) Exploring partnership and consortium opportunities which grow our capacity for counselling, psychoeducation and community support work for women. b) Developing a strategy for increasing private donations and other means of funding core costs.
- **Increasing visibility of our clients:** using a community development approach to give our clients more voice via participation and co-design of services, with an advisory function to the Board.
- **Amplify the impact of our work:** focusing on our digital offer, including investing in our website and social media, in order to share our learning and impact with potential clients, funders, commissioners, donors and influencers within the wider mental health and VAWG fields.

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Report of the trustees (continued)

For the year ended 31 March 2021

Future developments (continued)

Alongside these developments, we are refining our vision and mission statements as follows:

Vision

Our vision is a world where all women can prioritise their mental health and wellbeing, equality and dignity, safe from abuse, exclusion or discrimination of any kind.

Mission

Our mission is to build a safe and inclusive women-for-women community in which we:

- Offer a range of free trauma-informed services to minoritised women on low-incomes, including counselling & psychotherapy, group work and complementary therapies.
- Support recovery from depression, trauma and Violence Against Women and Girls (VAWG) with a focus on building trust, resilience and voice.
- Flex to meet women's different needs by offering between 6-21 sessions of therapy, as individuals, in groups, face-to-face or remotely.
- Prioritise intercultural and intersectional approaches via tailored and targeted support in community languages and for specific, minoritised cultural groups.

Financial Review

Financial update

Income for the year totalled £410,318, an increase of £187,791 compared to the previous year. Expenditure for the year totalled £346,191, an increase of £42,003 compared to the previous year. The net surplus for the year was £64,127. This compares to a net deficit for the previous year of £81,631.

In common with many other voluntary organisations working in an economic downturn, our financial situation is difficult, requiring a constant programme of identifying potential sources of funding, applying for grants, bidding for contracts, analysing and evaluating our data and performance, reviewing our expenditure and finding efficiencies.

We are very grateful for the continued support from our Patrons, Friends and Supporters and charitable trusts which provide the greater part of our income. While there is considerable pressure on our finances we remain optimistic that the quality, reputation, and continued efficiency of our services to vulnerable women will ensure that this work will be supported into the future.

Reserves policy

It is the policy of the Maya Centre that it retains sufficient reserves to ensure that the organisation can cover its liabilities for at least 3 months and up to 6 months of operating costs and this is our continuing aim.

The minimum we are obliged to keep in reserves is sufficient to cover liabilities in the event that the charity should be wound up, including redundancy for all employed staff plus sufficient to cover completion of client services; settling outstanding utilities, extraction from all leases and other bills. The amount we need and are able to put aside (according to conditions placed on grant income) will be agreed on an annual basis as part of the budget setting process.

Our reserves are sufficient to cover 3 months running costs and we will endeavour to build on this.

Going concern

After making appropriate enquiries, the Trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason they continue to adopt the going concern basis in preparing the financial statements.

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Report of the trustees (continued) For the year ended 31 March 2021

Reference and administrative details

Registered charity number	1012889
Company number	2701313
Registered office and principal place of business	Unit 8 9-15 Elthorne Road London N19 4AJ

Our advisers

Independent examiner	P.G. Browne FCA CTA Chanter, Browne & Curry Chartered Accountants 1 Plato Place 72-74 St Dionis Road London SW6 4TU
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Bankers	The Co-operative Bank 1 Islington High Street London EC1Y 4YX CAF Bank 25 Kings Hill Avenue West Malling Kent ME19 4JQ
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Directors and trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law. The trustees and officers serving during the year and since the year end were as follows:

Rebecca Harrington, Chair
Sue Kon, Vice Chair (resigned 30 November 2020)
Pat Lloyd, Treasurer (elected Vice Chair 30 November 2020)
Anna Keegan (resigned 30 November 2020)
Lisa Marsh (elected Treasurer 30 November 2020)
Jessica Walker
Meera Nair
Ieva Marcinkeviciute
Laura Catherine Mackinnon
Ayan Man
Katherine Tu
Rochelle Burgess (appointed 30th November 2020)
Nishma Jethwa (appointed 30th November 2020)
Jennie Robertson (appointed 30th November 2020)

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Report of the trustees (continued)

For the year ended 31 March 2021

Structure, governance and management

Constitution

The Maya Centre is a company limited by guarantee governed by its Memorandum and Articles of Association dated 27th March 1992. It is registered as a charity with the Charity Commission. No director has any beneficial interest in the charitable company. All directors are members of the company and guarantee to contribute £1 in the event of a winding up.

Method of appointment or election of Trustees

Under the governing Articles, the Trustees are elected at the Annual General Meeting to serve a period of one year, subject to re-election at each Annual General Meeting. Trustees are recruited from the local community and are divided into those who bring clinical expertise to the organisation and those with wider organisational skills such as HR, academia, management, business and finance. All Trustees retire at the Annual General Meeting and are eligible for re-election.

Trustees Sue Kon and Anna Keegan resigned. Trustees Rebecca Harrington, Pat Lloyd, Jessica Walker, Meera Nair, Ieva Marcinkeviciute, Laura Catherine Mackinnon, Ayan Man, Katherine Tu and Lisa Marsh were re-elected. Rebecca Harrington was elected Chair; Pat Lloyd was elected Vice Chair and Lisa Marsh was elected Treasurer. Rochelle Burgess, Jennie Robertson and Nishma Jethwa were elected as new trustees.

Policies adopted for the induction and training of Trustees

All new Trustees are provided with information about The Maya Centre and attend an induction meeting with relevant staff and Trustees.

Organisational structure and decision making

The Board of Trustees is responsible for decisions relating to the governance and future development of the organisation, and has been operating as a single Board, with three sub-committees which report regularly to the Board of Trustees: Clinical Governance (co-chaired by Jessica Walker and Jennie Robertson); Fundraising (chaired by Katie Tu); and Finance (chaired by Lisa Marsh).

The Board of Trustees appoints a director and delegates all day-to-day organisational work to her, including ongoing financial management, clinical direction, fundraising and management of staff.

Risk management

The Centre has risk mitigation policies in place and maintains a risk register. Risks are reviewed regularly by the management team and the risk register reviewed by the Board of Trustees and updated on a bi-annual basis. The register identifies major and minor risks, contributing factors and mitigating actions and any early warning mechanisms. The risks, to which the charity is exposed, as identified by the Trustees, are effectively mitigated as part of this procedure.

The Centre has a robust system of internal control that supports its aims and objectives, whilst safeguarding clients and its funds. We have taken steps to mitigate and resolve issues that have arisen in-year and continue to work towards successful assurance outcomes.

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Report of the trustees (continued)

For the year ended 31 March 2021

Trustees' responsibilities statement

The Trustees (who are also directors of The Maya Centre for the purposes of company law) are responsible for preparing the Trustees' 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 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 charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company 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 judgments and accounting estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and 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.

This report was approved by the board of directors and trustees on 29 November 2021 and is signed on its behalf.

.....
Rebecca Harrington
Chair of Trustees

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Independent examiner's report to the trustees For the year ended 31 March 2021

I report to the charity's trustees on my examination of the financial statements of The Maya Centre ("the company") for the year ended 31 March 2021 which are set out on pages 13 to 27.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

.....
P.G. Browne FCA CTA

Chanter, Browne & Curry

Chartered Accountants

1 Plato Place

72-74 St Dionis Road

London SW6 4TU.

Date: 29 November 2021

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**Statement of financial activities
For the year ended 31 March 2021****Summary income and expenditure account**

	Notes	2021			2020
		Unrestricted funds	Designated funds	Restricted funds	Total funds
		£	£	£	£
Income					
Donations and grants	2	67,986	43,200	296,343	407,529
Other trading activities	3	2,070	-	-	2,070
Investments	4	719	-	-	719
Total incoming resources		70,775	43,200	296,343	410,318
Expenditure					
Raising funds	5	86	-	-	86
Charitable activities	5	36,636	30,079	279,390	346,105
Total expenditure		36,722	30,079	279,390	346,191
Net income/(expenditure)		34,053	13,121	16,953	64,127
Transfers between funds		(5,609)	-	5,609	-
Net movement in funds for the year		28,444	13,121	22,562	64,127
Reconciliation of funds					
Total funds brought forward		93,474	19,921	30,197	143,592
Total funds carried forward		121,918	33,042	52,759	207,719

The Statement of Financial Activities includes all gains and losses in the year. All incoming resources and resources expended derive from continuing activities.

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Balance sheet At 31 March 2021

	<u>Notes</u>	<u>2021</u> <u>Total funds</u>		<u>2020</u> <u>Total funds</u>	
		£	£	£	£
Current assets					
Debtors	8	43,902		36,517	
Cash at bank and in hand		280,608		171,627	
		<u>324,510</u>		<u>208,144</u>	
Creditors: amounts falling due within one year	9	<u>116,791</u>		<u>64,552</u>	
Net current assets			207,719		143,592
Net assets			<u>207,719</u>		<u>143,592</u>
Funds of the charity					
Restricted funds	10		52,759		30,197
Unrestricted funds					
Designated funds	10		33,042		19,921
General funds	10		121,918		93,474
Total charity funds			<u>207,719</u>		<u>143,592</u>

The Trustees consider that the charity is entitled to exemption from the requirement to have an audit under the provisions of section 477 of the Companies Act 2006 ("the Act") and members have not required the charity to obtain an audit for the year in question in accordance with section 476 of the Act.

The Trustees acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These financial statements have been prepared in accordance with the provisions applicable to small companies subject to the small companies regime and in accordance with FRS102 SORP.

The financial statements were approved and authorised for issue by the Trustees on 29 November 2021 and signed on their behalf, by:

.....
Rebecca Harrington
Chair

.....
Lisa Marsh
Treasurer

Company Registration Number: 02701313

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Notes to the financial statements For the year ended 31 March 2021

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, except where noted.

1.1 Legal form

The Maya Centre ("the company") is a charity limited by guarantee and domiciled in the United Kingdom. The address of its registered office and principal place of business is Unit 8, 9-15 Elthorne Road, London, N19 4AJ. The nature of the company's operations and principal activities are to provide relief for women who are suffering from mental health problems by means of therapeutic services. In the event of the charity being wound up, the liability in respect of the guarantee is limited to £1 per member of the charity.

1.2 Basis of preparation of financial statements

The Financial Statements have been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) issued in October 2019 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Practice as it applies from 1 January 2019.

The company constitutes a public benefit entity as defined by FRS 102. The financial statements are prepared on a going concern basis under the historical cost convention, modified to include certain items at fair value.

1.3 Going concern

The trustees consider that there are no material uncertainties about the charity's ability to continue as a going concern.

1.4 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the trustees in furtherance of the general objectives of the charity and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the charity for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

1 Accounting policies (continued)

1.5 Income

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.6 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Fundraising costs are those incurred in seeking voluntary contributions and do not include the costs of disseminating information in support of the charitable activities. Support costs are those costs incurred directly in support of expenditure on the objects of the charity and include project management. Governance costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

Charitable activities and governance costs are costs incurred on the charity's therapeutic services and educational operations, including support costs and costs relating to the governance of the charity apportioned to charitable activities .

All expenditure is inclusive of irrecoverable VAT.

1.7 Cash flow

The company has taken advantage of the disclosure exemption in the "Amendments to 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 - Update Bulletin 1".

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

1 Accounting policies (continued)

1.8 Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

1.9 Operating leases

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

1.10 Debtors

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

1.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably. Liabilities are recognised at the amount that the charity anticipates it will pay to settle the debt or the amount it has received as advance payments for the goods or services it must provide. Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised within interest payable and similar charges.

1.13 Financial instruments

The company 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.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

1 Accounting policies (continued)

1.14 Taxation

The company is considered to pass the tests set out in Paragraph 1 Schedule 6 of the Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the charity is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part 11 of the Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

1.15 Pensions

The company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the charity to the fund in respect of the year.

1.16 Judgements in applying accounting policies and key sources of estimation uncertainty

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations for future events that are believed to be reasonable under the circumstances.

The level of deferred income varies depending on when a grant is received and the time frame the grant is to be spread over. The level of deferred income is re-assessed annually to ensure that an appropriate amount is being recognised.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued) For the year ended 31 March 2021

2 Income from donations and legacies

	2021			2020
	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Donations	23,743	-	-	20,262
Grants	44,243	43,200	296,343	198,872
	<u>67,986</u>	<u>43,200</u>	<u>296,343</u>	<u>219,134</u>

Grant income comprised:-

	2021			2020
	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
BUPA	2,000	2,000	-	-
City Bridge Trust - BAMER	-	-	21,150	-
Clothworkers Foundation	-	-	-	9,000
Cloudesley Emergency Fund	-	-	5,060	-
Cloudesley Legacy	-	-	30,000	-
Cloudesley Main	-	-	37,500	18,750
Complementary Therapies	-	-	-	6,650
Cripplegate Foundation	21,150	2,000	-	21,250
DCMS	-	-	29,857	-
Department of Foreign Affairs and Trade; Emigrant Support Programme	-	-	22,735	22,500
Hearthstone DV Project	-	-	17,015	8,945
Hibiscus	-	7,950	-	-
LB Islington & CCG	853	-	63,829	39,000
Leathersellers' Company Charitable Fund	-	18,000	-	15,000
Lloyds React Fund	-	-	10,674	-
Lloyds TSB Foundation	5,000	-	18,563	24,750
London Funders Wave 3	-	-	15,780	-
MOPAC	-	-	6,335	25,343
MOPAC - Covid Fund	-	-	8,260	-
National Lottery Community Fund	-	-	9,585	-
Richard Cloudesley	-	-	-	(10,000)
Stebbing	-	2,000	-	-
Tampon Tax Community Grant programme	-	11,250	-	3,750
The Big Lottery Fund: Awards For All	-	-	-	86
The Charities Trust	240	-	-	1,000
Tracey Emin & Deutsche Bank Centenary Fund	-	-	-	12,848
Two Magpies	15,000	-	-	-
	<u>44,243</u>	<u>43,200</u>	<u>296,343</u>	<u>198,872</u>

3 Income from other trading activities

	2021			2020
	Unrestricted funds £	Designated funds £	Restricted funds £	Total funds £
Fundraising income	1,500	-	-	105
Room hire	570	-	-	2,512
	<u>2,070</u>	<u>-</u>	<u>-</u>	<u>2,617</u>

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

4 Investment income

	2021				2020
	Unrestricted funds	Designated funds	Restricted funds	Total funds	Total funds
	£	£	£	£	£
Bank interest receivable	719	-	-	719	806

5 Expenditure

	2021				2020
	Unrestricted funds	Designated funds	Restricted funds	Total funds	Total funds
	£	£	£	£	£
<u>Expenditure on raising voluntary income</u>					
Fundraising	86	-	-	86	8,032
<u>Charitable activities</u>					
Wages and salaries	20,652	10,671	79,216	110,539	97,093
National insurance	3,311	-	1,818	5,129	5,048
Sessional workers	-	13,903	86,310	100,213	90,429
Clinical supervision	775	-	16,225	17,000	2,310
DBS Checks	370	-	122	492	131
Family Catalyst Fund	-	-	902	902	1,402
Group/non therapeutic sessions	-	-	2,257	2,257	7,022
Interim director and consultancy	630	-	10,060	10,690	3,115
Redundancy costs	-	-	-	-	933
Rent and rates	2,119	(1,650)	42,740	43,209	49,215
Insurance	43	-	3,200	3,243	730
Utilities	132	-	4,561	4,693	3,344
Cleaning	-	-	683	683	1,956
Furnishings	-	-	-	-	100
Maintenance	241	16	52	309	793
IT costs	2,589	6,419	20,705	29,713	17,087
Printing, postage & stationery	1,558	252	373	2,183	3,290
Staff training	349	45	5,060	5,454	1,277
Telephone	77	121	2,407	2,605	4,719
Travel	-	-	-	-	972
Workshop expenses	-	-	454	454	1,614
Recruitment costs	925	-	1,563	2,488	-
Refreshments	-	-	-	-	366
Sundries	297	302	682	1,281	726
	34,068	30,079	279,390	343,537	293,672

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued) For the year ended 31 March 2021

5 Expenditure (continued)

Governance costs

	2021			2020
	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Independent examination fees	2,520	-	-	2,520
Legal and professional fees	48	-	-	48
Board expenses	-	-	-	-
	<u>2,568</u>	<u>-</u>	<u>-</u>	<u>2,568</u>
Total expenditure on charitable activities	<u>36,636</u>	<u>30,079</u>	<u>279,390</u>	<u>346,105</u>
Total expenditure	<u>36,722</u>	<u>30,079</u>	<u>279,390</u>	<u>346,191</u>

6 Net income/(expenditure)

This is stated after charging:

	2021	2020
	£	£
Independent examination fee	<u>2,520</u>	<u>2,400</u>

No trustees received any remuneration, benefits in kind or reimbursement of expenses (2020 - £NIL).

7 Staff costs

Staff costs were as follows:

	2021			2020
	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Wages and salaries	20,652	10,671	79,216	110,539
Social security costs	3,311	-	1,818	5,129
	<u>23,963</u>	<u>10,671</u>	<u>81,034</u>	<u>115,668</u>

The average number of persons employed by the charity during the year was as follows:-

	2021	2020
	£	£
Number of employees	<u>5</u>	<u>5</u>

No employee received remuneration amounting to more than £60,000 in either year.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

8 Debtors

	2021	2020
	£	£
Prepayments	14,317	14,003
Other debtors	29,585	22,514
	<u>43,902</u>	<u>36,517</u>

9 Creditors: Amounts falling due within one year

	2021	2020
	£	£
Trade creditors	22,185	10,944
Taxation and social security	-	1,955
Accruals	27,008	6,477
Deferred income	67,598	44,815
Other creditors	-	361
	<u>116,791</u>	<u>64,552</u>

Deferred income

	£
Deferred income at 1 April 2020	44,815
Resources deferred during the year	67,598
Amounts released to income from previous periods	(44,815)
Deferred income at 31 March 2021	<u>67,598</u>

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued) For the year ended 31 March 2021

10 Statement of funds

Statement of funds - current year

	Balance at 1 April 2020	Income	Expenditure	Transfer in/ (out)	Balance at 31 March 2021
	£	£	£	£	£
Designated funds					
Hibiscus	-	7,950	(236)	-	7,714
Raising Profile	3,058	-	-	-	3,058
Richard Cloudesley	25	-	-	-	25
Tampon Tax Community Grant programme	240	11,250	(11,490)	-	-
Leathersellers' Company Charitable Fund	3,750	15,000	-	-	18,750
Tracey Emin & Deutsche Bank Centenary Fund	12,848	-	(12,848)	-	-
Covid funds	-	9,000	(5,505)	-	3,495
	<u>19,921</u>	<u>43,200</u>	<u>(30,079)</u>	<u>-</u>	<u>33,042</u>
General funds	<u>93,474</u>	<u>70,775</u>	<u>(36,722)</u>	<u>(5,609)</u>	<u>121,918</u>
Total unrestricted funds	<u>113,395</u>	<u>113,975</u>	<u>(66,801)</u>	<u>(5,609)</u>	<u>154,960</u>
Restricted funds					
The Big Lottery Fund: Awards For All	979	-	(450)	-	529
City Bridge Trust - BAMER	-	21,150	(12,495)	-	8,655
Cloudesley Legacy	12,992	30,000	(47,810)	-	(4,818)
Cloudesley Main	647	37,500	(20,275)	1,676	19,548
Complementary Therapies	3,331	-	(184)	-	3,147
Department of Foreign Affairs and Trade; Emigrant Support Programme	4,534	22,735	(21,585)	-	5,684
Family Catalyst Fund	97	-	(928)	2,500	1,669
Hearthstone DV Project	-	17,015	(15,431)	-	1,584
LB Islington & CCG	-	63,829	(63,829)	-	-
Lloyds TSB Foundation	10,310	18,563	(25,052)	-	3,821
MOPAC	(2,693)	6,335	(5,039)	1,397	-
	<u>30,197</u>	<u>217,127</u>	<u>(213,078)</u>	<u>5,573</u>	<u>39,819</u>
Covid funds (restricted)					
Lloyds React Fund	-	10,674	(8,535)	-	2,139
London Funders Wave 3	-	15,780	(8,339)	-	7,441
MOPAC	-	8,260	(8,287)	27	-
National Lottery Community Fund	-	9,585	(9,594)	9	-
DCMS	-	29,857	(29,840)	-	17
Cloudesley Emergency Fund	-	5,060	(1,717)	-	3,343
Total restricted funds	<u>30,197</u>	<u>296,343</u>	<u>(279,390)</u>	<u>5,609</u>	<u>52,759</u>
Total funds	<u>143,592</u>	<u>410,318</u>	<u>(346,191)</u>	<u>-</u>	<u>207,719</u>

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

10 Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 April 2019	Income	Expenditure	Transfer in/ (out)	Balance at 31 March 2020
	£	£	£	£	£
Designated funds					
Raising Profile	3,058	-	-	-	3,058
Richard Cloudesley	6,500	(8,725)	-	2,250	25
Tampon Tax Community Grant programme	10,000	3,750	(13,510)	-	240
Leathersellers' Company Charitable Fund	3,750	15,000	(15,000)	-	3,750
Tracey Emin & Deutsche Bank Centenary Fund	20,000	12,848	(20,000)	-	12,848
Peter Stebbings	10,000	-	(10,000)	-	-
	<u>53,308</u>	<u>22,873</u>	<u>(58,510)</u>	<u>2,250</u>	<u>19,921</u>
General funds	<u>117,688</u>	<u>45,935</u>	<u>(61,210)</u>	<u>(8,939)</u>	<u>93,474</u>
Total unrestricted funds	<u>170,996</u>	<u>68,808</u>	<u>(119,720)</u>	<u>(6,689)</u>	<u>113,395</u>
Restricted funds					
The Big Lottery Fund: Reaching Communities	1,397	-	(731)	(666)	-
The Big Lottery Fund: Awards For All	4,584	86	(4,357)	666	979
Clothworkers Foundation	-	9,000	(9,030)	30	-
Cloudesley Legacy	20,458	-	(7,466)	-	12,992
Cloudesley Main	-	18,750	(18,103)	-	647
Richard Cloudesley	4,114	(1,275)	(2,839)	-	-
Complementary Therapies	4,375	6,650	(7,694)	-	3,331
Department of Foreign Affairs and Trade; Emigrant Support Programme	5,625	22,500	(23,591)	-	4,534
Family Catalyst Fund	1,500	-	(1,403)	-	97
Hearthstone DV Project	-	8,945	(8,945)	-	-
Henry Smith	-	-	(6,659)	6,659	-
LB Islington & CCG	-	39,000	(39,000)	-	-
Lloyds TSB Foundation	11,338	24,750	(25,778)	-	10,310
MOPAC	836	25,343	(28,872)	-	(2,693)
	<u>54,227</u>	<u>153,749</u>	<u>(184,468)</u>	<u>6,689</u>	<u>30,197</u>
Total funds	<u>225,223</u>	<u>222,557</u>	<u>(304,188)</u>	<u>-</u>	<u>143,592</u>

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

10 Statement of funds (continued)

Statement of funds - current year

	Balance at 1 April 2020	Income	Expenditure	Transfer in/ (out)	Balance at 31 March 2021
	£	£	£	£	£
Designated funds	19,921	43,200	(30,079)	-	33,042
General funds	93,474	70,775	(36,722)	(5,609)	121,918
	<u>113,395</u>	<u>113,975</u>	<u>(66,801)</u>	<u>(5,609)</u>	<u>154,960</u>
Restricted funds	30,197	296,343	(279,390)	5,609	52,759
Total funds	<u>143,592</u>	<u>410,318</u>	<u>(346,191)</u>	<u>-</u>	<u>207,719</u>

Statement of funds - prior year

	Balance at 1 April 2019	Income	Expenditure	Transfer in/ (out)	Balance at 31 March 2020
	£	£	£	£	£
Designated funds	53,308	22,873	(58,510)	2,250	19,921
General funds	117,688	45,935	(61,210)	(8,939)	93,474
	<u>170,996</u>	<u>68,808</u>	<u>(119,720)</u>	<u>(6,689)</u>	<u>113,395</u>
Restricted funds	54,227	153,749	(184,468)	6,689	30,197
Total funds	<u>225,223</u>	<u>222,557</u>	<u>(304,188)</u>	<u>-</u>	<u>143,592</u>

The charity's funds comprise the following :

Designated funds

Raising profile - In 2013/14 the Trustees designated funds that were received through a legacy towards raising the profile of the Maya Centre.

Richard Cloudesley - This funding has been designated to cover core running costs.

City Bridge Trust – BAMER – this funding has been provided to expand the counselling service to BAMER women who have experienced trauma.

Irish Women's Counselling Project - Department of Foreign Affairs and Trade: Emigrant Support Programme Department of Foreign Affairs and Trade: The Emigrant Support Programme received a grant of £22,735 for the year from 1st July 2020 to 30th June 2021. The funds were restricted for the following projects: The Irish Women's Project. Nine months grant income was utilised in the period to 31st March 2021. Three months grant income amounting to £5,684 has been deferred to the 2021-22 financial year and will be utilised by 30th June 2021.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued)

For the year ended 31 March 2021

10 Statement of funds (continued)

Restricted funds

Lloyds Bank Foundation - funding restricted for the provision of specialist counselling and support focusing on highly vulnerable women.

Hearthstone DV project - funding from a partner organisation to provide counselling for trafficked women.

Hibiscus – a partnership with another organisation for therapy for survivors of domestic abuse.

Henry Smith - funding restricted for contribution of the Community Support Worker providing non-clinical support to clients facing challenges from Islington and surrounding boroughs. The Maya Centre no longer receives funding for this role.

LB Islington & CCG - funding restricted for the provision of counselling for BAMER women and women who have experienced domestic violence.

Complementary Therapies - funding restricted for the provision of complementary therapy sessions.

MoPAC - funding restricted for counselling sessions and group therapeutic support for women who have been victims of domestic violence and sexual abuse.

Newbury Trust - funding restricted for the provision extending 1-2-1 sessions to women needing longer term counselling. This has now been utilised.

Richard Cloudesley - This funding has been restricted for therapeutic group work.

The Big Lottery: Awards for All – funding for group workshops and activities.

Cloudesley Legacy – funding restricted for live video and telephone counselling sessions.

Family Catalyst – funding restricted to provide small grants to disadvantaged families or family members to enable them to access opportunities or they have difficulty in doing so without additional help.

Tracey Emin - funding to deliver individual counselling services and various therapeutic groups.

Tampon Tax - funding for contribution to core services.

Leatherseller - funding for contribution to core services.

Cloudesley Main - contribution to core services.

The Maya Centre

(A Company limited by guarantee)

Notes to the financial statements (continued) For the year ended 31 March 2021

11 Analysis of net assets between funds

Current year

	2021			
	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Current assets	177,513	33,042	113,955	324,510
Creditors due within one year	(55,595)	-	(61,196)	(116,791)
	<u>121,918</u>	<u>33,042</u>	<u>52,759</u>	<u>207,719</u>

Prior year

	2020			
	Unrestricted funds	Designated funds	Restricted funds	Total funds
	£	£	£	£
Current assets	116,964	31,171	60,009	208,144
Creditors due within one year	(23,490)	(11,250)	(29,812)	(64,552)
	<u>93,474</u>	<u>19,921</u>	<u>30,197</u>	<u>143,592</u>

12 Operating lease commitments

The total of future minimum lease payments under non-cancellable operating leases are as follows:

	Land and buildings	
	2021	2020
	£	£
Not later than one year	42,500	42,500
Later than one year and not later than five years	42,500	85,000
Total	<u>85,000</u>	<u>127,500</u>

13 Related party disclosures

Controlling party

The company is limited by guarantee and has no share capital; thus no single party controls the company.

The liability of members is limited. Every member promises that if the company is dissolved while they are a member or within twelve months of ceasing to be a member, they will contribute such sum, not exceeding £1, that may be demanded, towards payments of the debts and liability of the company incurred before they ceased to be a member.