

REGISTERED CHARITY NUMBER: 512109

**Report of the Trustees and
Unaudited Financial Statements for the Year Ended 31st August 2019
for
Crewe & Nantwich Gymnastics &
Communities Activities Association**

Hardings
Chartered Accountants
6 Marsh Parade
Newcastle-under-Lyme
Staffordshire
ST5 1DU

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

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for the Year Ended 31st August 2019**

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**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Reference and Administrative Details
for the Year Ended 31st August 2019**

Trustees

Mr S Deeley Chair
Mrs C Hughes Treasurer
Mrs M Hazell Secretary
Mr P Hazell Vice Chair

Principal address

The Camm Street Centre
Camm Street
Crewe
Cheshire
CW2 7DN

Registered charity number

512109

Independent examiner

Hardings
Chartered Accountants
6 Marsh Parade
Newcastle-under-Lyme
Staffordshire
ST5 1DU

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Report of the Trustees
for the Year Ended 31st August 2019**

The trustees present their report with the financial statements of the charity for the year ended 31st August 2019. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015).

Objectives and activities

Objectives and aims

It is our intention to provide opportunities for all especially in gymnastics where we have a depth of experience and reputation.

We are well established in the community and provide adult fitness and well-being programmes through our personal trainers providing programmes and one to one support where necessary. With the growth in attention in adult health and wellbeing, we believe we are well placed to take advantage of this opportunity.

We provide specific facilities for ethnic minorities, with a women only fitness area and focused training information in several of the locally based languages.

Our long term aim is to continue our contribution to the success of all our gymnasts who have passed through including the many who have grown from gymnasts to coaches.

Our special needs group is one of the most active in the country, attending many international display venues throughout the year.

We have provided a support to education in the borough for many years, and continue to do so through visiting primary schools on a regular basis, helping to introduce a scheme of fitness and gymnastics skills with the assistance of the staff of the school and thereby contributing to improving staff awareness and participation in sport by the children.

Our volunteers contribute massively to the running of the centre, without their support we would not be able to provide the quality of coaching at the minimal cost level.

Other sports clubs rent space from the charity to provide a similar service. We also provide fitness facilities for adults including dietary information.

We are reaching out to other sports and charitable organisation to consider how we might be of help to their organisations.

Crewe & Nantwich Gymnastics & Communities Activities Association

Report of the Trustees for the Year Ended 31st August 2019

Achievement and performance

By ensuring the fees are kept to a minimum, the usage of the fitness areas of the gym have increased which together with room rental has ensured a contribution to the health and well being of the population of Crewe and Nantwich. We have increased the number of our personal trainers and developed a range of individual training options linked to health programmes. We have significantly improved participation from ethnic minorities by developing our Women only section and encouraged links with the local Polish and East Timor populations.

Gymnastics has continued to be successful over 480 gymnasts have been attending the club, often more than once per week and for over 15 hours per week for higher level individuals. After over 30 years of trading we now are welcoming second generation users to the centre. We have representatives of the European Team gym team attending the club together with the Women's Artistic British Disabilities Champion

Involvement in local, regional and national gymnastics competitions contribute to the children gaining confidence in their own abilities. We aim to give every child the opportunity to attend a competition and hold internal challenges to ensure all gymnasts gain an achievement and have a record of progress in the sport.

The Team Gym section continued to grow with success at the British finals. We continue to provide training facilities for the gymnasts of the national squad who are based in the north.

The Christmas open sessions were enjoyed by over 400 spectators in three sessions. It is a gala celebration of the achievements of every group of gymnasts throughout the club and is a fitting climax to the year.

We are providing display teams for charitable activities such as Ellie's Wish which is a Cystic Fibrosis charity.

In Summary: we have actively increased our linkages with local charities and key opinion formers in the community, building the basis for investment in relocation.

Financial review

Principal funding sources

The intention of the charity is to ensure all revenue is reinvested in the centre in some form. As in previous years, we attract several donations and support grants totalling £137,07. This money is used for a combination of equipment purchase and contributing to training and coaching courses. The major source of revenue (£270,662) is from membership fees which are either on a fixed monthly amount or a flexible total based on the number of hours a gymnast trains. We aim to provide the highest quality of training at a lowest cost.

The centre made a surplus of £9,885, a swing of £20,964 from the previous years. This figure includes a depreciation charge of £14,736. Income was slightly down by £4,803 primarily as a result of the departure of a room hire activity.

In order to reduce overheads we reduced salary costs and brought repairs in house which combined with more activity in negotiation of utility charges, reduced our expenditure overall by £30,064 year on year.

In Summary, A significant improvement on previous year, financially back in surplus with many of the changes being sustainable and showing further gains for the forthcoming year.

Investment policy and objectives

The trustees are empowered by the articles of memorandum to be able to invest and divest the charity of fixed assets. They also have the power to raise loans against the freehold of the property.

It is the policy to consider all elements of an investment with respect to cost, longevity and whole life costs, alignment with the article of memorandum, environmental impact, safety and continuity of supply.

Reserves policy for future periods

The charity has the intention to increase the reserve fund to £30,000 to fund unforeseen expenditure.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Report of the Trustees
for the Year Ended 31st August 2019**

**Structure, governance and management
Governing document**

(CNGCAA) is registered as a charity (512109) and open to anyone who wishes to take advantage of the facilities, in exchange of a minimal sessional payment currently set at £1.50 for some low level exercise classes

The articles of administration cover all aspects of the charity, the main object being as stated below:

The objective of the association shall be:

- a) to promote the benefit of the inhabitants of Crewe and Nantwich without distinction of sex or political, religious or other opinions by associating the local authorities, voluntary organisations and inhabitants in a common effort to advance education and to provide facilities in the interests of social welfare for the recreation and leisure time occupation with the objective of improving the condition of life for the said inhabitants.
- b) To establish and maintain a centre for the promotion of the above objectives.
- c) to advance the physical education and development of young persons under eighteen years of age and to ensure the development and occupation of their minds and the organisation or provision or assistance in the organisation or provision of facilities for physical recreation for such young persons in the interests of social welfare within the area of benefit.

In summary, we look to provide facilities for everyone to participate in physical activity to maintain and improve their well-being with a specific interest in developing an enjoyment for sport in children of all abilities.

Recruitment and appointment of new trustees

The AGM is normally held in November each year and all trustees must apply for re-election every year.

All members are encouraged to attend the AGM, and anyone is eligible to stand with the exception that partners of employed staff cannot be management trustees.

Organisational structure

The trustees meet monthly (in a similar manner to a board meeting) to discuss the past and future performance and plans of the centre. There is a structured framework to the meeting based on a standard agenda with periodic additions at times such as annual appraisals. Each trustee takes a responsibility for an area of the centre, covering finance, wages, maintenance, the gymnastics area and the fitness section with reception. At each meeting there is a report on any significant issues which have occurred during the previous month and items that may need to be addressed going forwards. Minutes are taken of every meeting and reviewed at subsequent meetings.

There is a second monthly meeting between two trustees and the senior members of staff, chaired by the chairman, again with a structured agenda covering:

- 1) Health and Safety including accident reports and equipment reviews and any welfare issues.
- 2) Financial performance
- 3) Staffing elements such as recruitment and training
- 4) Repairs, renewals and maintenance,
- 5) Customer numbers and feedback received during the month
- 6) Planned purchases of equipment
- 7) Competitions and other similar activities such as display days.

There are senior employees for both gymnastics and non-gymnastics areas present at the meeting.

Financial transactions through cheques or bank transfers are controlled by two out of the three trustees of chair, treasurer and vice chair. All investment spend is authorised through the trustees committee, and all running expenditure is cleared via either the treasurer or chair.

There is an appointed welfare officer who is fully trained in child support and is independent of the centre staff. Two trustees have also received welfare training.

All gymnastics activities are under the guidelines of British Gymnastics, and all members are insured through British gymnastics. All officers and employees who have contact with gymnasts have DBS clearance.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Report of the Trustees
for the Year Ended 31st August 2019**

Structure, governance and management

Induction and training of new trustees

Trustees are appointed to the committee based on the needs for skills. We encourage new trustees to make themselves aware of all aspects of the association before volunteering for nomination.

Trustees spend some time with each of the areas in the centre, meeting staff and gaining an appreciation of their respective roles.

New trustees are briefed on the following:

- 1) The obligations of trustees under charity and company law including the operational framework and regulations within the structure of the charity and with reference to the Memorandum and Articles of Association.
- 2) The business plan and the last 12 months accounts with any salient points and how the present and future plans are linked to the financial performance.
- 3) The staff appraisal scheme and the inter-linkage between the aspirations of the charity and how roles within the company build into the future plans.

Related parties

The charity has a long standing link with the local council (Crewe and Nantwich Borough Council - which changed to Cheshire East during 2009). Through a service level agreement the charity works in the community introducing children to gymnastics through schools visits at all ages and skill levels. We organise an annual schools competition which is enthusiastically supported by up to 10 schools and a total of 1100 children.

For adults, we have also created links with residential homes and have recently started fitness programmes for those who have mobility limitation.

We have decided to expand our invitations to other organisations within the area and are currently looking to link with the Alzheimer's and Multiple Sclerosis charities

As a result of our increased activities towards relocating we have recreated our links with Crewe Town council and have rejoined the local Chamber of Commerce.

Risk management

The committee has put in place all requirements for Health and Safety together with Fire evacuation procedures. Limits are put on total numbers in the centre at any one time. In Christopher Hughes (a previous trustee who is still linked to the centre) we have a qualified Fire Officer. Daily checks of escape routes and weekly checks on all equipment are formally recorded. We also have an independent annual inspection of all gymnastics equipment.

The charity has been in existence for over 30 years and the major financial risk is that of competitive activity in the health sector and gymnastics areas. To compete we must offer a service which is significantly different. We offer a wide range of fitness facilities for all ages and gender and support this with well trained personal instructors who monitor all participants on a regular basis. Gymnastically, we provide tailored training from preschool to adult and pride ourselves on integrating all abilities and giving equal access to all. We believe that success in competition across a wide front, together with increasing involvement with higher echelons of the UK gymnastics infrastructure is a key part of our strategy.

We are conscious of the need to build resilience into the finances and over the last twelve months we have assessed all major areas of spend and have restructured to improve the financial situation creating a EBITDA surplus of over £24,621.

Approved by order of the board of trustees on 22nd April 2020 and signed on its behalf by:


Mr S Deeley - Trustee

**Independent Examiner's Report to the Trustees of
Crewe & Nantwich Gymnastics &
Communities Activities Association**

Independent examiner's report to the trustees of Crewe & Nantwich Gymnastics & Communities Activities Association

I report to the charity trustees on my examination of the accounts of Crewe & Nantwich Gymnastics & Communities Activities Association (the Trust) for the year ended 31st August 2019.

Responsibilities and basis of report

As the charity trustees of the Trust you are responsible for the preparation of the accounts in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the Trust's accounts carried out under section 145 of the Act and in carrying out my examination I have followed all applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

Independent examiner's statement

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

I have completed my examination. I confirm that no material 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 respect of the Trust as required by section 130 of the Act; or
2. the accounts do not accord with those records; or
3. the accounts do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a true and fair view which is not a matter considered as part of an independent examination.

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

Timothy McNeal

Timothy McNeal FCA
Institute of Chartered Accountants in England and Wales
Hardings
Chartered Accountants
6 Marsh Parade
Newcastle-under-Lyme
Staffordshire
ST5 1DU

22nd April 2020

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Statement of Financial Activities
for the Year Ended 31st August 2019**

	Notes	Unrestricted fund £	Restricted fund £	31/8/19 Total funds £	31/8/18 Total funds £
Income and endowments from Charitable activities					
Income		-	5,702	5,702	10,000
Other trading activities	2	297,546	-	297,546	302,349
Investment income	3	<u>1</u>	<u>-</u>	<u>1</u>	<u>-</u>
Total		297,547	5,702	303,249	312,349
Expenditure on Supporting charitable aims	4	<u>290,008</u>	<u>3,356</u>	<u>293,364</u>	<u>323,428</u>
NET INCOME/(EXPENDITURE)		7,539	2,346	9,885	(11,079)
Transfers between funds	14	<u>48</u>	<u>(48)</u>	<u>-</u>	<u>-</u>
Net movement in funds		7,587	2,298	9,885	(11,079)
Reconciliation of funds					
Total funds brought forward		<u>61,368</u>	<u>232,140</u>	<u>293,508</u>	<u>304,587</u>
Total funds carried forward		<u><u>68,955</u></u>	<u><u>234,438</u></u>	<u><u>303,393</u></u>	<u><u>293,508</u></u>

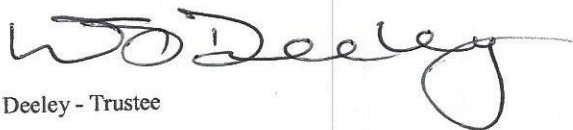
The notes form part of these financial statements

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Balance Sheet
31st August 2019**

	Notes	Unrestricted fund £	Restricted fund £	31/8/19 Total funds £	31/8/18 Total funds £
Fixed assets					
Tangible assets	8	104,049	234,438	338,487	345,454
Current assets					
Stocks	9	4,254	-	4,254	4,255
Debtors	10	9,066	-	9,066	10,921
Cash at bank and in hand		<u>6,003</u>	<u>-</u>	<u>6,003</u>	<u>6,278</u>
		19,323	-	19,323	21,454
Creditors					
Amounts falling due within one year	11	<u>(33,137)</u>	<u>-</u>	<u>(33,137)</u>	<u>(40,977)</u>
Net current assets		<u>(13,814)</u>	<u>-</u>	<u>(13,814)</u>	<u>(19,523)</u>
Total assets less current liabilities		90,235	234,438	324,673	325,931
Creditors					
Amounts falling due after more than one year	12	<u>(21,280)</u>	<u>-</u>	<u>(21,280)</u>	<u>(32,423)</u>
NET ASSETS		<u>68,955</u>	<u>234,438</u>	<u>303,393</u>	<u>293,508</u>
Funds	14				
Unrestricted funds				68,955	61,368
Restricted funds				<u>234,438</u>	<u>232,140</u>
Total funds				<u>303,393</u>	<u>293,508</u>

The financial statements were approved by the Board of Trustees and authorised for issue on 22nd April 2020 and were signed on its behalf by:



Mr S Deeley - Trustee

The notes form part of these financial statements

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements
for the Year Ended 31st August 2019**

1. Accounting policies

Basis of preparing the financial statements

The financial statements of the charity, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Charities Act 2011. The financial statements have been prepared under the historical cost convention.

Income

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

Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all cost related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of resources.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Freehold property	- over the expected useful economic life
Fixtures and fittings	- 15% on reducing balance

Stocks

Stocks are valued at the lower of cost and net realisable value, after making due allowance for obsolete and slow moving items.

Taxation

The charity is exempt from tax on its charitable activities.

Fund accounting

Unrestricted funds can be used in accordance with the charitable objectives at the discretion of the trustees.

Restricted funds can only be used for particular restricted purposes within the objects of the charity. Restrictions arise when specified by the donor or when funds are raised for particular restricted purposes.

Further explanation of the nature and purpose of each fund is included in the notes to the financial statements.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2019**

2. Other trading activities

	31/8/19	31/8/18
	£	£
Donations & fundraising events	8,005	8,271
Shop sales	13,104	12,576
Fees	270,662	273,495
Room letting	5,775	8,007
	<u>297,546</u>	<u>302,349</u>

3. Investment income

	31/8/19	31/8/18
	£	£
Deposit account interest	<u>1</u>	<u>-</u>

4. Expenditure

Providing service to support charitable aims

	31/8/19	31/8/18
	£	£
Support costs	<u>286,027</u>	<u>316,812</u>

5. Trustees' remuneration and benefits

There were no trustees' remuneration or other benefits for the year ended 31st August 2019 nor for the year ended 31st August 2018.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31st August 2019 nor for the year ended 31st August 2018.

6. Staff costs

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

	31/8/19	31/8/18
	38	40
Staff	<u>38</u>	<u>40</u>

No employees received emoluments in excess of £60,000.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2019**

7. Comparatives for the statement of financial activities

	Unrestricted fund £	Restricted fund £	Total funds £
Income and endowments from Charitable activities			
Income	-	10,000	10,000
Other trading activities	302,349	-	302,349
Total	302,349	10,000	312,349
Expenditure in			
Order to achieve charitable aims	321,153	2,275	323,428
NET INCOME/(EXPENDITURE)	(18,804)	7,725	(11,079)
Transfers between funds	6,256	(6,256)	-
Net movement in funds	(12,548)	1,469	(11,079)
Reconciliation of funds			
Total funds brought forward	73,916	230,671	304,587
Total funds carried forward	<u>61,368</u>	<u>232,140</u>	<u>293,508</u>

8. Tangible fixed assets

	Freehold property £	Fixtures and fittings £	Totals £
Cost			
At 1st September 2018	280,783	379,012	659,795
Additions	-	8,709	8,709
Disposals	-	(20,474)	(20,474)
At 31st August 2019	<u>280,783</u>	<u>367,247</u>	<u>648,030</u>
Depreciation			
At 1st September 2018	23,017	291,324	314,341
Charge for year	1,055	13,681	14,736
Eliminated on disposal	-	(19,534)	(19,534)
At 31st August 2019	<u>24,072</u>	<u>285,471</u>	<u>309,543</u>
Net book value			
At 31st August 2019	<u>256,711</u>	<u>81,776</u>	<u>338,487</u>
At 31st August 2018	<u>257,766</u>	<u>87,688</u>	<u>345,454</u>

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2019**

9. Stocks

	31/8/19	31/8/18
	£	£
Stocks	<u>4,254</u>	<u>4,255</u>

10. Debtors: amounts falling due within one year

	31/8/19	31/8/18
	£	£
Trade debtors	794	1,227
Other debtors	954	1,616
VAT	1,042	-
Prepayments	<u>6,276</u>	<u>8,078</u>
	<u>9,066</u>	<u>10,921</u>

11. Creditors: amounts falling due within one year

	31/8/19	31/8/18
	£	£
Bank loans and overdrafts (see note 13)	11,029	10,909
Trade creditors	12,249	19,441
Taxation and social security	(458)	2,522
Other creditors	<u>10,317</u>	<u>8,105</u>
	<u>33,137</u>	<u>40,977</u>

12. Creditors: amounts falling due after more than one year

	31/8/19	31/8/18
	£	£
Bank loans (see note 13)	<u>21,280</u>	<u>32,423</u>

13. Loans

An analysis of the maturity of loans is given below:

	31/8/19	31/8/18
	£	£
Amounts falling due within one year on demand:		
Bank loans	<u>11,029</u>	<u>10,909</u>
Amounts falling between one and two years:		
Bank loans - 1-2 years	<u>11,010</u>	<u>10,909</u>
Amounts falling due between two and five years:		
Bank loans - 2-5 years	<u>10,270</u>	<u>21,514</u>

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2019**

14. Movement in funds

	At 1/9/18 £	Net movement in funds £	Transfers between funds £	At 31/8/19 £
Unrestricted funds				
General fund	61,368	7,539	48	68,955
Restricted funds				
Other	232,140	2,346	(48)	234,438
TOTAL FUNDS	<u>293,508</u>	<u>9,885</u>	<u>-</u>	<u>303,393</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	297,547	(290,008)	7,539
Restricted funds			
Other	5,702	(3,356)	2,346
TOTAL FUNDS	<u>303,249</u>	<u>(293,364)</u>	<u>9,885</u>

Comparatives for movement in funds

	At 1/9/17 £	Net movement in funds £	Transfers between funds £	At 31/8/18 £
Unrestricted funds				
General fund	73,916	(18,804)	6,256	61,368
Restricted funds				
Other	230,671	7,725	(6,256)	232,140
TOTAL FUNDS	<u>304,587</u>	<u>(11,079)</u>	<u>-</u>	<u>293,508</u>

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Notes to the Financial Statements - continued
for the Year Ended 31st August 2019**

14. Movement in funds - continued

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	302,349	(321,153)	(18,804)
Restricted funds			
Other	10,000	(2,275)	7,725
TOTAL FUNDS	<u>312,349</u>	<u>(323,428)</u>	<u>(11,079)</u>

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

	At 1/9/17 £	Net movement in funds £	Transfers between funds £	At 31/8/19 £
Unrestricted funds				
General fund	73,916	(11,265)	6,304	68,955
Restricted funds				
Other	230,671	10,071	(6,304)	234,438
TOTAL FUNDS	<u>304,587</u>	<u>(1,194)</u>	<u>-</u>	<u>303,393</u>

A current year 12 months and prior year 12 months combined net movement in funds, included in the above are as follows:

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	599,896	(611,161)	(11,265)
Restricted funds			
Other	15,702	(5,631)	10,071
TOTAL FUNDS	<u>615,598</u>	<u>(616,792)</u>	<u>(1,194)</u>

Notes to the Financial Statements - continued
for the Year Ended 31st August 2019

There were no related party transactions for the year ended 31st August 2019.

**Crewe & Nantwich Gymnastics &
Communities Activities Association**

**Detailed Statement of Financial Activities
for the Year Ended 31st August 2019**

	31/8/19 £	31/8/18 £
Income and endowments		
Other trading activities		
Donations & fundraising events	8,005	8,271
Shop sales	13,104	12,576
Fees	270,662	273,495
Room letting	<u>5,775</u>	<u>8,007</u>
	297,546	302,349
Investment income		
Deposit account interest	1	-
Charitable activities		
Grants	<u>5,702</u>	<u>10,000</u>
Total incoming resources	303,249	312,349
Expenditure		
Other trading activities		
Purchases	7,337	6,616
Support costs		
Management		
Wages	208,155	221,721
Rates and water	11,432	9,627
Insurance	7,629	8,345
Light and heat	9,152	14,938
Telephone	982	998
Printing, postage, stationery and advertising	1,659	1,898
Cleaning and sundries	5,871	6,272
Licences	1,082	2,729
Travel expenses	6,257	8,012
Repairs, renewals and maintenance	9,673	21,287
Depreciation of tangible and heritage assets	14,736	15,608
Profit on sale of tangible fixed assets	940	-
Bank interest and charges	1,279	1,985
Loan interest	<u>2,425</u>	<u>1,761</u>
	281,272	315,181
Governance costs		
Accountancy and legal fees	<u>4,755</u>	<u>1,631</u>
Total resources expended	<u>293,364</u>	<u>323,428</u>
Net income/(expenditure)	<u>9,885</u>	<u>(11,079)</u>

This page does not form part of the statutory financial statements