Registered number 08078193

Charity number 1169306

The Melbourne Sporting Partnership Limited (A company limited by guarantee)

Report and Accounts

31 March 2021

The Melbourne Sporting Partnership Limited Company Information

Registered number

08078193

Charity number

1169306

Constitution

The Melbourne Sporting Partnership Limited is a company limited by guarantee and a registered charity governed by its memorandum and revised articles of association amended by special resolution on 8th August 2016. Charity number 1169306. Company number 08078193.

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law.

SL Allen

G Cantwell

SN Fletcher

JS Hogwood

Melbourne RFC Limited

R Spencer

CD Archer (appointed 24.09.2020)

Other Officers who are not trustees were as follows:

Chairman

SJ Hollingsworth

Vice Chairman

TC Shone

Secretary

RH Anderson (resigned 24.09.2020) RJ Heldreich (appointed 26.11.2020)

Treasurer

RH Anderson (resigned 24.09.2020) RJ Heldreich (appointed 26.11.2020)

President

JP Harrison

Vice President

DWM Keith

Accountants

Coalesco Accountants Limited 156 Russell Drive, Wollaton, Nottingham, Nottinghamshire NG8 2BE

The Melbourne Sporting Partnership Limited Company Information

Registered number

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Principal Office

The Sports Pavillion, Melbourne Sports Park Cockshut Lane, Melbourne, Derbyshire DE73 8DG

Registered office

The Pavillion, Cockshut Lane, Melbourne, Derbyshire DE73 8DG

Registered number: 08078193 Charity number: 1169306

Trustees' Report

The trustees who are also the directors of the charity for the purpose of the Companies Act 2006 present their report with the financial statements of the charity for the year ended 31 March 2021. The financial statements comply with the current statutory requirements being the Charities Act 2011, the Companies Act 2016, the Memorandum and Articles of Association 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) the Charities Commission's guidance contained in the Statement of Recommended Practice (FRS 102).

Charitable objects

To promote for the benefit of the inhabitants of Melbourne, South Derbyshire and the surrounding area the provision of multi-purpose sporting facilities for recreation or other leisure time occupation for individuals who have need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances or for the public at large in the interest of social welfare and with the objects of improving the condition of life of the said inhabitants.

Structure, governance and management

The Melbourne Sporting Partnership Limited (Company number 08078193) was incorporated on 22nd May 2012 and became a registered charity on 21st September 2016 (registered charity number 1169306) and is governed by the amended Articles of Association passed by special resolution on 8th August 2016. Its status is that of a company limited by guarantee and the liability of each member is responsible in the event of a winding up is limited to £1. The overall management responsibility of the Charity is under the control of the trustees who are the directors of the company and they are elected in accordance with the Articles of Association at least annually at the Annual General Meeting. The trustees act in an unpaid capacity on behalf of their member clubs. The day to day project activity is carried out by paid employees and volunteers.

Appointment of Trustees and Officers of the Company

There are four member clubs as stated in the Articles of Association and they have the rights to appoint two representatives per club to act as trustees and they carry the voting powers of the company. The trustees are appointed annually at the general meeting and each member club can put forward two named people to act as trustees. If for any reason that individual leaves the member club they must resign and the member club can propose another person to take their place subject to a vote of the trustees.

Associate members can appoint two representatives to attend trustee meetings but they have no voting rights at the meetings.

The other officers of the company are appointed annually at the Annual General Meeting and have no voting rights in the meetings.

Registered number:

08078193

Charity number:

1169306

Trustees' Report

Summary of the main activities undertaken for the community

The main activities of the charity are to provide facilities to promote community participation in healthy recreation for the benefit of the inhabitants of Melbourne, South Derbyshire and surrounding areas.

This is undertaken by supporting the member clubs and the provision of upgraded facilities to enable additional sporting activities to be provided in the area for the use of persons who have the need for such facilities by reason of their youth, age, infirmity or disablement, poverty or social and economic circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said inhabitants.

Achievements, performance and financial review

Like every other person and organisation in the UK, The Melbourne Sporting Partnership Limited has been impacted by the Covid-19 pandemic throughout the 2020/21 year. We started the financial year in full lockdown. We were able to re-open to a limited extent through the summer of 2020 as restrictions eased, but we returned to full lockdown in the autumn in line with the rest of the country. After the end of our financial year in 2021 restrictions have eased and we have been able to open again for all of our main sports to some extent.

The impact of the pandemic on the UK was totally unprecedented. We took swift action to furlough permanent staff and apply for available financial support during this period to protect the future of our organisation. In particular we were grateful to South Derbyshire District Council ('SDDC') who provided grant funding while we were closed for business and then to support re-opening in a Covid secure way. Melbourne Parish Council also agreed to accelerate payment of a donation. The Trustees reviewed the cost base of the organisation and sought reductions wherever possible, including a reduced pitch maintenance plan. A contribution holiday was agreed for the AGP Sink Fund, and repayments on the outstanding loan from SDDC were deferred for a year.

Our affiliated sports clubs were also impacted by Covid-19 to different extents. Tennis was one of the first sports permitted to re-commence in the Summer of 2020 and the courts were well used by club members and also by members of the public as a result. Some friendly Cricket fixtures took place through the summer of 2020, but leagues did not operate. Rugby and Football faced greater restrictions due to the level of contact within those sports.

Despite the challenges of the pandemic, major improvements to the site have taken place. A major drainage programme on the main rugby pitches was completed, and work is now largely complete on the drainage programme for the third rugby pitch and training area. This is being funded via a 15 year interest free loan from the Rugby Football Union. The work will enable the Rugby Club to have most of their junior teams training and playing matches on the site as well as ensuring that the first team matches will be played. This will bring in additional revenue to The Sports Pavilion with the increased use of the facilities and it is projected that this will more than cover the cost of the loan repayments. To help accommodate the additional visitors to site we also extended the car parking provision at the AGP end of the site.

After 3 years of fundraising, by late 2020 Melbourne Tennis Club had raised enough funds to build 3 new artificial grass courts for members alongside the existing 3 courts operated by the MSP. Following the granting of planning permission, the construction of the new courts was completed in Spring 2021 and they are now open for play and very popular with members. The courts were a key part of the club's plans for growth in all age groups and will enable more teams to compete in local leagues.

Registered number:

08078193

Charity number:

1169306

Trustees' Report

The Melbourne Sporting Partnership (Trading) Limited

As facilities were closed for a significant part of the year, takings and profit were well down on previous years. Restrictions also meant that functions could not take place which are another source of income. In preparation for the summer of 2021 and the easing of restrictions a new patio area was opened outside which has been a great success and has helped see an improvement in trading results in 2021/22.

The company pays for its own staff and contributes to the staff costs of the management of the pavilion as well as the direct costs of operating. In previous years the company has made a donation to The Melbourne Sporting Partnership Limited. Due to the impact of the Covid-19 pandemic on the Company this will not be possible for 2020/21.

Reserves policy

The trustees recognise the need for reserves to cover maintenance of and future investment in the current facilities. The aim is to accumulate reserves and obtain grants to develop further the facilities for the existing clubs and expand the range of sporting activities available to the public in fulfilment of the charitable objects of the company.

One of the conditions of the money made available for the building of the Artificial Grass Pitch was that a sinking fund had to be part of the reserves of the company so an amount of £1,250 per month is allocated to the sinking fund and is included in the general reserves of the company. At 31st March 2021 this reserve amounted to £65,000 (2020 - £65,000) and will continue to increase on a monthly basis over the next six years. Due to the Coronavirus dispensation has been obtained to temporally stop the monthly transfers to this reserve but the management committee will review this later in the next financial year.

Data Protection

The trustees have complied with the provisions of the Data Protection Act 2018, which incorporates the General Data Protection Regulations, which came into force in respect of personal data and have not shared it with other organisations. The trustees are not aware of any non-compliance with these Acts and they maintain a personal data protection policy and policy statement.

Trustees' responsibilities in relation to the financial statements

Company law requires that the trustees prepare financial statements that give a true and fair view of the state of the affairs of the charity at the end of the financial period and of its surplus or deficit for the financial period. In doing so the trustees are required to:

Select suitable accounting policies and then apply them consistently.

Make judgments and estimates that are reasonable and prudent; and

Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charity will continue in business.

The trustees are responsible for maintaining proper accounting records which disclose with reasonable accuracy at any time the financial position of the charity and enables them to ensure that the financial statements comply with the Companies Act 2006. The trustees are also responsible for the safeguarding of the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Registered number:

08078193

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Trustees' Report

Independent Examiner

A resolution will be proposed at the Annual General Meeting that Coalesco Accountants Limited be reappointed as independent examiners to the charity for the ensuing year.

Small company provisions

RogerSpencer

This report has been prepared in accordance with the provisions in Part 15 of the Companies Act

This report was approved by the board on 29 September 2021 and signed on its behalf.

R Spencer Trustee

6

The Melbourne Sporting Partnership Limited (A company limited by guarantee) Company Number 08078193 **Charity Number 1169306**

Independent Examiners Report for the year ending 31 March 2021

I report on the accounts for the year ending 31st March 2021 set out on pages 8 to 15.

Respective responsibilities of trustees and examiner

The charity's trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts in accordance with the requirements of the Companies Act 2006 ("the 2006 Act"). The charity's trustees consider that an audit is not required for this year under Section 144 (2) of the Charities Act 2011 (the 2011 Act) and that an independent examination is needed.

Having satisfied myself that the accounts of the Company are not required to be audited for this year under Part 16 of the 2006 Act and are eligible for independent examination, I report in respect of my examination of your charity's accounts 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.

Basis of independent examiner's report

My examination was carried out in accordance with general directions given by the Charity Commission. An examination includes a review of the accounting records kept by the charity and a comparison of the accounts presented with those records. It also includes consideration of any unusual items or disclosures in the accounts, and seeking explanations from you as trustees concerning any such matters. The procedures undertaken do not provide all the evidence that would be required in an audit, and consequently no opinion is given as to whether the accounts present a "true and fair view" and the report is limited to those matters set out in the statement below.

Independent examiner's statement

In connection with my examination, no matter has come to my attention:

- 1) which gives me reasonable cause to believe that in any material respect the requirements to keep accounting records in accordance with section 386 of the Companies Act 2006; and to prepare accounts which accord with the accounting records and comply with the accounting requirements of section 396 of the Companies Act 2006 and with the methods and principles of the Statement of Recommended Practice: Accounting and Reporting by Charities (FRS 102) have not been met; or
- 2) to which, in my opinion, attention should be drawn in order to enable a proper understanding of the accounts to be reached.

Linda A Frier (FCCA)

Coalesco Accountants Limited **Chartered Certified Accountants** 156 Russell Drive. Wollaton, Nottingham,

Nuda Differ

NG8 2BE

29 September 2021

The Melbourne Sporting Partnership Limited Statement of Financial Activities for the year ended 31 March 2021

	Unrestricted Funds 2021 £	Unrestricted Funds 2020 £
INCOMING RESOURCES Incoming resources from generating funds		
Voluntary income	1,156	8,640
Incoming resources from charitable activities Provision of sporting facilities	61,547	103,790
Interest receivable	22	92
Grants received	58,447	-
	121,172	112,522
RESOURCES EXPENDED		
Charitable activities Provision of sports facilities	95,228	99,119
Governance costs	2,181	2,798
	97,409	101,917
Net income for period	23,763	10,605
Unrestricted fund brought forward	(26,120)	(21,725)
Transfer to AGP sinking fund	-	(15,000)
Unrestricted fund carried forward	(2,357)	(26,120)
Designated fund		
AGP Sinking Fund brought forward	65,000	50,000
Transfer from unrestricted fund	-	15,000
AGP Sinking Fund carried forward	65,000	65,000
Total funds carried forward	62,643	38,880

All incoming resources and resourses expended derive from continuing activities.

The Statement of Financial Activities includes all gains and losses recognised in the period.

Registered number:

08078193

Charity number:

1169306

Balance Sheet

as at 31 March 2021

No	otes		2021 £		2020 £
Fixed assets					
Tangible assets	3		2,306		4,027
Investments	4		100		100
			2,406		4,127
Current assets					
Debtors	5	40,543		43,765	
Cash at bank and in hand		81,543		62,614	
		122,086		106,379	
Creditors: amounts failing due					
within one year	6	(46,249)		(56,026)	
Net current assets			75,837		50,353
Total assets less current liabilities			78,243	-	54,480
Creditors: amounts falling due after more than one year	7		(15,600)		(15,600)
Net assets			62,643	-	38,880
Capital and reserves					
AGP sinking fund	10		65,000		65,000
Unrestricted fund			(2,357)		(26,120)
Total Charity Funds			62,643	_	38,880

The Directors are satisfied that the company is entitled to exemption from the requirement to obtain an audit under section 477 of the Companies Act 2006.

The Members have not required the company to obtain an audit in accordance with section 476 of the Act,

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

The accounts have been prepared and delivered in accordance with the special provisions applicable to companies subject to the small companies regime. The profit and loss account has not been delivered to the Registrar of Companies.

R Spencer Director

Approved by the board on 29 September 2021

RogerSpencer

1 Accounting policies

Charity Information

The Melbourne Sporting Partnership Limited is a private company limited by guarantee incorporated in England & Wales. The registered office address is The Pavilion, Cockshut Lane, Melbourne, Derbyshire DE73 8DG. The nature of the charity's operations and principal activates are to promote for the benefit of the inhabitants of Melbourne South Derbyshire and the surrounding area the provision of multi-purpose sporting facilities or other recreation or other leisure time occupation for individuals who have the need of such facilities by reason of their youth, age, infirmity or disablement, financial hardship or social and economical circumstances or for the public at large in the interest of social welfare and with the object of improving the condition of life of the said inhabitants.

To promote community participation in healthy recreation for the benefit of the inhabitants of Melbourne, South Derbyshire and the surrounding area by overseeing the development and delivery of sporting activities by supporting the Member Clubs and providing upgraded facilities for the collective development. To provide direction, support and assistance to the Member Clubs to ensure they are managed effectively and sustainably. To promote the profile of the Member Clubs and assist them in retaining members and volunteers and develop new ones.

Basis of preparation

The accounts have been prepared under the historical cost convention and in accordance with FRS 102, The Financial Reporting Standard applicable in the UK and Republic of Ireland and in accordance with Accounting and Reporting by Charities, the Statement of Recommended Practice for charities applying FRS102, the Companies Act 2006 and UK generally accepted accounting policies as it applies from 1st January 2015.

The trustees confirm that they have referred to the guidance contained in the Charity Commission's guidance on public benefit when reviewing the charity's aims and objectives and in planning future activities. Assets and liabilities are initially recognised at historic cost or transaction value unless otherwise stated in the relevant accounting policy notes. Reconciliation with previous Generally Accepted Accounting Practice. In preparing the accounts, the trustees have considered whether in applying the accounting policies required by FRS 102 and the Charities SORP FRS 102 the restatement of comparative items was required .

Going concern

At the time of approving the accounts, the trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus the trustees continue to adopt the going concern basis of accounting in preparing the accounts.

Charitable funds

Unrestricted funds are available for the use at the discretion of the trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Incoming resources

a) Donations

Income from donations is included in the incoming resources when these are receivable, except as follows; When donors specify that donations given to the charity must be used in future accounting periods, the income is then deferred until those periods. When donors impose conditions which have to be fulfilled before the charity becomes entitled to use such income, the income is deferred and not included in incoming resources until the pre-conditions for use have been met. When donors specify that donations are for particular restricted purposes, which do not amount to pre-conditions regarding entitlement, this income is included in incoming resources of restricted funds when receivable.

b) Provision of Sports Facilities

Income from sports facilities are included in the period in which the charity is entitled to the receipt.

Resources expended

Resources expended are included in the Statement of Financial Activities on an accruals basis, inclusive of any VAT which cannot be recovered. Certain expenditure is directly attributable to specific activities and has been included in those cost categories.

Fund accounting

Funds held by the charity are;

Unrestricted general funds - these are funds which can be used in accordance with the charitable objectives at the discretion of the trustees.

AGP Sinking fund - This is designated for the replacement of the playing surface over a ten year period.

Tangible fixed assets

Tangible fixed assets are measured at cost less accumulative depreciation and any accumulative impairment losses. Depreciation is provided on all tangible fixed assets, other than freehold land, at rates calculated to write off the cost, less estimated residual value, of each asset evenly over its expected useful life, as follows:

Plant and machinery

33% straight line

Investments

Investments in subsidiary undertaking are measured at cost.

Taxation

The Melbourne Sporting partnership Limited is a registered charity, and as such is exempt from taxation

Pensions

Contributions to defined contribution plans are expensed in the period to which they relate.

Critical accounting estimates and judgements

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

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

Legal status of the charity

The charity is a company limited by guarantee and has no share capital. Every member of the trustees undertakes to contribute to the assets of the charity, in the event of the same being wound up during the time that he is a member, or within one year afterwards, for payment of the debts and liabilities of the charity contracted before the time at which he ceases to be a member, and of the costs, charges and expenses of winding up the same, and for the adjustment of the rights of the contributories amongst themselves, such amount as may be required not exceeding £1.

Going concern

The accounts have been prepared on a going concern basis, the trustees are not aware of any existence of any material uncertainties.

2	Employees	2021 Number	2020 Number
	Average number of persons employed by the company	4	6
3	Tangible fixed assets		Plant and machinery etc
	Cost At 1 April 2020 At 31 March 2021		8,510 8,510
	Depreciation At 1 April 2020 Charge for the year At 31 March 2021		4,483 1,721 6,204
	Net book value At 31 March 2021 At 31 March 2020		2,306 4,027

4 Investments

	Other investments £
Cost At 1 April 2020	100
At 31 March 2021	100

The Melbourne Sporting Partnership Limited holds 100 shares of £1 each in its wholly owned trading subsidiary company The Melbourne Sporting Partnership (Trading) Limited. Company number: 10224563. These are the only shares allotted, called up and fully paid.

5	Debtors	2021 £	2020 £
	Trade debtors	9,668	3,177
	Prepayments	1,763	1,903
	Other debtors	29,112	38,685
		40,543	43,765
	Amounts due after more than one year included above	21,000	21,000

The loan to the subsidiary company, included within other debtors, is due to be repaid over ten years starting from February 2018. The loan is unsecured and interest free but can be repaid earlier subject to funds being available. The loan repayment was delayed in the years ended 31st March 2020 and 31st March 2021 due to the Coronavirus pandemic.

6	Creditors: amounts falling due within one year	2021 £	2020 £
	Trade creditors	361	3,858
	Amounts owed to subsidiary company	10,739	14,022
	Accruals	26,383	29,383
	Other creditors	8,766	8,763
		46,249	56,026
7	Creditors: amounts falling due after one year	2021	2020
		£	£
	Other creditors	15,600	15,600

8	Loans	2021	2020
		£	£
	Other creditors include:		
	Loans due in one to five years	13,000	13,000
	Loans due in more than five years	2,600	2,600
		15,600	15,600

9 Registration of charges

There are three registration of charges lodged at Companies House in respect of The Football Association. The legal charge in respect of the grant was over the leasehold property on the southeast side of Cockshut Lane, Melbourne, Derbyshire including any buildings, facility and equipment thereon which was dated 23rd March 2017.

There is a registration of charge lodged at Companies House in respect of The English Sports Council. The legal charge in over the leasehold property known as the land on the southeast side of Cockshut Lane, Melbourne, Derbyshire which was dated 23rd March 2017.

10 AGP sinking fund	2021 £	2020 £
At 1 April 2020 Transfer from general fund	65,000 -	50,000 15,000
At 31 March 2021	65,000	65,000

Designated Funds - This represents the provision for the Artificial Grass Pitch (AGP) which is to increase by £1,250 per month for the next six years.

Due to the Coronavirus dispensation has been obtained to temporally stop the monthly transfers to this reserve but the management committee will review this later in the next financial year.

11 Related party transactions

During the year the following related party transactions occurred The company made sales of £12,480 (2020 - £25,121) to Melbourne Dynamo Football Club, an organisation in which Mr G Cantwell and Mr C Archer were committee members. The balance owed as at 31st March 2021 was £1,378 (2020 - £2,180).

The company made sales of £7,280 (2020 - £14,123) to Melbourne RFC Ltd, a company which is a trustee of The Melbourne Sporting Partnership Limited. The balance owed as at 31st March 2021 was £2,750 (2020 - £290).

The company made sales of £2,035 (2020 - £4,145) to Melbourne Town Cricket Club, an organisation in which Mr JS Hogwood and Mr SN Fletcher were committee members. The balance owed as at 31st March 2021 was £469 (2020 - £nil).

The company made sales of £3,000 (2020 - £6,955) to Melbourne Tennis Club, an organisation in which Mrs SL Allen & Mr R Spencer were committee members. The balance owed as at 31st March 2021 was £750 (2020 - £nil).

The company sold goods totalling £23,056 (2020 - £43,291) to The Melbourne Sporting Partnership (Trading) Limited. The balance owed to the company and included in trade debtors as at 31st March 2021 was £4,139 (2020 - £-692). The Melbourne Sporting Partnership (Trading) Limited is a subsidiary of The Melbourne Sporting Partnership Limited.

Included in amounts owed to subsidiary company is an amount of £10,739 (2020 - £14,022) owed by The Melbourne Sporting Partnership (Trading) Limited which is a subsidiary of The Melbourne Sporting Partnership Limited.

Included in other debtors is a donation of £nil (2020 - £8,515) from Melbourne Sporting Partnership (Trading) Limited, a company which is a subsidiary of The Melbourne Sporting Partnership Limited.

Included in other debtors is an amount of £28,000 (2020 - £28,000) owed by The Melbourne Sporting Partnership (Trading) Limited which is a subsidiary of The Melbourne Sporting Partnership Limited. The loan is repayable by annual instalments over the next eight years. The loan repayment was delayed in the years ended 31st March 2020 and 31st March 2021 due to the Coronavirus pandemic.

12 Other Income

Included within other income there is a donation in the sum of £9,000 (2020 - £9,000) received from The Melbourne Parish Council.

13 Other information

The Melbourne Sporting Partnership Limited is a private company limited by guarantee and incorporated in England. Its registered office is:

The Pavillion,

Cockshut Lane.

Melbourne,

Derbyshire

DE73 8DG

The Melbourne Sporting Partnership Limited Detailed profit and loss account for the year ended 31 March 2021

	2021 £	2020 £
Voluntary income Donations	1,156	8,640
Incoming resources from charitable activities Provision of sporting facilities	119,994	103,790
	121,150	112,430
Charitable activities Provision of sporting facilities Governance costs	(95,228) (2,181)	(99,119) (2,798)
Net incoming	23,741	10,513
Interest receivable	22	92

The Melbourne Sporting Partnership Limited Detailed profit and loss account for the year ended 31 March 2021

	2021	2020
	£	£
Incoming Resources	100 0000000000	
Donations	1,156	8,640
AGP hire	14,278	33,245
Membership and pitch fees	16,175	31,250
Grass pitch hire	- 1.5	50
MUGU tennis	3,995	838
Netball	246	252
Room hire	2,103	7,000
Other income - unrestricted	9,000	10,155
Management charge	15,750	21,000
Grants received	58,447	
	121,150	112,430_
Charitable Activities		
Provision of Sporting Facilities		
Employee costs:		
Wages and salaries	33,476	31,636
Pensions	272	317
Employer's NI	559	
	34,307	31,953
Premises costs:		
Rates and water	2,800	9,726
Security charges	757	-
Light and heat	11,324	15,154
Ground and premises maintenance	13,015	24,369
Cleaning	1,376	1,458
	29,272	50,707
General administrative expenses:	4.000	4.047
Telephone and fax	1,666	1,847
Stationery and printing	30	14
Insurance	3,940	3,653
Software	1,611	1,906
Repairs and maintenance	22,381	7,601
Depreciation	1,721	1,788
Bad debts	-	(550)
Sundry expenses	300	200
	31,649	16,459
Governance costs	4.000	000
Accountancy fees	1,080	900
Other legal and professional	1,101	1,842
Bank charges		56
	2,181	2,798
	97,409	101,917