

Charity Registration No. 1074808

Company Registration No. 03531443 (England and Wales)

TAMESIDE SPORTS TRUST
ANNUAL REPORT AND FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2018



TAMESIDE SPORTS TRUST

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	John Taylor Martin Collett Jon Keating Eddie Thornton-Chan Martin Nield	(Appointed 1 January 2018)
Chief Executive	M Tweedie (Resigned 14 May 2018) C Rushton (Appointed 14 May 2018)	
Charity number	1074808	
Company number	03531443	
Registered office	Ken Ward Sports Centre Hattersley Road East Hattersley Hyde Cheshire SK14 3NL	
Auditor	Chadwick & Company (Manchester) Limited Chartered Accountants Statutory Auditors Capital House 272 Manchester Road Droylsden Manchester M43 6PW	
Senior Statutory Auditor	Tracey Connor BSc FCA	
Bankers	The Co-operative Bank Plc 1 Market Place Ashton-under-Lyne Lancashire OL6 6DL	
Solicitors	Pannone & Partners 23 Deansgate Manchester M3 2BU	

TAMESIDE SPORTS TRUST

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TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2018

The directors present their report and accounts for the year ended 31 March 2018.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the the trust's Articles of Association, the Companies Act 2006 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)" (as amended for accounting periods commencing from 1 January 2016).

Structure, governance and management

Tameside Sports Trust (the Trust) is a company limited by guarantee and governed by its Articles of Association adopted on 12 December 2012. It is registered as a charity with the Charity Commission. Each director has a liability limited to £10 each in the event of the winding up of the charity. The Board has adopted the 2016 Code for Sports Governance produced by Sport England and Sport UK. The trustees delegated the day to day management to the chief executive officer Mark Tweedie.

The directors who are also the trustees for the purpose of company law who served during the year were:

John Taylor	
Ian Munro	(Resigned 2 October 2018)
Bernadette Ashcroft	(Resigned 30 August 2017)
Martin Collett	
Yvonne Harrison	(Resigned 23 November 2017)
Jon Keating	
Eddie Thornton-Chan	
Martin Nield	(Appointed 1 January 2018)

Recruitment and appointment of new Directors

The Board consists of no less than three and no more than eleven directors of which up to two can be nominated by Tameside Metropolitan Borough Council and one nominated by the Trust's staff. The remaining directors are appointed from within the local community by a process of advertisement, application and interview. Each director would expect to serve for three years before reselection or retirement. As at 31 March 2018 there were five vacancies on the Board of Directors. A recruitment campaign is currently taking place.

Induction and training of new Directors

New Directors are provided with a handbook summarising the activities of the Trust, the role of the directors, an organisation chart, board meeting procedures and contact details. All new directors provide a signed declaration confirming the director understands their responsibilities and obligations as a director.

Board meetings

The directors meet every two months. There is also a sub group which covers resource management including finance and corporate performance that meets every two months prior to each board meeting. Ad-hoc groups are organised as and when required for unique considerations.

TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Related parties

The Trust has a close relationship with Tameside Metropolitan Borough Council (Council) for whom it manages the borough's sports and leisure facilities and a selection of secondary school sports halls to deliver their community use function. Council facilities include Active Copley, Active Medlock, Active Ashton, Active Hyde, Active Dukinfield, Active Denton, Active Etherow, Active Ken Ward, Active Oxford Park and Total Adrenaline. The facilities consist of six swimming pools, one of which, Hyde, is a bespoke leisure pool, and four state of the art gyms and dance studios. In addition, Ken Ward Sports Centre and Oxford Park provide a further two gyms and two dance studios.

There is one council nominated director who is also Chair of the Board. In addition the Chief Executive of the Sports Trust has regular meetings with the Director of Public Health.

The Trust has an agreement with the Council to operate the Councils sports facilities and deliver sports activities, the outcomes of which are determined by a number of agreed partnership objectives.

The Trust has an agreement with Copley High School for the provision of sports facilities at Active Copley. Copley High School is part of Great Academies Education Trust (GAET). Ian Munro is the Chair and a non-executive director of GAET.

Objectives and achievements

The Trust's objectives and principal activities, as contained in its Articles of Association are:

"To provide or assist in the provision of facilities for recreation or other leisure time occupation for the general public or in conjunction with the Tameside Metropolitan Borough Council and its neighbourhood in the interests of social welfare"

2017/18 can be seen as the year in which Active Tameside's ground breaking approach to health inequalities has been fully acknowledged on both a regional and national basis. It's true that we have; over 10,000 health and fitness members, more than 4,000 children and adults on our learn to swim programme and in excess of 1,000 children on our gymnastics pathway. However, it is our commissioned work totalling some £2 million that UK Active has validated in terms of innovation, delivery and associated outcomes. Indeed, the growth of 'non-operational' revenues and associated margins is fundamental to both the sustainability of the business and its impact across the borough.

A notable achievement is that Active Tameside became the UK Active Outstanding Organisation of the Year for 2018 - this industry wide recognition is a source of great pride to all of us! The UK Active award is a prestigious and objective validation of both our productivity and the integrity which underpins it. Going forward, we will strive to ensure that despite an increasingly challenging commercial environment, we remain focused on the clearly articulated aspirations of our primary stakeholder, Tameside Metropolitan Borough Council (TMBC).

The Trust continued its journey to financial recovery and sustainability dictated by a fundamental objective to deliver a balanced budget and return to a positive cash flow position. The Trust has continued to successfully grow income by developing services, generating new customers and improving customer relationships through further improvements to the marketing and communications function and will launch a major marketing campaign in September and October 2018 to drive memberships.

The Trust has significantly improved the quality of management information. This is being used to improve performance management and more accurately understand the potential of the business and identify and plan for improvement. This will continue in 2018/19 with the intention of producing accurate management accounts within ten working days of the month end.

We have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing our aims and objectives and in planning our future activities. In particular the Directors consider how planned activities will contribute to the aims and objectives they have set.

TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Risk management

The major risks to which the charity is exposed, as identified by the directors, have been reviewed and systems have been established to mitigate those risks.

Strategic report

Achievements and performance

Charitable activities

The financial statements have been prepared on a going concern basis, which presumes that the Trust will continue to receive financial support from the Council by means of a management fee. The management fee from the Council including the health contributions has been settled at £1,603,000 for 2017/18. For the year 2018/19 to date it has been paid at the annual rate of £1,451,000.

To supplement the provision of high quality leisure facilities the Trust is committed to developing a high quality service. The Trust is working with partner organisations to introduce cost effective, fit for purpose, peer quality assurance processes.

Financial review

Reserves policy

It is the aim of the Directors to build up unrestricted reserves to cover a reasonable level of future management, administration and support costs. Due to difficult trading in the year, the Directors have not included an annual contribution for 2017/2018 but remain committed to developing a reserve policy to support the medium term financial strategy.

The Greater Manchester Pension Fund was subjected to a full valuation as at 31 March 2016 and with the application of the current Financial Reporting Standard FRS102, has resulted in increasing the pension fund liability to a deficit of £4,251,000 as at 31 March 2018. The actuary has indicated that where possible it is taking a long term view in recovering this deficit which results in phased annual increases as detailed in note 18. The Directors are confident the increased contribution rates will not have a significant impact on the Trusts cash flow situation and its ability to meet its debts as they fall due.

As at 31 March 2018, the Trust has an overall deficit of £(3,301,073) which consists of a deficit of £(5,235,652) on the Unrestricted Reserve and a surplus on the Restricted Reserve of £2,214,579. The Restricted Reserve represents the balance of the football pitch grant, the fitness suite at Oxford Park Community Centre, the funding received for the new sprung floor at the gymnastics centre, the development programs at Ashton Pools, Copley Leisure Centre and Hyde Leisure Pool, the fitness suite at the Ken Ward Centre and the iTrain centre.

Principal funding sources

In addition to the Trusts operating turnover of £8,503,664 the other principal source of funding for the charity was the management fee of £1,503,000 from the Council. For the year 2018/19 the management fee has been agreed at an annual value of £1,451,000.

Internal control systems

The whole set of financial rules have been reviewed and updated during this period. A regime of auditing adherence to the financial rules will need to be implemented within the Trust.

Investment policy

The Trust does not at this stage in its development consider it necessary to have a formal investment policy. Since its formation all surplus monies have been invested on our behalf through the Trusts bankers who have provided us with access to a Public Sector Reserve Account.

TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Employee involvement

Staff

Tameside Sports Trust operates an all-inclusive equal opportunities and diversity policy in relation to employment applications.

The Trust is striving to be an effective Equal Opportunities Employer. The purpose of this policy is to provide opportunities to all in employment irrespective of gender, race, ethnic origin, disabilities, age, nationality, national origin, sexuality, religion, marital status and social class. we oppose all forms of unlawful and unfair discrimination.

The Trust is committed to the ongoing development and training of all its employees who it considers to be its most valuable asset. As such an employee who becomes disabled will be provided with any necessary training to ensure their continued employment within the Trust. The Trust has a comprehensive staff review procedure which ensures that the training requirements and the career development of all its employees is considered and as such, is an Investor in People accredited organisation.

The Trust produces a bi-monthly newsletter which is distributed to every member of staff which includes information relating to the performance of the organisation and also any information and "news" items that may be considered relevant to the staff.

Future Developments

Significant gains are planned from income growth and relative expenditure reduction within the existing facility asset base. However, continuing to operate ageing and inefficient facilities and competing with increasing and more aggressive market competition in the gym element of the business remains challenging. Future stability will be delivered in two ways; through an appropriate long term capital investment strategy to reconfigure and redevelop the facility asset base to dramatically improve operational efficiency and by increasing income through targeted interventions in memberships and an on-going cost reduction plan. Strategies for both these measures are in place, the former reliant upon Council commitment to investment.

Principal risks and uncertainties

The Trust continues to receive funding from Tameside Metropolitan Borough Council by way of a management charge. Any reduction in the future level of funding could impact the services provided by the Trust. Tameside Metropolitan Borough Council is also the biggest single creditor excluding the Local Government Pension Scheme.

Pension Deficit

The directors recognise the impact of the deficit accruing upon actuarial valuation. Whilst of the view that the deficit would only crystallise upon failure of the company it acknowledges that the next triennial valuation, (due 31 March 2019), will recognise the current position and adverse movements in pension costs borne by the company are a possible outcome. The directors have acknowledged the employer contribution rate determined by Greater Manchester Pension Fund which is provided on a 3 year cycle and is assessed so as to fund the pension liability in the long term. In this context the medium term financial strategy provided for an increase in the rate from 2016/17 onwards. The directors have reviewed an independent report to assess all potential options for future pension provision, with a view to determining the most appropriate way forward and to reduce the risks to the Trust.

TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

FOR THE YEAR ENDED 31 MARCH 2018

Going Concern

The directors have considered their obligations to prepare these financial statements on an appropriate basis, having specific regard to the charity's net liability position within unrestricted funds as at 31 March 2018. The net liability position is as a result of the inclusion of the pension scheme deficit mentioned above.

The directors have reviewed budgets and cash flow forecasts for the periods to 30 November 2019. Efficiency savings and improved income streams have been identified and are currently being pursued by the management team with a major focus on increasing membership income in September and October 2018. The directors have considered the forecasts, the proposed savings and possible new income streams and consider them to be reasonable.

The directors recognise the extent to which the company has relied on support from Tameside MBC, and are aware of the agreed funding schedule received from the council. During 2017/18 the directors gave significant consideration to the future operating model of the company in order to plan effectively for future activities. The directors, advised by the executive, will continue, in 2018/19, to explore opportunities in order to maintain the viability of the company including working closely with our key partner, Tameside Metropolitan Borough Council, who as well as being the biggest single funder are also the biggest creditor.

After making enquiries and considering the issues described above, the directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For these reasons they continue to adopt the going concern basis of accounting in preparing these financial statements.

Statement of trustees' responsibilities

The trustees, who are also the directors of Tameside Sports Trust for the purpose 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 which give a true and fair view of the state of affairs of the the trust and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:

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

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the the trust 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 the trust and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditor

Each of the trustees has confirmed that there is no information of which they are aware which is relevant to the audit, but of which the auditor is unaware. They have further confirmed that they have taken appropriate steps to identify such relevant information and to establish that the auditor is aware of such information.

TAMESIDE SPORTS TRUST

TRUSTEES' REPORT (CONTINUED)(INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)

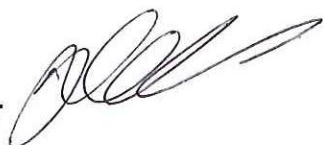
FOR THE YEAR ENDED 31 MARCH 2018

Auditor

A resolution proposing that Chadwick & Company (Manchester) Limited be reappointed as auditors will be put to the members.

On behalf of the board of Directors

John Taylor
Director



Dated: 21 November 2018

TAMESIDE SPORTS TRUST

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF TAMESIDE SPORTS TRUST

Opinion

We have audited the financial statements of Tameside Sports Trust ('the trust') for the year ended 31 March 2018 which comprise the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the charitable company's affairs as at 31 March 2018 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the accounts section of our report. We are independent of the trust in accordance with the ethical requirements that are relevant to our audit of the accounts in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the trust's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

TAMESIDE SPORTS TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF TAMESIDE SPORTS TRUST

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of our audit:

- the information given in the trustees' report, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the trustees' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the trust and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the trustees' report.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the trust for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the trust's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

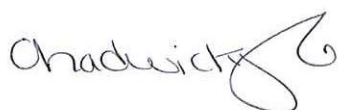
A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

TAMESIDE SPORTS TRUST

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF TAMESIDE SPORTS TRUST

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.



**Tracey Connor BSc FCA (Senior Statutory Auditor)
for and on behalf of Chadwick & Company (Manchester) Limited**

Chartered Accountants
Statutory Auditors
Capital House
272 Manchester Road
Droylsden
Manchester
M43 6PW

21 November 2018

TAMESIDE SPORTS TRUST

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2018

	Notes	Unrestricted funds £	Restricted funds £	Total 2018 £	Total 2017 £
<u>Income from:</u>					
Charitable activities	3	10,006,664	-	10,006,664	10,443,120
Investments	4	461,017	-	461,017	494,055
Total income		10,467,681	-	10,467,681	10,937,175
<u>Expenditure on:</u>					
Charitable activities	5	11,406,384	384,525	11,790,909	10,203,595
Net (expenditure)/income for the year/ Net incoming/(outgoing) resources		(938,703)	(384,525)	(1,323,228)	733,580
Other recognised gains and losses					
Actuarial gain/(loss) on defined benefit pension schemes		621,000	-	621,000	(702,000)
Net movement in funds		(317,703)	(384,525)	(702,228)	31,580
Fund balances at 1 April 2017		(4,927,949)	2,599,104	(2,328,845)	(2,360,425)
Fund balances at 31 March 2018		(5,245,652)	2,214,579	(3,031,073)	(2,328,845)

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

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

TAMESIDE SPORTS TRUST

BALANCE SHEET

AS AT 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Fixed assets					
Tangible assets	10		5,996,964		6,964,456
Current assets					
Stocks	12	32,837		35,288	
Debtors	13	697,609		1,500,060	
Cash at bank and in hand		167,448		99,948	
		<u>897,894</u>		<u>1,635,296</u>	
Creditors: amounts falling due within one year	14	<u>(2,306,462)</u>		<u>(2,753,167)</u>	
Net current liabilities			(1,408,568)		(1,117,871)
Total assets less current liabilities			4,588,396		5,846,585
Creditors: amounts falling due after more than one year	15		(3,368,469)		(4,066,430)
Provisions for liabilities	17		(4,251,000)		(4,109,000)
Net liabilities			<u>(3,031,073)</u>		<u>(2,328,845)</u>
Income funds					
Restricted funds					
Tangible assets		2,214,579		2,599,104	
	19	<u>2,214,579</u>		<u>2,599,104</u>	
Unrestricted funds			(5,245,652)		(4,927,949)
			<u>(3,031,073)</u>		<u>(2,328,845)</u>

The accounts were approved by the Trustees on 21 November 2018

John Taylor
Trustee



Company Registration No. 03531443

TAMESIDE SPORTS TRUST

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2018

	Notes	2018 £	£	2017 £	£
Cash flows from operating activities					
Cash generated from operations	23		963,677		1,271,893
Investing activities					
Purchase of tangible fixed assets		(195,840)		(2,705,899)	
Interest received		17		3,055	
Net cash used in investing activities			(195,823)		(2,702,844)
Financing activities					
Proceeds from borrowings		-		1,600,000	
Repayment of borrowings		(647,405)		(519,498)	
Repayment of bank loans		(52,949)		(57,254)	
Payment of obligations under finance leases		-		(83,703)	
Net cash (used in)/generated from financing activities			(700,354)		939,545
Net increase/(decrease) in cash and cash equivalents			67,500		(491,406)
Cash and cash equivalents at beginning of year			99,948		591,354
Cash and cash equivalents at end of year			167,448		99,948

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

Company information

Tameside Sports Trust is a private company limited by guarantee incorporated in England and Wales. The registered office is Ken Ward Sports Centre, Hattersley Road East, Hattersley, Hyde, Cheshire, SK14 3NL. The Trust is registered with the Charities Commission with reference number 1074808 and also uses the name Active Tameside.

1.1 Accounting convention

The accounts have been prepared in accordance with the Companies Act 2006 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)" (as amended for accounting periods commencing from 1 January 2016). The trust is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the the trust. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

The Trust has net current liabilities of £1,408,568 (2017 - £1,117,871) at 31 March 2018 and also has a defined benefit pension liability of £4,251,000 (2017 - £4,109,000) which leaves the overall net liability of the trust at £3,031,073 (2017 - £2,328,845).

The directors have reviewed budgets and cash flow forecasts for the periods to 30 November 2019. Efficiency savings and new potential income streams have been identified and are currently being pursued by the management team. The directors have considered the forecasts, the proposed savings and possible new income streams and consider them to be reasonable.

The Trust's commitment to the pension scheme remains long term however the directors are currently reviewing its options for the future pension provision with a view to determine the most appropriate way forward to reduce the risk to the Trust.

The pension deficit does not directly affect the ability of the trust to continue trading and the liability is drawn up using actuarial assumptions. The exact value of the liability cannot be accurately quantified due to the uncertainty of future events. The pension liability does not fall due immediately as it relates to future events.

After making enquiries and considering the issues described above, the directors have a reasonable expectation that the Trust has adequate resources to continue in operational existence for the foreseeable future. For these reasons they continue to adopt the going concern basis of accounting in preparing these financial statements.

Company status

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £10.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.3 Charitable funds

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

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

Designated funds are set aside by the directors out of unrestricted general funds for specific purposes or projects.

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

1.4 Incoming resources

Charitable activities

The fees and charges represent the value of the services and goods provided, excluding value added tax.

Grants

Grants are accounted for on a receivable basis.

Intangible income

Intangible income, which would comprise the use of the donated facilities is not recognised, as there is no financial cost borne by the third party.

Interest receivable

Interest is included when received by the charity.

1.5 Resources expended

Resources expended are included in the statement of financial activities on an accruals basis, inclusive of any vat which cannot be recovered.

Expenditure on charitable activities comprises those costs incurred by the charity in furtherance of its activities and services. It includes both costs that can be allocated directly to such activities and those costs of an indirect nature necessary to support them.

Governance Costs

Governance costs include those costs associated with meeting the constitutional and statutory requirements of the charity and include audit fees and costs linked to the strategic management of the charity.

1.6 Tangible fixed assets

The Trust's policy is to write off the costs of the replacement of the landlord's fixed assets to the statement of financial activities in the year of acquisition.

Major refurbishments

It is the Trust's policy to capitalise expenditure on the major refurbishments and to write off this expenditure over a period not exceeding their effective useful life as follows:-

Leasehold property refurbishment	over the remaining term of the lease
Football pitches	5-10% straight line
IT and general equipment	10-33% straight line

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.7 Stocks

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

1.8 Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities.

1.9 Financial instruments

The trust has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the trust's balance sheet when the trust becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Trade debtors, loans and other receivables that have fixed or determinable payments that are not quoted in an active market are classified as 'loans and receivables'. Loans and receivables are measured at amortised cost using the effective interest method, less any impairment.

Interest is recognised by applying the effective interest rate, except for short-term receivables when the recognition of interest would be immaterial.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the trust transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a non basic financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less.

Derecognition of financial liabilities

Financial liabilities are derecognised when the trust's contractual obligations expire or are discharged or cancelled.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

1 Accounting policies

(Continued)

1.10 Employee benefits

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the trust is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

1.11 Retirement benefits

The cost of providing benefits under defined benefit plans is determined separately for each plan using the projected unit credit method, and is based on actuarial advice.

The change in the net defined benefit liability arising from employee service during the year is recognised as an employee cost. The cost of plan introductions, benefit changes, settlements and curtailments are recognised as incurred.

The net interest element is determined by multiplying the net defined benefit liability by the discount rate, taking into account any changes in the net defined benefit liability during the period as a result of contribution and benefit payments. The net interest is recognised in income/(expenditure) for the year.

Remeasurement changes comprise actuarial gains and losses, the effect of the asset ceiling and the return on the net defined benefit liability excluding amounts included in net interest. These are recognised immediately in other recognised gains and losses in the period in which they occur and are not reclassified to income/(expenditure) in subsequent periods.

The net defined benefit pension asset or liability in the balance sheet comprises the total for each plan of the present value of the defined benefit obligation (using a discount rate based on high quality corporate bonds), less the fair value of plan assets out of which the obligations are to be settled directly. Fair value is based on market price information, and in the case of quoted securities is the published bid price. The value of a net pension benefit asset is limited to the amount that may be recovered either through reduced contributions or agreed refunds from the scheme.

1.12 Leases

Rentals payable under operating leases, including any lease incentives received, are charged to income on a straight line basis over the term of the relevant lease.

1.13 Taxation

The charity is exempt from corporation tax on its charitable activities.

2 Critical accounting estimates and judgements

In the application of the trust'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 to be relevant. Actual results may differ from these estimates.

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

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

3 Charitable activities

	Charitable activities £	Management fee £	Total 2018 £	Total 2017 £
Sales within charitable activities	8,503,664	1,503,000	10,006,664	10,443,120
Analysis by fund				
Unrestricted funds	8,503,664	1,503,000	10,006,664	
For the year ended 31 March 2017				
Unrestricted funds	7,713,120	1,430,000		9,143,120
Restricted funds	1,300,000	-		1,300,000
	9,013,120	1,430,000		10,443,120

4 Investments

	2018 £	2017 £
Interest receivable	17	3,055
Net interest on defined benefit pension scheme	461,000	491,000
	461,017	494,055

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

5 Charitable activities

	2018 £	2017 £
Staff costs	5,214,696	4,522,564
Pensions	1,269,155	645,848
Coaching	284,387	217,275
Cost of trading	275,187	180,202
Fitness suite expenses	269,095	566,920
Rent, heat, light and water	1,073,765	1,029,654
Premises repairs and maintenance	605,953	601,893
Finance charges of capitalised fixed assets	-	5,127
Staff training	59,432	38,829
Depreciation of leasehold property refurbishment	921,363	651,727
Depreciation of IT and general equipment	200,982	125,466
Depreciation of football pitches	40,987	40,987
	<u>10,215,002</u>	<u>8,626,492</u>
Share of support costs (see note 6)	1,563,407	1,564,603
Share of governance costs (see note 6)	12,500	12,500
	<u>11,790,909</u>	<u>10,203,595</u>
Analysis by fund		
Unrestricted funds	11,406,384	
Restricted funds	384,525	
	<u>11,790,909</u>	
For the year ended 31 March 2017		
Unrestricted funds		9,963,643
Restricted funds		239,952
		<u>10,203,595</u>

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

6 Support costs

	Support costs £	Governance costs £	2018 £	2017 £	Basis of allocation
Insurance	24,288	-	24,288	75,656	Support costs
Cleaning	72,237	-	72,237	64,652	Support costs
Legal and professional	86,440	-	86,440	76,660	Support costs
Travelling expenses	308,815	-	308,815	233,479	Support costs
Telephone, post and carriage	27,313	-	27,313	24,901	Support costs
Printing and stationery	17,673	-	17,673	19,151	Support costs
Marketing	148,665	-	148,665	176,788	Support costs
Bank charges and interest	55,241	-	55,241	63,906	Support costs
Bank loan interest and charges	140,292	-	140,292	146,670	Support costs
Cash collection service	14,671	-	14,671	13,969	Support costs
Sundry expenses	91,772	-	91,772	65,771	Support costs
Finance costs	576,000	-	576,000	603,000	Support costs
Audit	-	12,500	12,500	12,500	Governance
	<u>1,563,407</u>	<u>12,500</u>	<u>1,575,907</u>	<u>1,577,103</u>	
Analysed between					
Charitable activities	<u>1,563,407</u>	<u>12,500</u>	<u>1,575,907</u>	<u>1,577,103</u>	

7 Auditor's remuneration

The analysis of auditor's remuneration is as follows:

	2018 £	2017 £
Audit of the company's annual accounts	<u>12,500</u>	<u>12,500</u>

8 Trustees

None of the trustee directors (or any persons connected with them) received any remuneration during the year, or were reimbursed any expenses.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

9 Employees

Number of employees

The average monthly number employees during the year was:

	2018 Number	2017 Number
Operational	377	329
Management and administration	26	24
	<u>403</u>	<u>353</u>

Employment costs

	2018 £	2017 £
Wages and salaries	4,952,408	4,274,784
Social security costs	262,288	247,780
Other pension costs	1,269,155	645,848
	<u>6,483,851</u>	<u>5,168,412</u>

The key management personnel of the trust comprise those persons having responsibility for planning, controlling and directing the activities of the organisation. The compensation of the key management personnel of Tameside Sports Trust is disclosed in note 22.

The number of employees whose annual remuneration was £60,000 or more were:

	2018 Number	2017 Number
£60,001 - £70,000	-	1
£70,001 - £80,000	1	-
	<u>1</u>	<u>1</u>

Of the employees whose emoluments exceed £60,000, 1 (2017: 1) has retirement benefits accruing under defined benefit pension schemes.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

10 Tangible fixed assets

	Leasehold property refurbishment	Football pitches	IT and general equipment	Total
	£	£	£	£
Cost				
At 1 April 2017	9,852,884	1,119,740	2,357,095	13,329,719
Additions	107,445	-	88,395	195,840
At 31 March 2018	9,960,329	1,119,740	2,445,490	13,525,559
Depreciation and impairment				
At 1 April 2017	3,994,106	873,816	1,497,341	6,365,263
Depreciation charged in the year	921,363	40,987	200,982	1,163,332
At 31 March 2018	4,915,469	914,803	1,698,323	7,528,595
Carrying amount				
At 31 March 2018	5,044,860	204,937	747,167	5,996,964
At 31 March 2017	5,858,778	245,924	859,754	6,964,456

11 Financial instruments

	2018 £	2017 £
Carrying amount of financial assets		
Debt instruments measured at amortised cost	513,095	1,221,536
Carrying amount of financial liabilities		
Measured at amortised cost	5,592,910	6,685,228

12 Stocks

	2018 £	2017 £
Finished goods and goods for resale	32,837	35,288

13 Debtors

	2018 £	2017 £
Amounts falling due within one year:		
Trade debtors	494,410	1,214,773
Other debtors	18,685	6,763
Prepayments and accrued income	184,514	278,524
	697,609	1,500,060

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

14 Creditors: amounts falling due within one year

	Notes	2018 £	2017 £
Bank loans	16	34,798	53,072
Debenture loans		663,286	647,405
Other taxation and social security		82,021	134,369
Trade creditors		296,091	659,793
Other creditors		30,822	12,075
Accruals and deferred income		1,199,444	1,246,453
		<u>2,306,462</u>	<u>2,753,167</u>

15 Creditors: amounts falling due after more than one year

	Notes	2018 £	2017 £
Bank loans	16	-	34,675
Debenture loans		3,368,469	4,031,755
		<u>3,368,469</u>	<u>4,066,430</u>

16 Loans and overdrafts

	2018 £	2017 £
Bank loans	34,798	87,747
Debenture loans	4,031,755	4,679,160
	<u>4,066,553</u>	<u>4,766,907</u>
Payable within one year	698,084	700,477
Payable after one year	<u>3,368,469</u>	<u>4,066,430</u>

Amounts included above which fall due after five years:

Payable by instalments	<u>539,209</u>	<u>1,274,785</u>
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The bank loan is repayable over fifteen years by equal monthly instalments and bears interest at 2% over bank base rate.

The Prudential borrowings loan is repayable over fifteen years by equal instalments and bears interest at a fixed rate of 5.17%.

The loan from Tameside MBC is repayable over ten years by equal monthly instalments and bears interest at a fixed rate of 1.95%.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

17	Provisions for liabilities	Notes	2018 £	2017 £
	Retirement benefit obligations	18	4,251,000	4,109,000
			<u>4,251,000</u>	<u>4,109,000</u>

18 Retirement benefit schemes

The trust operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the trust in an independently administered fund.

Defined benefit schemes

The company operates a defined benefit pension scheme.

The scheme funds are administered by Tameside Metropolitan Borough Council on behalf of Greater Manchester Pension Fund.

The most recent full actuarial valuation was on 31 March 2016 and was carried out by a qualified independent actuary. The Trust has implemented the schedule of contributions advised by the actuaries to correct the fund deficit.

The directors have obtained an actuarial valuation as at 31 March 2018, prepared by Hymans Robertson LLP only for the purposes of FRS 102 and has no validity in other circumstances.

Key assumptions

	2018 %	2017 %
Discount rate	2.7	2.6
Expected rate of increase of pensions in payment	2.4	2.4
Expected rate of salary increases	3.2	3.2
	<u> </u>	<u> </u>

Mortality assumptions

The assumed life expectations on retirement at age 65 are:

	2018 Years	2017 Years
Retiring today		
- Males	21.5	21.5
- Females	24.1	24.1
	<u> </u>	<u> </u>
Retiring in 20 years		
- Males	23.7	23.7
- Females	26.2	26.2
	<u> </u>	<u> </u>

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

18 Retirement benefit schemes

(Continued)

Amounts recognised in the profit and loss account:

	2018 £	2017 £
Current service cost	1,272,000	637,000
Net interest on defined benefit liability	115,000	112,000
Total costs	1,387,000	749,000

Amounts taken to other comprehensive income:

	2018 £	2017 £
Return on scheme assets excluding interest income	78,000	2,832,000
Actuarial changes related to obligations	543,000	(3,534,000)
	621,000	(702,000)

The amounts included in the balance sheet arising from the the trust's obligations in respect of defined benefit plans are as follows:

	2018 £	2017 £
Present value of defined benefit obligations	22,782,000	21,609,000
Fair value of plan assets	(18,531,000)	(17,500,000)
Deficit in scheme	4,251,000	4,109,000

Movements in the present value of defined benefit obligations:

	2018 £
Liabilities at 1 April 2017	21,609,000
Current service cost	1,272,000
Benefits paid	(324,000)
Contributions from scheme members	192,000
Actuarial gains and losses	(543,000)
Interest cost	576,000
At 31 March 2018	22,782,000

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

18 Retirement benefit schemes

(Continued)

The defined benefit obligations arise from plans funded as follows:

	2018 £
Wholly unfunded obligations	-
Wholly or partly funded obligations	(22,782,000)
	<u>22,782,000</u>

Movements in the fair value of plan assets:

	2018 £
Fair value of assets at 1 April 2017	17,500,000
Interest income	461,000
Return on plan assets (excluding amounts included in net interest)	78,000
Benefits paid	(324,000)
Contributions by the employer	624,000
Contributions by scheme members	192,000
	<u>18,531,000</u>
At 31 March 2018	<u>18,531,000</u>

The fair value of plan assets at the reporting period end was as follows:

	2018 £	2017 £
Equity instruments	12,231,000	13,125,000
Debt instruments	2,965,000	2,800,000
Property	1,297,000	875,000
Cash	2,038,000	700,000
	<u>18,531,000</u>	<u>17,500,000</u>

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

19 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2017	Movement in funds		Balance at 31 March 2018
	£	Incoming resources	Outgoing resources	£
Restricted funds	2,599,104	-	(384,525)	2,214,579

The restricted fund consists of the balances of a grant received from the Football Foundation towards the cost of building eight six-a-side football pitches, a grant from The Neighbourhood Learning in Deprived Communities Fund in respect of fitness suite equipment at Oxford Park Community Sports Centre and the grant and contributions received in respect of the facility development programme. In 2017 a contribution of £1,300,000 was received from Tameside Metropolitan Borough Council for building works undertaken in the development of the iTrain gym.

The assets are depreciated according to the accounting policies. The net book value of these grants is £2,214,579 (2017: £2,599,104) with depreciation charged in the year of £384,525 (2017: £239,952).

20 Analysis of net assets between funds

	Unrestricted £	Restricted £	Total £
Fund balances at 31 March 2018 are represented by:			
Tangible assets	3,782,385	2,214,579	5,996,964
Current assets/(liabilities)	(1,408,568)	-	(1,408,568)
Long term liabilities	(3,368,469)	-	(3,368,469)
Provisions and pensions	(4,251,000)	-	(4,251,000)
	(5,245,652)	2,214,579	(3,031,073)

21 Operating lease commitments

At the reporting end date the the trust had outstanding commitments for future minimum lease payments under non-cancellable operating leases, which fall due as follows:

	2018 £	2017 £
Within one year	191,970	191,970
Between two and five years	151,204	343,175
	343,174	535,145

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2018

22 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2018 £	2017 £
Aggregate compensation	192,450	173,329

The charity has a close relationship with Tameside Metropolitan Borough Council which nominates two directors and provides funding to enable the charity to carry on its charitable objectives. The Trust received a management fee in the year of £1,503,000 (2017 - £1,430,000).

At the balance sheet date £435,057 (2017 - £906,989) was owed from and £9,201 (2017 - £99,958) due to Tameside Metropolitan Borough Council.

The Trust received a donation of the use of the facilities, the value of which could not be quantified and therefore has not been included in these financial statements.

During 2009, a loan of £4,280,000 was received from Tameside Metropolitan Borough Council on which interest of £110,362 (2017 - £125,453) was charged in the year. At the balance sheet date £1,940,721 (2017 - £2,243,985) as owing by the Trust.

In 2015/16, a loan of £1,185,000 was received from Tameside Metropolitan Borough Council on which interest of £12,504 (2017 - £12,504) was charged in the year. At the balance sheet date £829,496 (2017 - £947,996) was owing by the Trust.

In 2016/17, a loan of £600,000 was received from Tameside Metropolitan Borough Council on which interest of £8,402 (2017 - £4,201) was charged in the year. At the balance sheet date £461,539 (2017 - £553,846) was owing by the Trust.

In 2016/17, a loan of £1,000,000 was received from Tameside Metropolitan Borough Council on which interest of £9,024 (2017 - £4,512) was charged in the year. At the balance sheet date £799,999 (2017 - £933,333) was owing by the Trust.

During 2016/17, a contribution of £1,300,000 was received from Tameside Metropolitan Borough Council for building works undertaken in the development of the iTrain gym.

The Trust has Local Authority board members and due to the nature of the relationship with Tameside Metropolitan Borough Council, would like to acknowledge them as a related party. These members do not influence any contracts between the Trust and the council.

A board member has links with a number of organisations such as New Charter Housing Trust Limited and Great Academies Trust. Again no advantage is gained from these links.

The Trust is under the control of the directors.

TAMESIDE SPORTS TRUST

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2018

23	Cash generated from operations	2018 £	2017 £
	(Deficit)/surplus for the year	(1,323,228)	733,580
	Adjustments for:		
	Investment income recognised in statement of financial activities	(17)	(3,055)
	Depreciation and impairment of tangible fixed assets	1,163,332	818,180
	Difference between pension charge and cash contributions	763,000	271,000
	Movements in working capital:		
	Decrease in stocks	2,451	1,654
	Decrease/(increase) in debtors	802,451	(1,180,775)
	(Decrease)/increase in creditors	(444,312)	631,309
	Cash generated from operations	963,677	1,271,893