

**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE  
FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 MARCH 2019**



**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2019**

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**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**MEMBERS OF THE BOARD AND PROFESSIONAL ADVISERS**

**The board of trustees**

Vanessa Clarke - Chairman  
Devon Hobbs - Treasurer  
Andrea Beveney  
Ann-Marie Nicholls

**Company secretary**

Andrea Beveney

**Registered office**

Honor Oak Old Depot  
St Norbert Road  
London  
SE24 2EY

**Independent examiner**

Thompson & Co.  
Vestry Hall  
336 London Road  
Cricket Green  
Mitcham  
CR4 3UD

**Bankers**

Barclays Bank PLC  
1 North End  
Croydon  
CR9 1RN

HSBC  
91 High Street  
Thornton Heath  
Surrey  
CR7 8XE

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT**

### **YEAR ENDED 31 MARCH 2019**

The trustees, who are also Directors for the purposes of the Companies Act, have pleasure in presenting their report and the unaudited financial statements of the charity for the year ended 31 March 2019.

#### **INTRODUCTION**

The financial statements have been prepared in accordance with the accounting policies set out on the following pages and comply with the charity's governing documents.

#### **LEGAL STATUS**

Elevating Success (the charity) is a registered charity (charity number 1141070) and company limited by guarantee (company number 6435795).

The Trustees of the charity are also members of the charity.

The principal office of the charity is at Honor Oak Old Depot, St Norbert Road, SE24 2EY.

#### **ORGANISATIONAL STRUCTURE**

Elevating Success has a Management Committee of five members who meet quarterly and are responsible for the strategic direction and policy of the charity. Over the past year the Committee has grown and now has five members whose varied professional backgrounds complement the work of the charity.

The day-to-day running of Elevating Success rests with the CEO and the Programme Director. They are responsible for ensuring that the charity delivers the services specified, that the operational aspects of the charity are met, and that staff and volunteers are supervised as they carry out their functions within the team.

#### **AIMS & OBJECTIVES**

Our charity's purpose as set out in the Objects contained in the company's Memorandum of Association are to:

1. To provide a professional, caring, creative and mutually respectful training service
2. To offer a professional and dependable service at all times
3. To promote and disseminate good practice
4. To provide assistance and partnership support to regenerate priority areas and develop sustainable communities

#### **The Elevating Success UK Vision**

Our vision is to inspire, motivate and empower people to achieve their full potential, with a particular focus upon supporting those from disadvantaged communities.

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2019**

### **PUBLIC BENEFIT**

Elevating Success UK is a training and personal development charity based in South London with a reach that extends across the capital. Established in November 2007, the organisation has charitable status and works with approximately 1400 individuals per year, consisting of children, young people and adults. Our aim is to support individuals to achieve their full potential. Today we have six delivery areas: Employability Skills, Rehabilitating Officers, Personal Development, Holiday Programmes, Community Development and Event Management.

Our training is free at the point of access with funding sources from a variety of organisations including local and central government, larger charities and a number of social housing providers who see the benefit of empowering their tenants to become economically independent.

Our holiday programmes run every half-term over the last five years. These programmes were created in response to consultations with schools that revealed some children were not exposed to opportunities that could enhance their life outcomes; May it be chances to socialise in a safe environment or experience new activities that challenge them. Over these last five years we've provided activities for over 500 young people.

Our work with offending communities has seen us work with Lewisham Youth Offending Services for five years and the London Probation Trust (now CRC) for four years. Our aim is to engage, educate and support individuals to make life choices that will see them end a cycle of offending. These programmes focus on changing behaviour, as well as providing qualifications that enhance employment prospects.

In the last seven years, we have launched two youth conferences, managed eight events and attracted over 3,500 young people, providing guidance and support on career opportunities as voluntary community roles.

We are aware of the benefit our work brings and the fact that we've been in existence for ten years is testimony to our success of convincing others of the relevance of our work.

### **LONDON YOUTH BRONZE QUALITY MARK**

Elevating Success UK has recently received the London Youth Bronze Award Quality Mark that is only awarded to organisation that show consistency when upholding their policies and procedures in a safe environment under the legal requirements set under current legislation. This mark recognises that our policies and procedures are in place, up-to-date, and ensure we are able to operate legally and in a safe and safe environment.

### **RESERVES POLICY**

The trustees have decided that Elevating Success needs to keep £48,000.00 (the budgeted annual costs of its largest project) in reserves to allow for a year's running costs should the income for that project cease without notice. One year would be needed to run the project whilst other sources of funding were sought.

### **RISK ASSESSMENT**

The trustees have implemented controls and procedures throughout the organisation to minimize external and internal risk. Having assessed the major risks to which the charity is exposed, the trustees are satisfied that systems are in place to manage those risks.

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2019**

### **CHAIRS' REPORT**

Elevating Success UK continues to go from strength to strength and this past year has represented another period of growth. While it has been sad to see the departures of founding members Andrew Brown and Patricia Stevenson, it has been pleasing to see the ongoing successes of the organisation.

Once again, there have been many successes over the past year. From the growth of the Grove Park Youth Club to the launching of the Metropolitan Study Hub, our offerings continue to attract maximum attendance and be beneficial to all clientele.

None of these successes would be possible without our dedicated team, including one new member, as well as our founder, Andrew Brown. We would also like to extend a big thanks to our volunteers and supporters who continue to donate time or money.

We look forward to impacting the lives of many more people in the coming year and, as always, hope to improve and develop as an organisation.

**Vanessa Clarke**

Chair

### **ANDREW BROWN - FOUNDER REPORT**

The past year has been one of change for Elevating Success UK, with the last founding member, Patricia Stevenson, moving on to new pastures. As founder, I have overseen the transitional period into new leadership as the organisation continues to develop, while working to its expecting high standards.

Over the course of the year, we worked with over 850 individuals, with many of those attending our Grove Park Youth Club, the Metropolitan Study Hub and our Summer Holiday Programmes run in partnership with London & Quadrant, Metropolitan Thames Valley, NLMHA and Youth First.

Over the next year, we aim to continue our current offerings while launching a number of new programmes. We will also continue our development under new leadership, look into recruiting a new CEO, and assemble a new team capable of representing the high standards people have come to expect from Elevating Success UK.

Kind regards

**Andrew Brown**

Founder

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2019**

### **THANKS AND ACKNOWLEDGEMENTS**

Without our funders and partners, the work we do would not be possible. We would like to offer a huge thanks to all of our partners over the past year and we look forward to working with you all again in the future.

- Awards For All
- Croydon BME Forum
- CCHA
- Clyde Early Childhood Centre
- Easy Fundraising
- Evening Standard Dispossessed Fund
- In Kind Direct
- Lewisham Homes
- Local Giving
- London and Quadrant
- London Community Foundation
- Metropolitan Police
- Metropolitan Housing Trust
- NCS: The Challenge
- North London Muslim Housing Association
- Optivo
- Seetec
- Travis Perkins
- Youth First

### **Our Volunteers**

Thank you to all of our volunteers over the past 12 months, without whom we would not be able to continue to function at the level we do. Each and every volunteer is an important member of the Elevating Success UK family:

### **Our Valued Trustees**

Vanessa Clarke - Chairperson  
Devon Hobbs - Treasurer  
Andrea Beveney - Secretary  
Ann-Marie Nicholls - Trustee  
John Opara - Trustee

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2019**

### **REVIEW OF DEVELOPMENTS, ACTIVITIES AND ACHIEVEMENTS**

During the 2018/19 financial year, Elevating Success UK ran 16 projects or programmes, working with 875 people. We continued to work in our established areas including Bromley, Croydon, Lewisham, Rotherhithe and North London. From Employability Skills, to Driving Theory, Homework Clubs to gender-specific mentoring, Youth Conferences to Holiday Programmes, we delivered a variety of programmes to people ranging in age from seven-65. We have continued to go from strength to strength this year, emphasised by the amount of individuals who accessed more than one of our programmes during the year. No fewer than 147 individuals participated in more than one programme.

Programmes targeted at young people aged 7-19

- " Youth Club
- " Study Hub
- " Holiday Programmes
- " Theatre Arts Project
- " Fun Days
- " Youth Conference

Programmes offering employment access support

- " On The Road: Driving Theory
- " Employability Skills

### **THE TRUSTEES**

The trustees who served the charity during the period were as follows:

Vanessa Clarke – Chairperson  
Devon Hobbs – Treasurer  
Andrea Beveney – Secretary  
Ann-Marie Nicholls – Trustee  
John Opara – Trustee

### **TRUSTEES' RESPONSIBILITIES**

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 charity at the end of the year and of the incoming and outgoing resources for the year then ended.

In preparing those financial statements, the trustees are required to select suitable accounting policies and then apply them consistently, making judgements and estimates that are reasonable and prudent. The trustees must also prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue its activities.



# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **TRUSTEES ANNUAL REPORT *(continued)***

**YEAR ENDED 31 MARCH 2019**

### **TRUSTEES'S RESPONSIBILITIES *(continued)***

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

### **SMALL COMPANY PROVISIONS**

This report has been prepared in accordance with the special provisions for small Companies Act 2006.

Registered office:  
Honor Oak Old Depot  
St Norbert Road  
London  
SE24 2EY

Signed on behalf of the trustees



Vanessa Clarke  
Trustee

Approved by the trustees on.....25/1/2020.....

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF ELEVATING SUCCESS UK LTD**

**YEAR ENDED 31 MARCH 2019**

I report on the unaudited accounts of the charity for the year ended 31 March 2019 set out on the following pages

### **RESPECTIVE RESPONSIBILITIES OF THE TRUSTEES AND THE INDEPENDENT EXAMINER**

The trustees (who are also the directors of the company for the purposes of company law) are responsible for the preparation of the accounts. The 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 charity is not subject to audit under company law and is eligible for independent examination, it is my responsibility to:

- examine the accounts under section 145 of the 2011 Act;
- to follow the procedures laid down in the general Directions given by the Charity Commission under section 145(5)(b) of the 2011 Act; and
- to state whether particular matters have come to my attention.

### **BASIS OF INDEPENDENT EXAMINER'S REPORT**

My examination was carried out in accordance with the general directions given by the Charities Commissioners. An independent 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 I do not express an audit opinion on the view given by the accounts.

**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**INDEPENDENT EXAMINER'S REPORT TO THE MEMBERS OF  
ELEVATING SUCCESS UK LTD *(continued)***

**YEAR ENDED 31 MARCH 2019**

**INDEPENDENT EXAMINER'S STATEMENT**

In connection with my examination, there was considerable delay to health concerns of the office bookkeeper. As a result, this led to bookkeeping delays, delays in responses to my queries & an amendment of the year-end figures. In addition, the charity is in the process of changing their bookkeeping software with the intention of implementing the new software as soon as possible.

Other than the above, no other matters have 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, 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
- 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.

THOMPSON & CO  
Independent Examiners  
Vestry Hall  
336-338 London Road  
Cricket Green  
Mitcham  
CR4 3UD

.....

# ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE

## STATEMENT OF FINANCIAL ACTIVITIES

YEAR ENDED 31 MARCH 2019

	Note	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
<b>INCOMING RESOURCES</b>					
Donations	2	37,737	1,267	39,004	64,238
Charitable Activities	3	61,468	–	61,468	59,022
<b>Income from charitable trading activities:</b>					
Grants	4	20,249	–	20,249	32,888
<b>TOTAL INCOMING RESOURCES</b>		<b>119,454</b>	<b>1,267</b>	<b>120,721</b>	<b>156,148</b>
<b>RESOURCES EXPENDED</b>					
<b>Costs of generating funds:</b>					
Fundraising and publicity	6	82,288	–	82,288	102,272
<b>Charitable expenditure:</b>					
Costs in furtherance of charitable objects	7	27,936	–	27,936	38,760
Management and administration	8	5,382	–	5,382	5,845
<b>TOTAL RESOURCES EXPENDED</b>	<b>9</b>	<b>115,606</b>	<b>–</b>	<b>115,606</b>	<b>146,877</b>
<b>NET INCOMING RESOURCES FOR THE YEAR</b>	<b>10</b>	<b>3,848</b>	<b>1,267</b>	<b>5,115</b>	<b>9,271</b>
Balances brought forward		12,025	(2,106)	9,919	15,235
Brought forward adjustment		(1,665)		(1,665)	
Balances carried forward		<b>14,208</b>	<b>(839)</b>	<b>13,369</b>	<b>24,506</b>

The charity has no recognised gains or losses other than the results for the year as set out above.

All of the activities of the charity are classed as continuing.

# ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE

## BALANCE SHEET

31 MARCH 2019

	Note	2019 £	2018 £
<b>FIXED ASSETS</b>			
Tangible assets	11	501	668
<b>CURRENT ASSETS</b>			
Cash at bank		14,473	11,368
<b>CREDITORS: Amounts falling due within one year</b>	12	<u>(1,605)</u>	<u>(2,117)</u>
<b>NET CURRENT ASSETS</b>		12,868	9,251
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>		<u>13,369</u>	<u>9,919</u>
<b>FUNDS</b>			
Restricted	13	(839)	(2,106)
Unrestricted	14	14,208	12,025
<b>TOTAL FUNDS</b>		<u>13,369</u>	<u>9,919</u>

The directors are satisfied that the Charity is entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

Directors' responsibilities:

- the members have not required the company to obtain an audit of its accounts for the year in question in accordance with section 476,
- the directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and the preparation of accounts
- these accounts have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.
- These financial statements have been prepared in accordance with the special provisions for small companies under the Companies Act 2006.

The Balance sheet continues on the following page.

The notes on pages 13 to 17 form part of these financial statements.


**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**BALANCE SHEET** *(continued)*

**31 MARCH 2019**

These financial statements were approved by the members of the committee on the ..... and  
are signed on their behalf by:

25/1/20

  
.....  
Vanessa Clarke

The notes on pages 13 to 17 form part of these financial statements.

# **ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE**

## **NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2019**

### **1. ACCOUNTING POLICIES**

#### **Basis of accounting**

The financial statements have been prepared under the historical cost convention, except for investments which are included at market value and the revaluation of certain fixed assets, and in accordance with Charity SORP FRS102, Charities Act 2011 and the Companies Act 2006.

#### **Fund accounting**

- Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity. Unrestricted funds include a revaluation reserve representing the restatement of investment assets at market values.
- Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.
- All incoming resources are included in the statement of financial activities when the charity is entitled to the income and the amount can be quantified with reasonable accuracy.
- Voluntary income is received by way of grants, donations and gifts and is included in full in the Statement of Financial Activities when receivable. Grants, where entitlement is not conditional on the delivery of a specific performance by the charity, are recognised when the charity becomes unconditionally entitled to the grant.
- Donated services and facilities are included at the value to the charity where this can be quantified. The value of services provided by volunteers has not been included in these

#### **Resources expended**

- Costs of generating funds comprise the costs associated with attracting voluntary income and the costs of trading for fundraising purposes including the charity's shop.
- Charitable expenditure comprises those costs incurred by the charity in the delivery of its activities and services for its beneficiaries. 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 include those costs associated with meeting the constitutional and statutory requirements of the charity and include the audit fees and costs linked to the strategic management of the charity.

#### **Depreciation**

Depreciation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful economic life of that asset as follows:

Equipment - 25% Reducing Balance Basis

## 2. DONATIONS

	<b>Unrestricted Funds £</b>	<b>Restricted Funds £</b>	<b>Total Funds 2019 £</b>	<b>Total Funds 2018 £</b>
Easy Funding	-	-	-	87
Donations & Other income	<b>1,805</b>	-	<b>1,805</b>	2,601
Katy Paints Faces	-	-	-	100
Youth First	<b>35,932</b>	-	<b>35,932</b>	40,736
Evening Standard Dispossessed Fund	-	<b>1,267</b>	<b>1,267</b>	19,569
Honor Oak Tenants & Residents Association	-	-	-	1,145
	<u><b>37,737</b></u>	<u><b>1,267</b></u>	<u><b>39,004</b></u>	<u><b>64,238</b></u>



# ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2019

### 3. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
999 Club	1,125	-	1,125	-
NCS The Challenge	-	-	-	42
North London Muslim Housing Association	13,003	-	13,003	10,964
Seetec	-	-	-	1,345
Metropolitan Housing Trust	47,340	-	47,340	46,671
	<u>61,468</u>	<u>-</u>	<u>61,468</u>	<u>59,022</u>

### 4.

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Axis Foundation	-	-	-	1,500
AmicusHorizon	-	-	-	6,860
Croydon Church Housing Association	5,800	-	5,800	5,100
London & Quadrant	9,602	-	9,602	13,079
Lewisham Homes	-	-	-	1,713
Lewisham Youth Service	4,847	-	4,847	-
Local Giving	-	-	-	636
The London Community Foundation	-	-	-	4,000
	<u>20,249</u>	<u>-</u>	<u>20,249</u>	<u>32,888</u>

### 6. CHARITABLE ACTIVITIES

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Wages & Salaries	72,089		72,089	96,346
Social Security	6,217		6,217	
Professional fees	3,485		3,485	4,191
Depreciation	167		167	223
Advertising	330		330	1,428
	<u>82,288</u>	<u>-</u>	<u>82,288</u>	<u>102,272</u>

**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2019**

**7. COSTS IN FURTHERANCE OF CHARITABLE OBJECTS**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Charitable expenditure	<u>27,936</u>	<u>-</u>	<u>27,936</u>	<u>38,760</u>

**8. MANAGEMENT AND ADMINISTRATION**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2019 £	Total Funds 2018 £
Office costs	4,532	-	4,532	4,995
Accountancy fees	<u>850</u>	<u>-</u>	<u>850</u>	<u>850</u>
	<u>5,382</u>	<u>-</u>	<u>5,382</u>	<u>5,845</u>

**9. TOTAL RESOURCES EXPENDED**

	Staff costs £	Depreciation £	Other costs £	Total Funds 2019 £	Total Funds 2018 £
Direct charitable expenditure	-	-	27,936	27,936	38,760
Project costs	79,971	167	3,815	83,953	102,272
Management and administration	<u>-</u>	<u>-</u>	<u>5,382</u>	<u>5,382</u>	<u>5,845</u>
	<u>79,971</u>	<u>167</u>	<u>37,133</u>	<u>117,271</u>	<u>146,877</u>

**The aggregate payroll costs were:**

	2019 £	2018 £
Wages and salaries	73,754	78,064
Social security costs	<u>6,217</u>	<u>18,282</u>
	<u>79,971</u>	<u>96,346</u>

# ELEVATING SUCCESS UK LTD COMPANY LIMITED BY GUARANTEE

## NOTES TO THE FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2019

### 9. TOTAL RESOURCES EXPENDED *(continued)*

#### Particulars of employees:

The average number of staff employed by the charity during the financial year amounted to: 11

	2019 No	2018 No
	2019 £	2018 £
<b>Other costs:</b>		
Premises	2,760	2,793
Legal and professional	850	850
Other	33,523	46,665
	<u>37,133</u>	<u>50,308</u>

### 10. OPERATING PROFIT

Operating profit is stated after charging:

	2019 £	2018 £
Depreciation	<u>167</u>	<u>223</u>

### 11. TANGIBLE FIXED ASSETS

	Plant and machinery etc. £
<b>COST</b>	
At 1 April 2018 and 31 March 2019	<u>2,817</u>
<b>DEPRECIATION</b>	
At 1 April 2018	2,149
Charge for the year	167
At 31 March 2019	<u>2,316</u>
<b>NET BOOK VALUE</b>	
At 31 March 2019	<u>501</u>
At 31 March 2018	<u>668</u>

**ELEVATING SUCCESS UK LTD  
COMPANY LIMITED BY GUARANTEE**

**NOTES TO THE FINANCIAL STATEMENTS**

**YEAR ENDED 31 MARCH 2019**

**12. CREDITORS: Amounts falling due within one year**

	<b>2019</b>	2018
	<b>£</b>	£
Bank overdrafts	<b>6</b>	—
Other creditors	<b>850</b>	850
	<b>856</b>	850