

REGISTERED COMPANY NUMBER: 04338167 (England and Wales)
REGISTERED CHARITY NUMBER: 1097820

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022
FOR
YOUNG PERSONS CENTRE
(A COMPANY LIMITED BY GUARANTEE)**

NRB
1st Floor Waterside House
Waterside Drive
Wigan
Lancashire
WN3 5AZ

YOUNG PERSONS CENTRE

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FOR THE YEAR ENDED 31 MARCH 2022**

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YOUNG PERSONS CENTRE

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2022**

Trustees	Tony Bradshaw due for re-election December 2022 Rosemary Margaret Charles due for re-election December 2022 Aukje Sytske Clegg OBE due for re-election December 2022 Ruth Margaret Houghton due for re-election December 2022 Deborah Twist due for re-election December 2022 Monica Mary Meehan due for re-election December 2022 Rosemary Beryl Keulemans (resigned 14.11.22) Michael Desmond Keulemans (resigned 14.11.22)
Company secretary	Tony Bradshaw
Registered office	P O Box WN5 9XN Westfield Community School Montrose Avenue Wigan Lancashire WN5 9XN
Registered company number	04338167 (England and Wales)
Registered charity number	1097820
Independent examiner	NRB 1st Floor Waterside House Waterside Drive Wigan Lancashire WN3 5AZ

YOUNG PERSONS CENTRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

The trustees who are also directors of the charity for the purposes of the Companies Act 2006, present their report with the financial statements of the charity for the year ended 31 March 2022. The trustees have adopted the provisions of Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019).

Objectives and activities

Objectives and aims

To provide the necessary facilities for the daily care, recreation, and education of children during out of school hours and school holidays for children of primary school age and who are living in the Wigan area.

Significant activities

To achieve this the Young Person's Centre:

Offers after-school provision including pick up from Westfield Community Primary school during term time.

Offers holiday care provision during all school holidays.

Provides day care and wrap around sessions for children aged under statutory school age.

Provides sessions for children aged 2 to 3.

Provides pre-school sessions for children aged 3 to 4.

Provides 1:1 key worker to enable children to access the service.

YOUNG PERSONS CENTRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Achievement and performance

Charitable activities

The previous report highlighted the impact of the coronavirus on the Centre and its work. This report not only recognises that the lockdown caused changes in practice but also the aftermath on the working families in the area. The demand for the service has changed and due to this the baby room closed in December 2020 and the staff based within the room were furloughed. Although this report will comment on activities up to April 2021 the trustees are planning to ensure that the service provided by the charity will adapt and respond to local needs.

The Young Persons Centre delivers a fully inclusive setting for 2-11 year-olds. In order to do this the YPC employs a Centre Manager and Deputies and practitioners who undertake joint daily planning of activities to meet the needs and interests of the children attending the centre. The centre employs key persons to ensure that the progress and well-being of all individual children is constantly monitored and feeds into future planning. The centre ensures that our staff are well trained and hence able to successfully meet the needs of the children in their care. The Young Person's Centre promotes the importance of the learning environment and endeavours to make this as stimulating as possible.

The Management team listens to the views of children, parents and staff and uses this feedback to inform. As reported previously the coronavirus and now the increasing demands from rises in the cost of living has necessitated a flexible approach to staffing to ensure correct staff child ratios and support for an increasing number of vulnerable children.

In order to do this the YPC employs a Centre Manager and a deputy and practitioners who undertake joint daily planning of activities to meet the needs and interests of the children attending the centre. The centre employs key persons to ensure that the progress and well-being of all individual children is constantly monitored and feeds into future planning. The centre ensures that our staff are well trained and hence able to successfully meet the needs of the children in their care. The Young Person's Centre promotes the importance of the learning environment and endeavours to make this as stimulating as possible.

The Management team listens to the views of children, parents and staff and uses this feedback to inform our improvement work. The staff accurately assess the children and provides this information to our partners in the Westfield School and Start Well Centre. As an outstanding setting, as judged by Ofsted, staff ensures that policies and procedures are in place for all aspects of safeguarding, child protection, health, and safety. The focus of our charitable work in the year was to continue to collaborate closely with our partners in the Westfield School and Start Well Centre to provide the required services to the community.

Our main activities are to provide free pre-school sessions for children aged 3-4 and to collaborate with the local authority in extending those sessions to children aged two. Grants are obtained by the charity via Wigan Borough Council to provide these services on their behalf.

In the Summer term April to July 2021.

Thirty-three funded children aged 2 years receiving 15 hours per week

Thirty-nine funded children aged 3-4 years receiving 15 hours per week

Nineteen funded children aged 3 - 4-year-old receiving 30 hours per week accessed the centre

In the Autumn term September to December 2021

Thirty-eight funded children aged 2 years receiving 15 hours per week

Twenty funded children aged 3-4 years receiving 15 hours per week

Zero funded children aged 3 - 4-year-old receiving 30 hours per week.

In the Spring term January to March 2022.

Forty-one funded children aged 2 years receiving 15 hours per week

Thirty-eight funded children aged 3-4 years receiving 15 hours per week

Six funded children aged 3 - 4-year-old receiving 30 hours per week accessed the centre

In addition, the centre offers a childcare service for parents who are working and for which a fee is charged. This service runs alongside the charitable service and often some parents who qualify for free childcare sessions "add on" wrap around services. The fees charged are less than those charged by commercial childcare companies and as such the trustees feel that all parents who use our services receive some public benefit.

The trustees have created a funding stream which can be accessed by parents or referrals who fail to qualify for the government funding. Through the links with the community the centre is able to support families in times of personal need.

The trustees feel that this is in the spirit of the recommendation from the charity commissioners.

The trustees are delighted to report that the Centre has maintained both the high standards and reputation recognised by Ofsted by being awarded Outstanding in all areas for the third consecutive time (Jan 2022). The trustees also note both the quality, and the quantity of training afforded the staff to ensure a highly motivated and skilled workforce.

YOUNG PERSONS CENTRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

The year has seen a successful response to competition to the centre's holiday club provision. By discounting the programme for pre booking, the staff report a financially sustainable service, again reflecting a public benefit of the charity

The Centre recognises the importance of support during the school holidays and successful HAF funding bids for October 2021 and Christmas 2021 allowed children on free school meals to access free childcare through the school holidays and to receive an enriching and challenging experience both in and away from the centre

The Board meets regularly via teams and members are welcomed to visit the centre. Work with the community is central to the ethos of the centre as seen in the PIP (Progress in Partnership) project which involves working alongside parents and their children.

The Board are also informed of the measures in place to ensure developmental progress is measured and recorded. By working in partnership with Westfield School the trustees recognise the unique nature of a relationship which works to each organisation's mutual benefit.

The trustees receive regular updates on all safeguarding matters including annual DBS checks of staff.

Financial review

Investment policy and objectives

Under the memorandum and articles of association, the charity has the power to make any investment which the trustees see fit.

Apart from a prudent amount of unrestricted funds held in reserve, the vast amount of the charity's income is spent in the short term thus leaving little or no amount available for long term investment.

Reserves policy

The trustees planned for a significant deficit in the fiscal year however with careful management and a reduction in staffing the outturn is at a manageable level.

The management committee agreed to increase the £66442.93 of unrestricted funding in a secure investment account to cover any increased redundancy liabilities. Reserves are needed to meet the working requirements of the charity and should there be a significant drop in funding, this sum would meet only one month's expenditure. Although the strategy remains to build up reserves through planned operating surplus, this has proved difficult. This year, as in previous years, the short-term focus has been to reduce operating expenses where possible. The ratio of staff costs to income has been thoroughly examined and the committee's aim is to keep costs to a maximum of 80% of income. This year the staffing costs equated to 85% an increase of 5% and this included a half yearly rise to enable the organisation to pay all staff above the standard for a living wage in line with the level established by the local authority. Further increases in the national living wage will impact on the fees charged by the charity for childcare.

Future plans

To fulfil their responsibility, the trustees have spoken to the Local authority to confirm the need for the service in the area.

The trustees will ensure financial stability will be maintained. The Board will encourage further professional development of staff in areas of benefit and relevance to the centre. A review will be undertaken of the roles and responsibilities of senior staff as the trustees practise a duty of care to the wellbeing of staff.

Structure, governance and management

Governing document

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

The charity is controlled by its governing document, a deed of trust, and constitutes a limited company, limited by guarantee, as defined by the Companies Act 2006.

Recruitment and appointment of new trustees

The trustees who have served during the year are set out on page 1. As set out in the articles of association, all trustees are appointed by members of the charity at the Annual General Meeting and serve for a period of three years. The chair of the trustees is appointed by those trustees duly appointed.

The trustees have the power to co-opt further members to fill any vacancies.

Organisational structure

A board of trustees of seven members, who meet at least every quarter, administer the charity. There are currently five vacancies as the memorandum and articles of association allow for a minimum of three and a maximum of twelve trustees giving potential for further recruitment. There is a sub-committee for appointments and disciplinary matters.

YOUNG PERSONS CENTRE
REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

Related parties

The charity has a very close relationship with Westfield Community School, Wigan Health Trust, Wigan Borough Council, Wigan Investment Centre and Inspiring Healthy Lifestyles.

Risk management

The trustees have a duty to identify and review the risks to which the charity is exposed and to ensure appropriate controls are in place to provide reasonable assurance against fraud and error. The trustees have regular contact with the auditors and recognise the expertise among the trustees in scrutinising financial reports presented to meetings.

The trustees have identified risks associated changes in government policy in particular, changes to the minimum wage, the pension enrolment scheme and increased free childcare. These are included in the rolling three-year financial plan. The company has established a risk register for the whole organisation.

Approved by order of the board of trustees on 5.12.2022 and signed on its behalf by:



Deborah Twist - Trustee

**INDEPENDENT EXAMINER'S REPORT TO THE TRUSTEES OF
YOUNG PERSONS CENTRE**

Independent examiner's report to the trustees of Young Persons Centre ('the Company')

I report to the charity trustees on my examination of the accounts of the Company for the year ended 31 March 2022.

Responsibilities and basis of report

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

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

Independent examiner's statement

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

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

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

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

Mr Neil Whittingham BA (Hons) FCA ATT
ICAEW
NRB
1st Floor Waterside House
Waterside Drive
Wigan
Lancashire
WN3 5AZ

Date:

YOUNG PERSONS CENTRE

**STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2022**

		31.3.22 Unrestricted fund £	31.3.21 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Charitable activities			
Child and day care services		322,051	343,016
Investment income	3	<u>33</u>	<u>81</u>
Total		<u>322,084</u>	<u>343,097</u>
 EXPENDITURE ON			
Charitable activities	5		
Child and day care services		<u>352,383</u>	<u>345,516</u>
 NET INCOME/(EXPENDITURE)		 (30,299)	 (2,419)
 RECONCILIATION OF FUNDS			
Total funds brought forward		149,714	152,133
 TOTAL FUNDS CARRIED FORWARD		 <u><u>119,415</u></u>	 <u><u>149,714</u></u>

The notes form part of these financial statements

YOUNG PERSONS CENTRE

**BALANCE SHEET
31 MARCH 2022**

	Notes	31.3.22 Unrestricted fund £	31.3.21 Total funds £
CURRENT ASSETS			
Debtors	10	10,294	19,473
Cash at bank		122,958	136,409
		<u>133,252</u>	<u>155,882</u>
CREDITORS			
Amounts falling due within one year	11	(13,837)	(6,168)
		<u>119,415</u>	<u>149,714</u>
NET CURRENT ASSETS			
		<u>119,415</u>	<u>149,714</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			
		<u>119,415</u>	<u>149,714</u>
NET ASSETS			
		<u>119,415</u>	<u>149,714</u>
FUNDS	12		
Unrestricted funds		119,415	149,714
TOTAL FUNDS		<u>119,415</u>	<u>149,714</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2022.

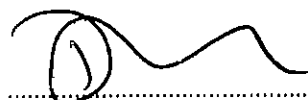
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2022 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- (a) ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the charitable company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the charitable company.

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

The financial statements were approved by the Board of Trustees and authorised for issue on 5.12.2022 and were signed on its behalf by:



Deborah Twist - Trustee

YOUNG PERSONS CENTRE
CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	31.3.22 £	31.3.21 £
Cash flows from operating activities			
Cash generated from operations	1	(13,484)	(2,207)
Net cash used in operating activities		<u>(13,484)</u>	<u>(2,207)</u>
Cash flows from Investing activities			
Interest received		<u>33</u>	<u>81</u>
Net cash provided by investing activities		<u>33</u>	<u>81</u>
Change in cash and cash equivalents in the reporting period		<u>(13,451)</u>	<u>(2,126)</u>
Cash and cash equivalents at the beginning of the reporting period		<u>136,409</u>	<u>138,535</u>
Cash and cash equivalents at the end of the reporting period		<u><u>122,958</u></u>	<u><u>136,409</u></u>

The notes form part of these financial statements

YOUNG PERSONS CENTRE

**NOTES TO THE CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2022**

1. RECONCILIATION OF NET EXPENDITURE TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.22	31.3.21
	£	£
Net expenditure for the reporting period (as per the Statement of Financial Activities)	(30,299)	(2,419)
Adjustments for:		
Interest received	(33)	(81)
Decrease in debtors	9,179	5,876
Increase/(decrease) in creditors	7,669	(5,583)
Net cash used in operations	<u>(13,484)</u>	<u>(2,207)</u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.21	Cash flow	At 31.3.22
	£	£	£
Net cash			
Cash at bank	136,409	(13,451)	122,958
	<u>136,409</u>	<u>(13,451)</u>	<u>122,958</u>
Total	<u>136,409</u>	<u>(13,451)</u>	<u>122,958</u>

YOUNG PERSONS CENTRE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1. STATUTORY INFORMATION

Young Persons Centre is a charitable company, limited by guarantee and has no share capital and is registered in England and Wales. The company's registered number and registered office address can be found in the Report of the Trustees.

The presentation currency of the financial statements is the Pound Sterling (£).

2. ACCOUNTING POLICIES

Basis of preparing the financial statements

The financial statements of the charitable company, which is a public benefit entity under FRS 102, have been prepared in accordance with the Charities SORP (FRS 102) 'Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)', Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Income

All incoming resources are included on the Statement of Financial Activities when the charity is legally entitled to the income and the amount can be quantified with reasonable accuracy.

Expenditure

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

Tangible fixed assets

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

Equipment	- at varying rates on cost
Play equipment	- at varying rates on cost
Computer equipment	- at varying rates on cost

Taxation

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

Fund accounting

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

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

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

3. INVESTMENT INCOME

	31.3.22	31.3.21
	£	£
Deposit account interest	33	81

YOUNG PERSONS CENTRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2022

4. INCOME FROM CHARITABLE ACTIVITIES

		31.3.22	31.3.21
	Activity	£	£
Childcare	Child and day care services	66,493	81,554
Other funding and fundraising	Child and day care services	14,805	2,423
Three year olds funding	Child and day care services	137,983	171,910
Milk costs reclaimed	Child and day care services	1,546	1,579
Two year olds funding	Child and day care services	101,224	85,550
		<u>322,051</u>	<u>343,016</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Child and day care services	<u>310,357</u>	<u>42,026</u>	<u>352,383</u>

6. SUPPORT COSTS

	Management	Finance	Governance costs	Totals
	£	£	£	£
Child and day care services	<u>41,216</u>	<u>48</u>	<u>762</u>	<u>42,026</u>

7. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2022 nor for the year ended 31 March 2021.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2022 nor for the year ended 31 March 2021.

8. STAFF COSTS

	31.3.22	31.3.21
	£	£
Wages and salaries	299,537	308,468
	<u>299,537</u>	<u>308,468</u>

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

	31.3.22	31.3.21
	23	25
Charitable activities	<u>23</u>	<u>25</u>

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

YOUNG PERSONS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022**

9. TANGIBLE FIXED ASSETS

	Equipment £	Play equipment £	Computer equipment £	Totals £
COST				
At 1 April 2021 and 31 March 2022	<u>23,680</u>	<u>13,697</u>	<u>6,366</u>	<u>43,743</u>
DEPRECIATION				
At 1 April 2021 and 31 March 2022	<u>23,680</u>	<u>13,697</u>	<u>6,366</u>	<u>43,743</u>
NET BOOK VALUE				
At 31 March 2022	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
At 31 March 2021	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

10. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Debtors	<u>10,294</u>	<u>19,473</u>

11. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.22	31.3.21
	£	£
Trade creditors	4,366	6,168
Other creditors	9,471	-
	<u>13,837</u>	<u>6,168</u>

12. MOVEMENT IN FUNDS

	At 1.4.21 £	Net movement In funds £	At 31.3.22 £
Unrestricted funds			
General fund	149,714	(30,299)	119,415
TOTAL FUNDS	<u>149,714</u>	<u>(30,299)</u>	<u>119,415</u>

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

	Incoming resources £	Resources expended £	Movement In funds £
Unrestricted funds			
General fund	322,084	(352,383)	(30,299)
TOTAL FUNDS	<u>322,084</u>	<u>(352,383)</u>	<u>(30,299)</u>

YOUNG PERSONS CENTRE

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31 MARCH 2022**

12. MOVEMENT IN FUNDS - continued

Comparatives for movement in funds

	At 1.4.20 £	Net movement in funds £	At 31.3.21 £
Unrestricted funds			
General fund	152,133	(2,419)	149,714
TOTAL FUNDS	<u>152,133</u>	<u>(2,419)</u>	<u>149,714</u>

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

	Incoming resources £	Resources expended £	Movement in funds £
Unrestricted funds			
General fund	343,097	(345,516)	(2,419)
TOTAL FUNDS	<u>343,097</u>	<u>(345,516)</u>	<u>(2,419)</u>

13. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2022.

YOUNG PERSONS CENTRE

**DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2022**

	31.3.22	31.3.21
	£	£
INCOME AND ENDOWMENTS		
Investment income		
Deposit account interest	33	81
Charitable activities		
Childcare	66,493	81,554
Other funding and fundraising	14,805	2,423
Three year olds funding	137,983	171,910
Milk costs reclaimed	1,546	1,579
Two year olds funding	101,224	85,550
	322,051	343,016
Total incoming resources	322,084	343,097
EXPENDITURE		
Charitable activities		
Wages	296,523	306,371
Food and drink	6,957	4,526
Transport, travel & outings	506	130
Play equipment	6,371	2,260
	310,357	313,287
Support costs		
Management		
Site manager & cleaning	3,014	2,097
Insurance	1,693	1,200
Telephone	961	1,083
Postage, stationery & IT eqpt.	1,791	2,098
Repairs & maintenance	26,599	18,520
Training courses	1,480	706
Water cooler	1,102	977
Fleeces, T-shirts & clothing	273	461
Subscriptions	2,767	2,440
HR services	1,536	1,506
	41,216	31,088
Finance		
Bank charges	48	307
Governance costs		
Accountancy fees	762	834
Total resources expended	352,383	345,516
Net expenditure		
	(30,299)	(2,419)

