

**REPORT OF THE TRUSTEES AND
UNAUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023
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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YOUNG PERSONS CENTRE

**REFERENCE AND ADMINISTRATIVE DETAILS
FOR THE YEAR ENDED 31 MARCH 2023**

Trustees	Tony Bradshaw Rosemary Margaret Charles Aukje Sytske Clegg OBE Ruth Margaret Houghton Deborah Twist Monica Mary Meehan Rosemary Beryl Keulemans (resigned 1.7.23) Michael Desmond Keulemans (resigned 1.7.22)
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 2023

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 2023. 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 2023

Achievement and performance

Charitable activities

The Young Persons Centre's delivers a fully inclusive setting for 2-4-year-olds in nursery and also in breakfast club, afterschool and holiday club for school aged 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 2022.

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

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

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

One child aged 3 - 4-year-old receiving 6 hours per week.

In the Autumn term September to December 2022

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

Fifteen 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 2023.

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

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

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

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.

The Centre has maintained the Millies Mark Award (since April 2021) where all staff are paediatric first aid trained.

The Centre has three qualified SENDCO's who we have funded to gain the qualification to support our children, families and staff within our inclusive service.

The Centre has a 5Star rating for food hygiene.

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 Easter, summer and Christmas 2022 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.

YOUNG PERSONS CENTRE

REPORT OF THE TRUSTEES FOR THE YEAR ENDED 31 MARCH 2023

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. - not started this back up yet.

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 £66,442.93 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 82% a decrease of 3% 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 with the deputy manager leaving in summer 2023. 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.

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.

YOUNG PERSONS CENTRE

**REPORT OF THE TRUSTEES
FOR THE YEAR ENDED 31 MARCH 2023**

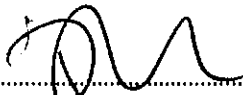
Structure, governance and management

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 28/11/2023 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 2023.

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 member of the Institute of Chartered Accountants in England and Wales, 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
The Institute of Chartered Accountants in England and Wales

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

Date: 28/11/2023.....

YOUNG PERSONS CENTRE

STATEMENT OF FINANCIAL ACTIVITIES
(INCORPORATING AN INCOME AND EXPENDITURE ACCOUNT)
FOR THE YEAR ENDED 31 MARCH 2023

		31.3.23 Unrestricted fund £	31.3.22 Total funds £
INCOME AND ENDOWMENTS FROM	Notes		
Charitable activities	4		
Child and day care services		388,759	322,051
Investment Income	3	-	33
Total		<u>388,759</u>	<u>322,084</u>
 EXPENDITURE ON			
Charitable activities	5		
Child and day care services		<u>387,115</u>	<u>352,383</u>
 NET INCOME/(EXPENDITURE)		1,644	(30,299)
 RECONCILIATION OF FUNDS			
Total funds brought forward		<u>119,415</u>	<u>149,714</u>
 TOTAL FUNDS CARRIED FORWARD		<u><u>121,059</u></u>	<u><u>119,415</u></u>

The notes form part of these financial statements

YOUNG PERSONS CENTRE

BALANCE SHEET 31 MARCH 2023

	Notes	31.3.23 Unrestricted fund £	31.3.22 Total funds £
FIXED ASSETS			
Tangible assets	10	2,802	-
CURRENT ASSETS			
Debtors	11	-	10,294
Cash at bank		<u>136,616</u>	<u>122,958</u>
		136,616	133,252
CREDITORS			
Amounts falling due within one year	12	(18,359)	(13,837)
NET CURRENT ASSETS		<u>118,257</u>	<u>119,415</u>
TOTAL ASSETS LESS CURRENT LIABILITIES		121,059	119,415
NET ASSETS		<u>121,059</u>	<u>119,415</u>
FUNDS	13		
Unrestricted funds		<u>121,059</u>	<u>119,415</u>
TOTAL FUNDS		<u>121,059</u>	<u>119,415</u>

The charitable company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2023.

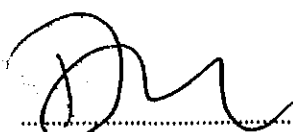
The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2023 in accordance with Section 476 of the Companies Act 2006.

The trustees acknowledge their responsibilities for

- ensuring that the charitable company keeps accounting records that comply with Sections 386 and 387 of the Companies Act 2006 and
- 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 28/11/2023 and were signed on its behalf by:


Deborah Twist - Trustee

The notes form part of these financial statements

YOUNG PERSONS CENTRE

**CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2023**

	Notes	31.3.23 £	31.3.22 £
Cash flows from operating activities			
Cash generated from operations	1	<u>17,160</u>	<u>(13,484)</u>
Net cash provided by/(used in) operating activities		<u>17,160</u>	<u>(13,484)</u>
 Cash flows from investing activities			
Purchase of tangible fixed assets		(3,502)	-
Interest received		<u>-</u>	<u>33</u>
Net cash (used in)/provided by investing activities		<u>(3,502)</u>	<u>33</u>
		<u> </u>	<u> </u>
Change in cash and cash equivalents in the reporting period		13,658	(13,451)
Cash and cash equivalents at the beginning of the reporting period		<u>122,958</u>	<u>136,409</u>
 Cash and cash equivalents at the end of the reporting period		<u><u>136,616</u></u>	<u><u>122,958</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 2023**

1. RECONCILIATION OF NET INCOME/(EXPENDITURE) TO NET CASH FLOW FROM OPERATING ACTIVITIES

	31.3.23	31.3.22
	£	£
Net Income/(expenditure) for the reporting period (as per the Statement of Financial Activities)	1,644	(30,299)
Adjustments for:		
Depreciation charges	700	-
Interest received	-	(33)
Decrease in debtors	10,294	9,179
Increase in creditors	<u>4,522</u>	<u>7,669</u>
Net cash provided by/(used in) operations	<u><u>17,160</u></u>	<u><u>(13,484)</u></u>

2. ANALYSIS OF CHANGES IN NET FUNDS

	At 1.4.22	Cash flow	At 31.3.23
	£	£	£
Net cash			
Cash at bank	<u>122,958</u>	<u>13,658</u>	<u>136,616</u>
	<u>122,958</u>	<u>13,658</u>	<u>136,616</u>
Total	<u><u>122,958</u></u>	<u><u>13,658</u></u>	<u><u>136,616</u></u>

YOUNG PERSONS CENTRE

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

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

	31.3.23	31.3.22
	£	£
Deposit account interest	-	33

YOUNG PERSONS CENTRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

4. INCOME FROM CHARITABLE ACTIVITIES

		31.3.23	31.3.22
	Activity	£	£
Childcare	Child and day care services	74,037	66,493
Other funding and fundraising	Child and day care services	51,377	14,805
Three year olds funding	Child and day care services	137,725	137,983
Milk costs reclaimed	Child and day care services	1,548	1,546
Two year olds funding	Child and day care services	124,072	101,224
		<u>388,759</u>	<u>322,051</u>

5. CHARITABLE ACTIVITIES COSTS

	Direct Costs	Support costs (see note 6)	Totals
	£	£	£
Child and day care services	<u>342,401</u>	<u>44,714</u>	<u>387,115</u>

6. SUPPORT COSTS

	Management Finance	Other	Governance costs	Totals
	£	£	£	£
Child and day care services	<u>43,102</u>	<u>48</u>	<u>864</u>	<u>44,714</u>

7. NET INCOME/(EXPENDITURE)

Net Income/(expenditure) is stated after charging/(crediting):

	31.3.23	31.3.22
	£	£
Depreciation - owned assets	<u>700</u>	<u>-</u>

8. TRUSTEES' REMUNERATION AND BENEFITS

There were no trustees' remuneration or other benefits for the year ended 31 March 2023 nor for the year ended 31 March 2022.

Trustees' expenses

There were no trustees' expenses paid for the year ended 31 March 2023 nor for the year ended 31 March 2022.

9. STAFF COSTS

	31.3.23	31.3.22
	£	£
Wages and salaries	<u>320,226</u>	<u>299,537</u>
	<u>320,226</u>	<u>299,537</u>

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

	31.3.23	31.3.22
	22	23
Charitable activities	<u>22</u>	<u>23</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 2023**

10. TANGIBLE FIXED ASSETS

	Equipment £	Play equipment £	Computer equipment £	Totals £
COST				
At 1 April 2022	23,680	13,697	6,366	43,743
Additions	<u>3,502</u>	<u>-</u>	<u>-</u>	<u>3,502</u>
At 31 March 2023	<u>27,182</u>	<u>13,697</u>	<u>6,366</u>	<u>47,245</u>
DEPRECIATION				
At 1 April 2022	23,680	13,697	6,366	43,743
Charge for year	<u>700</u>	<u>-</u>	<u>-</u>	<u>700</u>
At 31 March 2023	<u>24,380</u>	<u>13,697</u>	<u>6,366</u>	<u>44,443</u>
NET BOOK VALUE				
At 31 March 2023	<u>2,802</u>	<u>-</u>	<u>-</u>	<u>2,802</u>
At 31 March 2022	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>

11. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £	31.3.22 £
Debtors	<u>-</u>	<u>10,294</u>

12. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.23 £	31.3.22 £
Trade creditors	11,307	4,366
Other creditors	<u>7,052</u>	<u>9,471</u>
	<u>18,359</u>	<u>13,837</u>

13. MOVEMENT IN FUNDS

	At 1.4.22 £	Net movement In funds £	At 31.3.23 £
Unrestricted funds			
General fund	119,415	1,644	121,059
TOTAL FUNDS	<u>119,415</u>	<u>1,644</u>	<u>121,059</u>

Net movement in funds, Included In the above are as follows:

	Incoming resources £	Resources expended £	Movement In funds £
Unrestricted funds			
General fund	388,759	(387,115)	1,644
TOTAL FUNDS	<u>388,759</u>	<u>(387,115)</u>	<u>1,644</u>

YOUNG PERSONS CENTRE

NOTES TO THE FINANCIAL STATEMENTS - continued FOR THE YEAR ENDED 31 MARCH 2023

13. MOVEMENT IN FUNDS - continued

Comparatives for 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>

Comparative 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>

14. RELATED PARTY DISCLOSURES

There were no related party transactions for the year ended 31 March 2023.

YOUNG PERSONS CENTRE

DETAILED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 MARCH 2023

	31.3.23 £	31.3.22 £
INCOME AND ENDOWMENTS		
Investment income		
Deposit account interest	-	33
Charitable activities		
Childcare	74,037	66,493
Other funding and fundraising	51,377	14,805
Three year olds funding	137,725	137,983
Milk costs reclaimed	1,548	1,546
Two year olds funding	<u>124,072</u>	<u>101,224</u>
	<u>388,759</u>	<u>322,051</u>
Total incoming resources	388,759	322,084
EXPENDITURE		
Charitable activities		
Wages	320,226	296,523
Food and drink	8,771	6,957
Transport, travel & outings	8,151	506
Play equipment	<u>5,253</u>	<u>6,371</u>
	342,401	310,357
Support costs		
Management		
Site manager & cleaning	-	3,014
Insurance	1,982	1,693
Telephone	1,549	961
Postage, stationery & IT eqpt.	3,943	1,791
Repairs & maintenance	28,320	26,599
Training courses	1,279	1,480
Water cooler	1,329	1,102
Fleeces, T-shirts & clothing	417	273
Subscriptions	2,667	2,767
HR services	<u>1,616</u>	<u>1,536</u>
	43,102	41,216
Finance		
Bank charges	48	48
Other		
Depreciation of equipment	700	-
Governance costs		
Accountancy fees	<u>864</u>	<u>762</u>
Total resources expended	<u>387,115</u>	<u>352,383</u>
Net Income/(expenditure)	<u>1,644</u>	<u>(30,299)</u>

This page does not form part of the statutory financial statements

