

RETAS Leeds

Charity number 1121330

A company limited by guarantee number 06365085

Annual Report and Financial Statements for the year ended 31 March 2021



REFUGEE EDUCATION
TRAINING
ADVICE SERVICE



West Yorkshire Community Accounting Service

Annual Report and Financial Statements
for the year ended 31 March 2021

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Prepared by West Yorkshire Community Accounting Service

RETAS Leeds

Trustees' report for the year ended 31 March 2021

Reference and administrative details of the charity, its trustees and advisors

The trustees during the financial year and up to and including the date the report was approved were:

Name	Position	Dates
Robert Gosling	Chair	
John Callaghan		Resigned 17 August 2020
Matthew Thornfield		
Pippa Brook		
Elizabeth Campbell		
Michael Baynham		
Tesfalem Habte Yemane		
Yasir Mohammed		Resigned 2 April 2021
Mary Campbell		Appointed 8 June 2020
Rawand Ahmed		Appointed 14 January 2021
Katherine Wyatt		Appointed 2 November 2020
Gillian Newman		Appointed 14 January 2021

Company secretary Roger Nyantou

Charity number 1121330 Registered in England and Wales

Company number 06365085 Registered in England and Wales

Registered and principal address	Bankers	
233-237 Roundhay Road	HSBC	Epworth Investments
Leeds	PO Box 105	9 Bonhill Street
West Yorkshire	33 Park Row	London
LS8 4HS	Leeds. LS1 1LD	EC2A 4PE

Independent examiner

Simon Bostrom FCIE

West Yorkshire Community Accounting Service

Stringer House
34 Lupton Street
Leeds
LS10 2QW

Structure, governance and management

The charity is a company limited by guarantee and was formed on 10 Sep 2007. It is governed by a memorandum and articles of association amended on 8 Oct 2007. The company registered as a charity 22 Oct 2007. The liability of the members in the event of the company being wound up is limited to a sum not exceeding £10.

Method of recruitment and appointment of trustees

The trustees of the charity are also the directors for the purposes of company law and are appointed upon recommendation by another RETAS board of trustee member or staff member and are voted onto the board of trustees by other board members at board meetings.

RETAS Leeds

Trustees' report (continued) for the year ended 31 March 2021

Objectives and activities

The charity's objects

The relief of refugees and asylum seekers in Yorkshire and Humberside who are in conditions of need, hardship or distress by the provision of education assisting in the relief of their unemployment and assisting their integration into society.

The charity's main activities

We believe that every refugee and asylum seeker can reach their potential here in the UK. We work closely with refugees and asylum seekers as well as the wider community in West Yorkshire to make this a reality.

We work to integrate refugees and asylum seekers by assisting with access to education, requalification, training and employment and strive to build confidence and hope in our clients.

Public benefit statement

In setting our objectives and planning our activities our Trustees have given serious consideration to the Charity Commission's general guidance on public benefit and in particular how planned activities will contribute to the aims and objectives they have set.

Achievements and performance

During the period April 2020 – March 2021 RETAS has continued to develop the service it offers and has enhanced further its reputation in the sector as an organisation that delivers high quality support to its clients.

Charitable Activities:

Syrian Resettlement Programme (SRP) – UKRS

This programme is funded by the Home Office through Leeds City Council and RETAS has been commissioned since 2015 to support those Syrian refugees and others coming to the UK under UKRS via refugee camps.

The 28 Day Transition Project

This programme is designed to help newly recognised refugees in Leeds, Bradford and Wakefield negotiate the key steps to independence and integration. The programme is the first of its kind in the country and addresses a longstanding need for support for newly recognised refugees' migrant during this most difficult of times.

The New Roots Project

This programme is run in partnership with the Refugee Council and PATH Yorkshire and is funded by Asylum Migration Integration Fund. It offers crisis support and advice and guidance on welfare, finance, housing, health, and wellbeing, as well as employment and training advice, IELTS course and Security Industry Authority (SIA) support.

Adult Community Learning

This programme is funded by the Skills Funding Agency through Leeds City Council. The programme aims to equip refugees and asylum seekers with a range of skills essential for integration, including English language and literacy skills, numeracy, and IT.

The Welcome to Leeds Project

This programme is funded by Public Health Leeds. Its aim is to create a culture of welcome in the city, reduce isolation and anxiety, and provide initial support for asylum seekers and refugees on their journey towards independence.

English @ Home Wakefield

This programme is funded by Wakefield Council and supports clients with health issues who are not able to attend English classes

"Selim Project"

This year has been very challenging with the Covid Pandemic. In addition to the above activities, we have also focussed on supporting these communities who have been severely impacted by Covid-19 through our "Selim Project". Additional funding was obtained from the National Community Lottery Fund which has been very valuable and has enabled us to empower community groups.

RETAS Leeds

Trustees' report (continued) for the year ended 31 March 2021

Achievements and performance continued

Activities that have resulted from the above projects are as follows:

Education and employment IAG (Information Advice and Guidance) sessions across West Yorkshire (1250 new clients registered and received IAG contributing towards a total of approximately 1500 active registered clients)

ESOL (face to face, online learning and support packages delivered during lockdown)

IELTS (International English Language Testing System) preparation courses (delivered 2 days per week throughout the year)

SIA application support

Job placements/volunteering (over 25 placements secured internally)

Grants

Weekly Housing Group

Weekly drop-in

Signposting and referral to specialist services

Social activities including picnic

"Developing You" Programme

Awareness raising around Covid-19

Benefits support

Housing support including furniture applications

Financial support including opening bank accounts, managing bills

GP registration

Crisis and destitution support

Health and wellbeing support

Relocation support

Driving licence application

Support with job and character references

Advocacy support including family reunion, liaising with different agencies

Over 100 refugees gained employment throughout the year as a result of accessing the above services. Jobs included positions in support work, administration, care work, security, warehouse operatives, cleaning, catering, and retail assistants.

The above projects, activities and outcomes have been delivered in line with the charities objectives of supporting refugees and asylum seekers in their education, training, and employment needs.

Financial review

The net income for the year was £37,334, including net income of £74,598 on unrestricted funds and net expenditure of £37,264 on restricted funds, after transfers.

The impact of the global Covid-19 pandemic has not had a significant financial impact on RETAS. During the year we were able to make use of Government funding (such as the Job Retention Scheme) and negotiated revised timescales and deliverables with our project funders. The additional cost associated with the pandemic (such as requiring lower class numbers to allow for social distancing) has been considered as part of our forecasts.

The trustees have reassessed the charity's ability to continue for at least 12 months from the date that the accounts are approved and conclude that no material uncertainties exist that cast significant doubt on the charity's ability to continue as a going concern.

RETAS Leeds

Trustees' report (continued) for the year ended 31 March 2021

Reserves policy

The board of Trustees have considered the appropriate reserve policy in the light of the organisations objectives and risks and have agreed that it is appropriate to maintain a level of reserves between 3 and 6 months of ongoing operational expenses. Based on budgeted expenditure of approximately £510,000, this would equate to a lower limit of £127,500 and an upper limit of £255,000.

The charity's free reserves, excluding fixed assets, at the year end were £355,860.

In the year ahead, grant funding from two of the current sources (Barrow Cadbury Trust) is expected to end, with no guarantee that replacement funding will be secured. The surplus free reserves of £100k will be used over the coming year to allow the work that these sources were funding to continue while replacement funding sources are found. In the event that future funding for these projects cannot be secured, this surplus will also allow for an orderly ending of those projects without impacting the core reserves level of the charity.

Funds held as agent on behalf of others

The charity is a participant in the Acts 435 scheme whereby the charity acts as an advocate and posts requests for help on the Acts 435 website on behalf of its beneficiaries who are in need. Donors visiting the Acts 435 website can give through the website with the aim of the individual people receiving all of the money donated. The charity advocate then contacts the individual and passes the donation on to them.

In this way the charity is acting as agent. The actual donations are made to the registered charity Acts 435, who is eligible to claim gift aid on the donations. This is how that charity funds its operational costs. Consequently the advocate charity (RETAS Leeds) is not able to claim gift aid on the donations.

During the year, RETAS Leeds enabled 154 people to benefit from the scheme, Income of £26,019 was received from people who gave via the Acts 435 website along with a balance brought forward of £370 and £24,844 was passed on to individuals leaving a balance being held by the charity at the year end of £1,545.

This sum has been excluded from the cash balance at the year end and the donations received and passed on have also been excluded from the accounts in accordance with the Charities SORP FRS102.

RETAS Leeds

Trustees' report (continued) for the year ended 31 March 2021

Statement of trustees' responsibilities

The trustees (who are also the directors for the purposes of company law) are responsible for preparing the Trustees report and the financial statements in accordance with the applicable law and UK Accounting Standards.

Company law requires the trustees to prepare financial accounts for each financial year which give a true and fair view of the state of affairs of the charitable company and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for the year. In preparing these financial statements, the trustees are required to:

- select suitable accounting policies and 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;
- prepare the accounts on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

The trustees are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the charitable company and to enable them to ensure that the financial accounts comply with the Companies Act 2006. They 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.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (Charities SORP (FRS102)), and in accordance with the special provisions of the Companies Act 2006 relating to small companies.

Signed on behalf of the board of trustees on

Signed: (Trustee)

Name:

RETAS Leeds

Independent examiner's report to the trustees of RETAS Leeds

I report to the charity trustees on my examination of the accounts of the charitable company for the year ended 31 March 2021, which are set out on pages 8 to 14.

Responsibilities and basis of report

As the charity's trustees of the charitable 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 charitable 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 ('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 the charitable company's gross income exceeded £250,000 your examiner must be a member of a body listed in section 145 of the 2011 Act.

I confirm that I am qualified to undertake the examination because I am a member of ACIE which is one of the listed bodies.

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

- 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.

Signed:

Name: Simon Bostrom FCIE

Date:

West Yorkshire Community Accounting Service

Stringer House
34 Lupton Street
Leeds
LS10 2QW

RETAS Leeds

Statement of Financial Activities

(including summary income and expenditure account)

for the year ended 31 March 2021

	Notes	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Income from:					
Grants and service level agreements	(2)	100,194	376,938	477,132	491,909
Donations		8,154	-	8,154	6,961
Fees and other income		200	-	200	93
Bank interest		206	-	206	90
Total income		108,754	376,938	485,692	499,053
Expenditure on:					
Salaries and NI	(3)	11,654	375,637	387,291	370,886
Freelance staff		1,493	6,208	7,701	26,121
Events and trips		-	-	-	4,711
Insurance		162	700	862	891
Printing, stationery, publications and telephone		2,282	2,308	4,590	4,140
Repairs and maintenance		20	709	729	2,520
Rent and rates		4,880	19,280	24,160	25,737
Catering		31	101	132	1,827
Travel expenses		132	593	725	2,764
Training costs		410	18,540	18,950	9,746
Equipment		-	-	-	1,715
Subscriptions		96	26	122	156
Legal fees		-	-	-	1,800
Website development and IT support		35	-	35	135
Foreign exchange loss		-	-	-	248
Sundry expenses		350	630	980	75
Independent examination		334	666	1,000	1,000
Bank charges		118	-	118	86
Marketing and publicity		-	-	-	1,177
Crèche workers		-	-	-	2,063
Depreciation		963	-	963	281
Total expenditure		22,960	425,398	448,358	458,079
Net income / (expenditure)		85,794	(48,460)	37,334	40,974
Transfers between funds		(11,196)	11,196	-	-
Net movement in funds		74,598	(37,264)	37,334	40,974
Fund balances brought forward		283,309	95,170	378,479	337,505
Fund balances carried forward	(4)	357,907	57,906	415,813	378,479

RETAS Leeds

Balance sheet

as at 31 March 2021

	2021	2021	2021	2020
	Unrestricted	Restricted	Total	Total
	£	£	£	£
Fixed assets				
Tangible assets	(5) 2,047	-	2,047	280
Total fixed assets	<u>2,047</u>	<u>-</u>	<u>2,047</u>	<u>280</u>
Current assets				
Debtors and prepayments	(6) 58,826	138,353	197,179	285,713
Cash at bank and in hand	(7) 298,331	(80,447)	217,884	96,710
Total current assets	<u>357,157</u>	<u>57,906</u>	<u>415,063</u>	<u>382,423</u>
Current liabilities:				
amounts falling due within one year				
Creditors and accruals	(8) 1,297	-	1,297	4,224
Total current liabilities	<u>1,297</u>	<u>-</u>	<u>1,297</u>	<u>4,224</u>
Net current assets / (liabilities)	<u>355,860</u>	<u>57,906</u>	<u>413,766</u>	<u>378,199</u>
Net assets	<u>357,907</u>	<u>57,906</u>	<u>415,813</u>	<u>378,479</u>
Funds				
Unrestricted funds	357,907	-	357,907	283,309
Restricted funds	-	57,906	57,906	95,170
Total funds	<u>357,907</u>	<u>57,906</u>	<u>415,813</u>	<u>378,479</u>

For the year ending 31 March 2021 the charitable company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the charitable company to obtain an audit of its accounts for the year in question in accordance with section 476. The trustees (who also the directors for the purposes of company law) 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 and with FRS 102 (effective January 2019).

The financial statements were approved by the board of trustees on

Signed: (Trustee)

Name:

RETAS Leeds

Notes to the accounts

for the year ended 31 March 2021

1 Accounting policies

Basis of accounting

These accounts have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant note(s) to these accounts. The financial statements have been prepared in accordance with the Statement of Recommended Practice:

Accounting and Reporting by 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)

The charity constitutes a public benefit entity as defined by FRS 102.

There has been no change to the accounting policies since last year.

No changes have been made to the accounts for previous years.

Going concern

The trustees are satisfied that there are no material uncertainties about the charity's ability to continue.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) when the charity becomes entitled to the resources, it is more likely than not that the trustees will receive the resources and the monetary value can be measured with sufficient reliability.

Grants and donations

Grants and donations are only included in the SOFA when the charity has unconditional entitlement to the resources.

Where grants are related to performance and specific deliverables, they are accounted for as the charity earns the right to consideration by its performance.

Expenditure and liabilities

Expenditure is recognised on an accrual basis as a liability is incurred. Liabilities are recognised where it is more likely than not that there is a legal or constructive obligation committing the charity to pay out the resources and the amount of the obligation can be measured with reasonable certainty.

Taxation

As a charity the organisation benefits from rates relief and is generally exempt from income tax and capital gains tax but not from VAT. Irrecoverable VAT is included in the cost of those items to which it relates.

Tangible fixed assets

Tangible fixed assets costing more than £500 are capitalised and included at cost including any incidental expenses of acquisition. Gifted assets are shown at the value to the charity on receipt.

Depreciation is provided on all tangible fixed assets at rates calculated to write off the cost on a straight line basis over their expected useful economic lives as follows:

Computer equipment: over 4 years

Pensions

The charity operates a defined contribution scheme for the benefit of its employees. The costs of contributions are recognised in the year they are payable.

RETAS Leeds

Notes to the accounts continued for the year ended 31 March 2021

1 Accounting policies continued

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees in furtherance of the general objectives of the charity.

Restricted funds are subjected to restrictions on their expenditure imposed by the donor or through the terms of an appeal.

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

Leases

Rents under operating leases are charged on a straight line basis over the lease term or to an earlier date if the lease can be determined without financial penalty.

2 Grants and service level agreements

	2021 Unrestricted funds £	2021 Restricted funds £	2021 Total funds £	2020 Total funds £
Contracts and service level agreements				
LCC Adult education	82,138	-	82,138	87,456
Wakefield Council	7,930	-	7,930	13,780
Grants				
Leeds City Council (LCC)	10,000	67,643	77,643	185,632
Big Lottery Fund	-	70,593	70,593	87,128
British Refugee Council	-	121,343	121,343	101,167
Women and Democracy Association (KADEM)	-	-	-	13,230
Coronavirus Job Retention Scheme (CJRS)	-	73,584	73,584	3,516
Barrow Cadbury Trust	-	33,775	33,775	-
Refugee Action	-	10,000	10,000	-
Fundraising events	126	-	126	-
	<u>100,194</u>	<u>376,938</u>	<u>477,132</u>	<u>491,909</u>

3 Staff costs and numbers

	2021 £	2020 £
Gross salaries	353,572	337,966
Social security costs	22,614	22,065
Pensions	8,139	8,003
Payroll administration costs	2,967	2,852
	<u>387,291</u>	<u>370,886</u>

The average number employees during the year was 14.3, being an average of 15.2 full time equivalent (2020: 18.7, 13.4 FTE). There were no employees with emoluments above £60,000.

Defined contribution pension scheme

	2021 £	2020 £
Costs of the scheme to the charity for the year	8,139	8,003

RETAS Leeds

Notes to the accounts continued for the year ended 31 March 2021

4 Restricted funds	Balance b/f	Incoming	Outgoing	Transfers	Balance c/f
	£	£	£	£	£
Syrian Refugee Programme	58,527	62,353	114,026	-	6,854
Big Lottery Fund	32,400	70,593	85,903	-	17,090
Welcome to Leeds	740	-	-	-	740
LCC Women's group	1,692	290	1,982	-	-
British Refugee Council	1,811	121,343	137,080	13,926	-
Barrow Cadbury	-	33,775	12,823	(2,730)	18,222
Refugee Action Programme	-	10,000	-	-	10,000
Public Health	-	5,000	-	-	5,000
HMRC CJRS	-	73,584	73,584	-	-
	<u>95,170</u>	<u>376,938</u>	<u>425,398</u>	<u>11,196</u>	<u>57,906</u>

Fund name	Purpose of restriction
Syrian Refugee Programme	Full package of support for Syrian refugees arriving in the UK.
Big Lottery Fund	28 day transition project: 3 year project delivering a tailored programme of practical support to refugees with newly acquired status.
Welcome to Leeds	For the Befriendee activity project.
LCC Women's group	For the Together we Thrive project.
British Refugee Council	Funding for the Asylum, Migration and Integration project. The transfer represents the charity's own contribution to the project.
Barrow Cadbury	To safely reopen its drop-in and ESOL services and increase service delivery via remote services adaptations. A transfer of £2,730 was made from this fund in respect of 5 laptops, purchased for general use in the charity.
Refugee Action Programme	To increase the ability to respond and to adapt the services relating to crisis situations.
Public Health	To support the physical and mental wellbeing of asylum seekers whilst accommodated in Leeds hotels as part of the public health response to Covid-19.
HMRC CJRS	To fund salary costs of furloughed staff.

5 Tangible assets

	Office equipment	Total
<u>Cost</u>	£	£
At 1 April 2019	1,123	1,123
Additions	2,730	2,730
At 31 March 2020	<u>3,853</u>	<u>3,853</u>
<u>Depreciation</u>		
At 1 April 2019	843	843
Charge for year	963	963
At 31 March 2020	<u>1,806</u>	<u>1,806</u>
<u>Net book value</u>		
At 31 March 2020	<u>2,047</u>	<u>2,047</u>
At 31 March 2019	<u>280</u>	<u>280</u>

RETAS Leeds

Notes to the accounts continued for the year ended 31 March 2021

6 Debtors and prepayments	2021	2020
	£	£
Debtors	196,499	285,078
Prepayments	680	635
	<u>197,179</u>	<u>285,713</u>

7 Cash at bank and in hand	2021	2020
	£	£
Cash at bank	217,847	96,560
Cash in hand	37	150
	<u>217,884</u>	<u>96,710</u>

8 Creditors and accruals	2021	2020
	£	£
Creditors	-	2,303
Accruals	1,297	1,921
	<u>1,297</u>	<u>4,224</u>

9 Related party transactions

Trustee expenses

No trustee received any expenses during this year or the previous year.

Trustee remuneration and benefits

No trustee received any remuneration or benefit during this or the previous year.

Related party transactions

Key management personnel

The key management personnel of the charity include the trustees and Chief Officer. The total employee benefits received by the Chief Officer were £44,121 (previous year: £43,746).

10 Operating leases

Expected future minimum lease payments over the remaining life of the lease, analysed into the period in which the commitment expires:	2021	2020
	£	£
Within one year	13,065	465
In the second to fifth years inclusive	913	1,378
Over five years from the balance sheet date	-	-
	<u>13,978</u>	<u>1,843</u>

11 Transactions where the charity has acted as an agent

	2021	2020
	£	£
Funds received through the Acts 435 scheme	26,019	11,075
Funds passed on to individual beneficiaries in accordance with the scheme	24,844	10,805
Net movement in the year	<u>1,175</u>	<u>270</u>
Balance brought forward	370	100
Balance carried forward (excluded from charity balance sheet)	<u>1,545</u>	<u>370</u>

RETAS Leeds

Statement of Financial Activities including comparatives for all funds (including summary income and expenditure account) for the year ended 31 March 2021

	2021 Unrestricted funds £	2020 Unrestricted funds £	2021 Restricted funds £	2020 Restricted funds £	2021 Total funds £	2020 Total funds £
Income						
Grants and service level agreements	100,194	101,236	376,938	390,673	477,132	491,909
Donations	8,154	5,842	-	1,119	8,154	6,961
Fees and other income	200	93	-	-	200	93
Bank interest	206	90	-	-	206	90
Total income	108,754	107,261	376,938	391,792	485,692	499,053
Expenditure						
Salaries and NI	11,654	41,057	375,637	329,829	387,291	370,886
Freelance staff	1,493	4,823	6,208	21,298	7,701	26,121
Events and trips	-	136	-	4,575	-	4,711
Insurance	162	339	700	552	862	891
Printing, stationery, pub and phone	2,282	837	2,308	3,303	4,590	4,140
Repairs and maintenance	20	2,520	709	-	729	2,520
Rent and rates	4,880	10,809	19,280	14,928	24,160	25,737
Catering	31	342	101	1,485	132	1,827
Travel expenses	132	71	593	2,693	725	2,764
Training costs	410	896	18,540	8,850	18,950	9,746
Equipment	-	66	-	1,649	-	1,715
Subscriptions	96	156	26	-	122	156
Legal fees	-	1,800	-	-	-	1,800
Website development / IT support	35	-	-	135	35	135
Foreign exchange loss	-	-	-	248	-	248
Sundry expenses	350	75	630	-	980	75
Independent examination	334	120	666	880	1,000	1,000
Bank charges	118	86	-	-	118	86
Marketing and publicity	-	443	-	734	-	1,177
Crèche workers	-	-	-	2,063	-	2,063
Depreciation	963	281	-	-	963	281
Total expenditure	22,960	64,857	425,398	393,222	448,358	458,079
Net income / (expenditure)	85,794	42,404	(48,460)	(1,430)	37,334	40,974
Transfers between funds	(11,196)	540	11,196	(540)	-	-
Net movement in funds	74,598	42,944	(37,264)	(1,970)	37,334	40,974
Fund balances brought forward	283,309	240,365	95,170	97,140	378,479	337,505
Fund balances carried forward	357,907	283,309	57,906	95,170	415,813	378,479